

## THE ICEBERG'S THEORY OF CHANGE

### GAPS

1. Gaps in consolidated information sources and evidence-backed narratives on the transformative impact of business events.
2. Need for a cohesive message aligning the economic, societal and environmental impacts of business events with policy agendas.
3. Lack of structured advocacy and local representation that connects the business events sector with government agendas.



### THE ICEBERG'S MISSION:

To support, inspire and accelerate the global impact and legacy movement elevating the understanding of meetings and events as core elements of societal transformation.

### SHORT-TERM OUTCOMES (1 yr)

<b>PATHWAY 1</b> <b>Curating and disseminating knowledge on the impact of business events</b>	1.1 The Iceberg becomes an interactive knowledge platform providing targeted content aimed at supporting ambassadors in building bespoke advocacy campaigns.  1.2 Key Knowledge Partners (such as Peak Bodies, industry Consultants, benchmarking and certification bodies, etc.) commit to feeding back knowledge (best practices, case studies, resources) to The Iceberg's platform.
<b>PATHWAY 2</b> <b>Developing a global network of Ambassadors and partners</b>	2.1 Business events industry stakeholders (individuals and organisations) formally become "ambassadors" of The Iceberg and are engaged in the global campaign.  2.2 Industry peak bodies ambassadors help recruit their members to become ambassadors.
<b>PATHWAY 3</b> <b>Advocating globally, nationally and locally</b>	3.1 Individual Ambassadors and BE Industry and Association Partners are engaged to advocate nationally and locally and use The Iceberg's resources to communicate on the impact of events.  3.2 Advocacy partners skilled in public affairs and policy act as expert resources to help ambassadors build successful advocacy campaigns.
<b>PATHWAY 4</b> <b>Supporting the industry in amplifying, measuring and communicating the impact of business events</b>	4.1 The Iceberg provides templates and resources for the use of destinations and associations who want to develop a practice of defining, managing, measuring and communicating the impact of their events  4.2 Ambassadors and partners actively strive to elevating their own practices aiming to amplify, measure and communicate the impact of events globally

### MID-TERM (3 yrs)

**GOAL 1:**  
 Successful advocacy campaigns are implemented at regional, national and local levels, fueled by a constant stream of best practices, case studies and new knowledge on the impact of events.

**GOAL 2:**  
 There is a growing number of organisations that demonstrate a focus on amplifying, measuring and communicating the impact of their event they host and organize, increasing the strength and reach of the movement.

### LONG-TERM

Governments will consistently seek, support and invest in events to achieve their social, economic and environmental transformation efforts.

Organisations deliver on intentions of societal benefits and maximise the impacts of their events and meetings, in addition to organising them for their own advancement. This is enabled by the Business Events Industry (Supply Chain) focusing primarily on the broader community impacts of events not just on visitation and spending impacts.

### IMPACT

**Industry stakeholders will universally leverage the power of meetings and events to drive positive social, economic and environmental impacts to society while also serving their own unique strategic purposes.**