

Practitioner Report

# The Copenhagen Legacy Lab Strategic Approach

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*Value Creation, Legacy, Impact*

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## Research Note

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## ABSTRACT

This article represents Copenhagen Legacy Lab's (CLL) strategic approach towards creating positive outcomes and long-term impacts from congresses and events. The website of CLL is an open-source platform for associations and industry professionals that showcases methods, tools, and materials including digital testimonials and case studies supporting prioritized strongholds of Copenhagen ('Green Transition', 'Life Science, and IT Communications and Technology'). This article presents a case from all three strongholds that have applied CLL's strategic and systematic approach towards legacy building. The aim of the approach is to identify a shared objective and inspire congresses and events to develop and commit to activities that potentially leave positive outcomes and long-term impacts. The activities will be evaluated based on inspiration from the Theory of Change and the EU Commission's approach towards 'Social Impact Measurement'.

## KEYWORDS

*Value Creation, Legacy, Impact*

## Introduction

Megatrends and global challenges are changing the world. Now, many associations and industries face a new challenge - to create responsible, resilient, and regenerative business models. Congresses and events can help solve the challenges of tomorrow and build future business models. Copenhagen Legacy Lab aims to inspire associations, local capacities, and stakeholders to develop and commit to activities that can leave a lasting, positive, and sustainable impact.

Hence, Copenhagen Convention Bureau which attracts congresses and events has formulated a new and agile strategy "Copenhagen Together for Positive Impact". The strategy takes the megatrends into consideration and supports both a short and long-term horizon.

The strategy consists of three focus areas:

- Transforming to meet the changing needs of clients
- Sharing communities
- Creating a broader sustainable impact.

Copenhagen Legacy Lab supports and taps into these focus areas by using communities, data, and a structured process that supports the UN Sustainable Development Goals (SDGs). This is in order to meet the strategic objectives of visiting associations, our destination, and the global society at large. Copenhagen has a strong tradition for developing and supporting our strongholds such as Green Transition, Life-Science, and Information & Communications Technology.

By connecting ideas, people, and sectors the CLL facilitates collaboration between science, business, and society to contribute to solving the challenges of tomorrow. CLL uses congresses and events to tackle some of our local challenges by using these strongholds to inspire global solutions.

## Why now?

Several forceful external realities are asserting pressure on congresses and events. Some are specific to the meetings and events industry while others are megatrends impacting several industries. This questions our very reason to host and attend congresses and events.

## 1. The Climate Crisis

The meetings and events industry depends on millions of people being flown around the world to meet in temporary settings. The consequence is a substantial carbon footprint. CLL sees its necessary response as twofold; first, the industry must actively engage in reducing the carbon footprint of congresses and events. Second, the industry has an obligation to unfold the full potential of the meetings.

## 2. The Pursuit Of Purpose

To woo clients, attract the brightest talents, involve citizens, and work with the best research partners in the future, progressive companies need a stronger purpose than merely generating short-term profit for their shareholders.

## 3. Health & Pandemics

COVID-19 has significantly impacted the global economy, and the meetings and events industry is transforming permanently as a consequence. The focus on health risks has increased both for the delegates attending in-person events and also in terms of the implications it may have on their place of employment.

## 4. Tech Revolution

The rapid development of new tech solutions, that can facilitate large and effective virtual meetings worldwide, is becoming cheaper, more advanced, and more real in its ability to transmit human communication and interaction. This will increasingly challenge the need to bring large numbers of geographically dispersed people together in one location for a given period of time.

## 5. The Collaborative Era In Knowledge Production

We live in a time, where the forms of knowledge production are undergoing massive changes due to the abundant availability of data, information, and knowledge. We are moving towards an era characterised by collaboration, internationalisation, interdisciplinarity, cross-sectorial alliances, openness, and problem-focused research. In this era, meetings will become even more important as platforms for disseminating and sharing information and networking.

## 6. Political Instability And Unexpected Change

Global circumstances, such as political instability, war, and recession can lead to new and unforeseen situations. Thus, the industry must be ready to adapt, create sustainable business models, and use congresses and events as catalysts for positive change.

## Legacy definition

Copenhagen Legacy Lab aims to leave a legacy through both congresses and events. In terms of congresses, Copenhagen Legacy Lab strives to identify a sweet spot between the association and our destination - a shared and relevant challenge (see Figure 2). With respect to events, CLL is exploring the unlocked and positive opportunities that event platforms can accelerate in connection to the needs of the local destination.

CLL believes that congresses and events are great platforms to address broader societal issues. They have the potential to create positive long-term value for the destinations in which the meetings are held, for associations, and for our broader society. The challenge is often linked to the SDGs or national agendas and has the potential to address the main drivers of economic growth and societal transformation supporting a potential legacy. This could for example be a lack of investments or policies to promote technology and innovation. Based on the identified challenge or opportunity, Copenhagen Legacy Lab will connect relevant stakeholders and design activities that potentially will be monitored over time.

Copenhagen Legacy Lab calls it legacy when an activity or project successfully uses congresses and events to achieve the societal impact that meets societal needs supporting an association's or local capacities' overall purpose and strategic objectives. Thus, the legacy of the congress or event is not coincidental nor random, but the result of a deliberate and strategic process.

### EXAMPLE:

If an association aims to support sustainable transformation for the industry it represents, it can launch a letter of commitment to be signed by its members. Such a project can lead to new services, member growth, and engagement, including the potential for a new local chapter in Copenhagen. That is an example of a sweet spot between an association and the local destination aiming to kick-start a sustainable transformation within an industry - locally and globally.

## Approach to Legacy and its Measurement

The 7-step model is the backbone of Copenhagen Legacy Lab's work and a structure which legacy projects can be based upon. The 7-step model is based on the thoughts of the 'Theory of Change'. Further, it is inspired by the European Commission's proposed approach to 'Impact Social Measurement'. Since all congresses and events are unique, CLL suggests that all legacy projects are customised together with relevant decision-makers to find a common way forward.

The approach to legacy values co-creation and inclusiveness, while it takes inspiration from ‘Design Thinking’ as a problem-solving technique. In practice, this means both divergent phases (open thinking) and convergent phases (focused thinking) throughout the process. When identifying and selecting the most relevant congresses and events, CLL considers both Copenhagen’s and Denmark’s priorities and strongholds supported by:

- The UN Sustainable Development Goals (SDGs)
- Six main drivers of economic and societal transformation (see Figure 1 below)

A purposeful identification of congresses and events should ensure that legacy projects are built on platforms with the potential to create a positive and lasting impact on society.

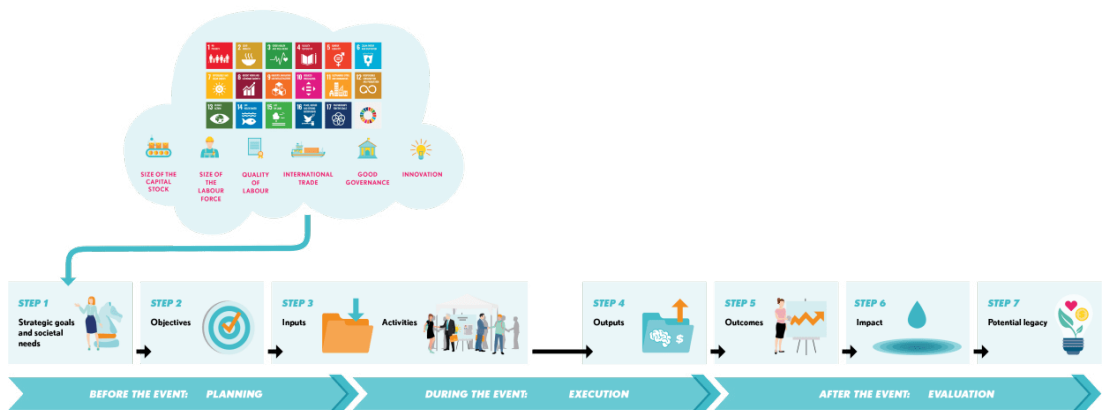


Figure 1: The 7-Step Legacy Approach of the Copenhagen Legacy Lab

Effects from congresses and events can be multifaceted and evolve over time. Copenhagen Legacy Lab distinguishes between four effect categories (see Table 1):

- Outputs
- Outcomes
- Impacts
- Legacies

A clear distinction between the various effect categories should make value creation from congresses and events more transparent. In addition to building transparency, a common understanding can also make legacy planning more effective and support the evaluation process after the end of the congress or event. To measure and evaluate effects over time, it is crucial to discuss and plan data collection ahead of the congress or event (e.g., surveys). When the actual evaluation is being designed and conducted it is important to ensure a causal relationship between the different effect categories if at all possible.



<b>OUTPUTS</b>  Immediately after an activity <b>Description</b>	<b>OUTCOMES</b> + 6 - 12 months <b>Description</b>	<b>IMPACT</b>  + 1 year <b>Description</b>	<b>LEGACY</b> + 1 year <b>Description</b>
The direct result of an activity (depending on the activity). <b>Data Collection</b>	Arise when outputs lead to improved performance or changed behaviour. <b>Data Collection</b>	Arise when improved performance or changed behaviour benefits society. <b>Data Collection</b>	Did the achieved impacts meet the legacy project’s objectives? <b>Data Collection</b>
Collected from participants immediately after an activity e.g., through a survey.	Collected from participants six to twelve months after an activity to identify improved performance or changed behaviour e.g., through a survey.	Collected on how the improved performance or changed behaviour has affected local society e.g., by using empirical literature or national baselines.	Investigate if there is a correlation between the achieved impacts and the societal needs, supporting the association’s strategic objectives and the overall purpose.
<b>Education Day (Example)</b> e.g., number of patients at an educational day about their illness.	e.g., number of patients who are able to work more due to the activity.	e.g., the patient group has an effect on new local patient treatments.	e.g., the educational day is part of the congress at every destination.

Table 1: 4 Different Effect Categories

CLL believes that congresses and events contain an untapped potential which can be amplified and supported by strategic legacy planning. Below in Table 2, some of the reasons are presented why various stakeholders can find it valuable to get involved in a legacy process.

Stakeholder	Value statements
Local destination	<ul style="list-style-type: none"> <li>• Broader value creation from meetings</li> <li>• Improve the local destination</li> <li>• Employer branding</li> <li>• Win more bids</li> <li>• Support long-term funding</li> </ul>
Local host	<ul style="list-style-type: none"> <li>• Solve local challenges within the field of research</li> <li>• Build a congress that leverages local knowledge and showcases the destination</li> <li>• Build a congress or event that stands out</li> <li>• Build a congress or event that creates awareness, buzz, and great stories</li> </ul>
Association	<ul style="list-style-type: none"> <li>• Validate and achieve purpose, goals, and objectives</li> <li>• Contribute to solving global challenges</li> <li>• Increased number of delegates</li> <li>• Increased revenues from delegates and sponsors</li> <li>• Enhanced event strategy</li> <li>• Membership engagement and growth</li> <li>• Unlock new funding opportunities</li> </ul>
Local business stakeholders	<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Increased innovation</li> <li>• Increased export</li> <li>• Branding</li> <li>• Access to new knowledge</li> <li>• Talent attraction</li> <li>• New network and partnership opportunities</li> </ul>



<p><b>Local educational stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Showcase research and field of expertise</li> <li>• International branding</li> <li>• Gain access to the latest knowledge</li> <li>• Networking and collaboration opportunities</li> <li>• Attract students and PhDs</li> <li>• Attract new funding</li> </ul>
<p><b>Local governmental stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Solve global, national, or local challenges</li> <li>• Showcase local destination</li> <li>• Strengthen public-private partnerships</li> <li>• Improve policy and legislation</li> <li>• Improve quality of life for its citizens</li> </ul>

*Table 2: The Value of Legacy*

Ensuring success, commitment, and active participation from all parties involved is an essential part of the legacy process. As all legacy cases are unique, the involvement of the different stakeholders may differ. Below it is exhibited what roles and responsibilities could look like.

**Association**

Ideally, associations contribute with their leadership and vision and are part of the legacy steering committee, forming the requests for proposals with respect to bids. The association could be involved in each step of the legacy process (cf. the 7-step model in Figure 1).

**Local Host**

Local hosts are often the key drivers on the ground for legacy development. The local host is sometimes part of the bidding process and should subsequently be involved in each step of the legacy process (cf. the 7-step model in Figure 1).

**Local Destination**

The local destination is represented by a CVB (Convention Bureau). They could be involved throughout the legacy process from bidding to facilitating the legacy project, including evaluation (cf. the 7-step model on page 12).

### Local Governmental Stakeholders

The engagement of local governmental stakeholders can be essential to support political agendas. Governmental stakeholders would ideally be involved in step 3 (cf. the 7-step model in Figure 1).

### Local Business Stakeholders

Local business stakeholders can contribute with their support and engagement. Business stakeholders would ideally be involved in step 3 (cf. the 7-step model in Figure 1).

### Local Educational Stakeholders

Local educational stakeholders can contribute with their knowledge and engagement. Educational stakeholders would ideally be involved in step 3 (cf. the 7-step model in Figure 1).

## Legacy Case Studies

### Case 1: ESPGHAN 54th Annual Meeting in June 2022

When children get sick, it affects the whole family. It can be difficult for the patients and their families to navigate the illness and understand the symptoms, which is why it is instrumental that they have access to the best possible information. Information that is also easily understood by the patients and their families. When it comes to autoimmune diseases, they may develop very differently and, therefore, must be treated in a very individual-oriented way. But how do you then ensure that the patients and their families are informed in the best way possible every time? This was one of the focus areas that The European Society for Paediatric Gastroenterology Hepatology and Nutrition (ESPGHAN) wanted to look at as part of its 54th Annual Meeting in Copenhagen.

ESPGHAN's Annual Meeting had special attention on the pediatric treatment of gastrointestinal tract, liver, and nutritional diseases. The conference also facilitated demonstration models and hands-on techniques such as endoscopy with different types of instruments. The vision of ESPGHAN was to disseminate know-how and mitigate research and talent gaps.

As a legacy activity, the conference opened its doors for a Family Education Day with about 100 children, parents, and nutritional experts. The activity included presentations by several international experts and conversations between these experts and the kids and their families. Medical professionals acted as 'translators' during the conversations to ensure smooth communication between the two groups. This provided a better understanding of the problems seen from different perspectives, just as it contributed to a positive connection to the patients' associations, patients and their families.

The evaluation feedback from the families was very positive. The most important output was to learn about the latest science, practice, and new therapies from experts in the field. The questions and the debates were highly appreciated, and the children were all offered tickets to the Copenhagen amusement park “Tivoli” after the activity. It is only recently that legacy targets have been part of ESPGHAN.

Medical expert and former member of the local organising committee Anders Pærregaard, who designed the Family Education Day, said: “The first experience in Denmark has been positive, and the researchers, the kids, and their families have learned a lot from their dialogue.” The legacy activities in Copenhagen also included a Talent Workshop for young researchers organised by Center for Molecular Prediction of Inflammatory Bowel Disease (PREDICT). This workshop presented the research centre’s activities and possibilities for future collaboration.

Finally, there was an initiative from the local organising committee to establish a fund supporting young PhD researchers studying gastrointestinal and liver diseases in children. This fund will be funded by sponsors and the conference’s surplus money and will be activated when it reaches one million DKK. Looking ahead, the legacy activities at ESPGHAN have the potential to grow in the future.

ESPGHAN 54th Annual Meeting had more than 4,000 delegates from around 100 countries. In addition to the congress, three legacy activities supported the strategic objective of closing a research and talent gap within the field of pediatric treatment of gastrointestinal tract, liver, and nutritional diseases:

- Family Education Day
- Talent Workshop
- Research Fund.

ESPGHAN will, due to the success of the Family Education Day, integrate the concept as part of future congresses. A minimum of EUR 130,000 is required to kickstart the Research Fund, while the Talent Workshop was a single event for this special occasion.

Step	Content
<b>PLANNING</b>	
<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;">Strategic goals and societal needs</p>	<p>The local organizing committee was chaired by Professor Steffen Husby from the University of Southern Denmark (SDU). The two UN Sustainable Development Goals (SDGs) this conference showed commitment to were:</p> <p>#3 Good Health and Well-being</p> <p>#4 Quality Education</p>
<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">Objectives</p>	<p>The conference aimed to promote children’s health with a focus on the gastrointestinal tract, liver, and nutritional status, through knowledge creation and close research and talent gaps within this field.</p>
<p style="text-align: center;"><b>3</b></p> <p style="text-align: center;">Inputs</p> <hr style="width: 100%; margin-top: 20px;"/> <p style="text-align: center;"><b>3.1</b></p> <p style="text-align: center;">Activities</p>	<p>Two legacy workshops were organised to prepare, decide on, and support the legacy activities.</p> <hr style="width: 100%; margin-top: 20px;"/> <ul style="list-style-type: none"> <li>• A Family Education Day, where families with kids could listen to experts talking about new developments on Pediatric Gastroenterology, Hepatology, and Nutrition. The activity allowed families with patients to get new knowledge about their disease and have a dialogue with international experts. Each table had a medical professional translate and explain the questions and answers.</li> <li>• The Center for Molecular Prediction of Inflammatory Bowel Disease (PREDICT) offered a second legacy activity. It was a Talent Workshop for young researchers, allowing them to learn about state-of-the-art research within the field.</li> <li>• The third activity was a Research Fund suggested by the Local Organising Chair, Professor Steffen Husby. The surplus money from the conference will be transferred to the fund.</li> </ul>

EVALUATION	
<p><b>4</b> Outputs</p>	<ul style="list-style-type: none"> <li>• A total number of 100 children, parents, helpers and experts attended the activity. It resulted in 23 survey responses.</li> <li>• The speakers and organisers were satisfied with the debate, which was not only between the experts and the families but also between families at the tables.</li> <li>• A handful of people attended the workshop and everyone responded to the survey.</li> <li>• Approximately 100 people visited the Danish Society for Paediatric Gastroenterology Hepatology and Nutrition (DASP-GHAN) stand throughout the congress. Flyers with information about the Research Fund were distributed among the participants.</li> </ul>
<p><b>5</b> Outcomes</p>	<ul style="list-style-type: none"> <li>• Two-way communication between the patient and the doctor is important for both to understand how to treat the disease. The doctor may have a plethora of practical and theoretical knowledge but is not the one with the actual symptoms. Likewise, the patient needs the help of a health professional to understand the different symptoms and what they mean in terms of treatment etc. The activity reiterated this with the majority of participants answering that they had learned something new about their disease.</li> <li>• The participants showed interest in doing a PhD or postdoc on the topic.</li> <li>• The fund will be established in connection with DASPGHAN’s General Assembly on September 26, 2022. A minimum of EUR 130,000 is required to kickstart the National Research Fund – the first of its kind. Approximately EUR 100,000 is expected as a surplus from DASPGHAN.</li> </ul>
<p><b>6</b> Impact</p>	<ul style="list-style-type: none"> <li>• ESPGHAN will integrate the concept as a part of future congresses, which will likely affect even more families on a global scale. Copenhagen Legacy Lab will follow the development.</li> <li>• Copenhagen Legacy Lab will be able to track this if it converts into a talent in the future in close dialogue with PREDICT.</li> <li>• Gastrointestinal and liver diseases are common in children and nutrition is of foremost importance in healthy infants and children as well. However, there is too little research in this area. This is why the local organisers wanted to set up a Danish research fund to support young PhD researchers to mitigate research and talent gaps for the benefit of patients, relatives, and (future) professionals.</li> </ul>

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## Potential legacy

All activities support the strategic objective of closing a research and talent gap. The Family Education Day was a success but will need to be developed further, taking into account the participants' feedback. The Talent Workshop was a single event which was made for this special occasion. The success of The Research Fund is still to be seen, but surplus money from the conference is expected, and the fund is about to be legalised.

*Table 3: 7-Steps Approach to ESPGHAN 54th Annual Meeting*

### Case 2: 2022 ISPIIM Innovation Conference in June 2022

ISPIIM is the International Society for Professional Innovation Management. It is a community of members from research, industry, consulting, and the public sector, all sharing a passion for innovation management – how to successfully create new products, processes, and services from ideas to stimulate economic growth and well-being. Founded in Norway in 1983, ISPIIM is the oldest, largest, and most active global innovation network.

At the 2022 ISPIIM Innovation Conference, researchers, managers, policymakers, and business and thought leaders shared their insights on innovation management hot topics, specifically focusing on digitalisation, digital disruption, and digital transformation. The conference had approximately a total of 500 participants in-person and online. One of the conference themes was sustainable digital innovation. The input from the Danish local organisers was to dedicate a day's workshop to discuss the need for a certified standard or specification for sustainable digital impact. The Danish organising committee member, Professor Claus A. Gram Foss Rosenstand from Digital Hub Denmark and Aalborg University, suggested that the UN Global Sustainable Development Goals (SDGs) and the ESGs (Environmental, Social, and Governance) should be the reference of the innovation standards.

This was suggested since digital tech start-and scale-ups leveraging disruptive digital technologies probably represent the most radical innovative potential regarding digital transformation. Denmark has a wide array of tech start-and scale-ups working with sustainability and digitalisation; however, it is a qualitative assessment, making it difficult to claim their work to attract impact talents and investors. The speakers and the participants at the workshop were asked: How might we connect digitalisation and sustainability in the international innovation management society by designing a special standard or other initiatives?

The need for a certified standard or specification for sustainable digital impact was discussed at the workshop during the 2022 ISPIIM Innovation Conference. The idea of such a standard or specification was shared and approved by participants despite the complexity and open questions that still need

to be clarified. A group of dedicated Danish innovation companies and networks will collaborate to raise money for the required preparatory work to initiate a certified standard or specification for sustainable impact with reference to the SDGs or ESGs.

Step	Content
<b>PLANNING</b>	
<p><b>1</b> Strategic goals and societal needs</p>	<p>The legacy project had a special focus on the UN Global Sustainable Development Goals (SDGs) and the ESGs (Environmental, Social, and Governance).</p>
<p><b>2</b> Objectives</p>	<p>The overall objective of the legacy project was to discuss the need for a certified standard or specification for sustainable digital impact and make the 2022 ISPIM Innovation Conference the starting point of an international movement. A discussion is crucial to clarify if such a standard or specification is the best solution.</p>
<p><b>3</b> Inputs</p> <hr/> <p><b>3.1</b> Activities</p>	<p>Meetings between Digital Hub Denmark, Dansk Standard, ISPIM, and Copenhagen Legacy Lab took place ahead of the conference.</p> <hr/> <p>The meetings resulted in one legacy activity: A workshop with a focus on sustainable digital impact.</p> <p>The workshop was split into two parts. The first part was an opportunity to present 14 Danish best practice cases from Digital Hub Denmark’s various ecosystems (e.g., fintech, health tech, etc.). The second part of the workshop was the ‘Legacy Challenge on Sustainable Digital Impact’, where the specification related to the SDGs and ESGs was discussed in an international setting with various innovation managers.</p>
<b>EVALUATION</b>	
<p><b>4</b> Outputs</p>	<p>A total of around 100 participants attended the workshop throughout the day. The need for a specification was discussed and met the consensus in the audience. However, the workshop also addressed the complexity of creating a standard covering all impact aspects.</p>

<p><b>5</b> Outcomes</p>	<p>The workshop could lead to an alignment regarding the need for a specification. The Danish organising committee member, Professor Claus A. Gram Foss Rosenstand from Digital Hub Denmark and Aalborg University, took the positive feedback from the innovation ecosphere as a need and a consensus for the idea of a specification for SDGs and ESGs.</p> <p>A group of dedicated Danish innovation companies and networks will collaborate to raise money for the needed preparatory work to initiate a certified standard or specification for sustainable impact with reference to the SDGs and ESGs.</p>
<p><b>6</b> Impact</p>	<p>A potential specification launch could take place at the ISPIM conference in Estonia in 2024. A potential launch could help attract investments and talents interested in sustainable digital impact.</p> <p>Today approximately 50% of digital start-ups mapped by Digital Hub Denmark’s ecosystem partners claim to support at least one of the SDGs. An increased number of start-ups working with sustainable digital impact were mobilised and showed interest in working with a certified standard or specification. This is accelerating a societal transition using digital transformation to support responsible business models supporting a range of SDGs or ESGs. A process has started, which includes Digital Hub Denmark, Dansk Standard, and potentially other stakeholders. The growing number of start-ups and the clear messages from the conference will likely increase attention and political support for more resources to professional development for aligned governance around the sustainable digital impact to embed more impact start-ups, impact investors and talents driven by the impact</p>
<p><b>7</b> Potential legacy</p>	<p>The workshop made it clear that there is a need for a certified standard or specification for sustainable digital impact. It is still to be seen if the conference will kick off an international movement and materialise in a concrete standard or specification.</p>

*Table 4: 7-Steps Approach to the ISPIM 2022 Conference*



### **Case 3: 8th Global DIY-Summit 2022 in June 2022**

The 8th Global DIY-Summit gathered more than 900 delegates from 55 countries and over 280 of the top retailers in the global DIY, home improvement, and garden sector. This brought an international perspective to the Danish market. Jointly hosted by the leading DIY professional organisations, EDRA (European DIY-Retail Association), HIMA (Home Improvement Manufacturers Association), and GHIN (Global Home Improvement Network), the event came to Copenhagen with the ambition to increase awareness about responsible business models among their audience.

At the event, responsibility and global sustainability were launched as essential parameters for future summits and for the future of the industry. Though the launch was primarily a symbolic signal, it has the potential to inspire the DIY industry to become more sustainable, partly through increasing knowledge sharing between small companies and large enterprises globally.

“We didn’t want to just focus on sustainability, but on the broader concept of responsibility,” said Iľaki Maillard, General Manager at Global DIY-Summit.

Conferences and big business events may put a burden on the environment, but the meetings also hold vast potential for innovative improvements created by the participating delegates to serve strategic goals and societal needs. This could help offset the conference’s negative impact on responsible and sustainable development and instead bring positive change to the destination and more widely to the sector as a whole.

Legacy, however, can go far beyond the destination. When more than 900 delegates meet from 55 countries, the vision and messages they carry home with them can influence practices in many countries and change the world. It is possible to coordinate the work and the research and exchange new ideas, which may greatly impact the conference’s legacy. But there is no reason to wait until the conference takes place. The organisers can already start the legacy process in the early planning stages.

Copenhagen Convention Bureau and Copenhagen Legacy Lab got together with the Summit committee and local stakeholders to address challenges that the DIY Industry faces on climate change, the tech revolution, and a lack of a diverse labour force. Copenhagen Legacy Lab also engaged with the Global DIY-Summit to design four tailor-made activities addressing the ambition of supporting a more sustainable and responsible future. They came up with the ‘DIY LEGACY PROJECT’, which approached the challenge from three angles: communication, education, and future planning.

The ‘DIY LEGACY PROJECT’ was launched to contribute to the overall objective of creating a more responsible and sustainable industry. The project included four activities to support the goal:

- An introduction to the DIY legacy process during the opening session of the Global DIY-Summit
- A dedicated exhibition area showcasing different legacy actions and a “wish” tree, where delegates were encouraged to hang written sustainability targets on the branches
- An annual digital trend report focusing on the major legacy impact of the DIY sector
- A sustainable tour in Copenhagen, visiting sites and businesses.

The activities will not change the industry overnight, but it was a start to making the DIY industry more responsible and sustainable.

Step	Content
<b>PLANNING</b>	
<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;">Strategic goals and societal needs</p>	<p>The Global DIY Summit had a special focus on four of the UN Sustainable Development Goals (SDGs):</p> <ul style="list-style-type: none"> <li>• #9 Industry, Innovation and Infrastructure</li> <li>• #11 Sustainable Cities and Communities</li> <li>• #12 Responsible Consumption and Production</li> <li>• #13 Climate Action</li> </ul>
<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">Objectives</p>	<p>The overall objective was to create a more responsible and sustainable industry.</p>
<p style="text-align: center;"><b>3</b></p> <p style="text-align: center;">Inputs</p> <hr style="width: 20%; margin-left: 0;"/> <p style="text-align: center;"><b>3.1</b></p> <p style="text-align: center;">Activities</p>	<p>A number of meetings and workshops between Copenhagen Legacy Lab, the Summit committee, and specific local stakeholders took place ahead of the Global DIY-Summit. These were both in-person and online due to the circumstances of COVID-19.</p> <hr style="width: 80%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• The meetings and workshops resulted in the ‘DIY LEGACY PROJECT’, which included four types of activities:</li> <li>• An introduction to the DIY legacy process during the opening session of the Global DIY-Summit</li> <li>• A dedicated exhibition area showcasing different legacy actions and a “wish” tree, where delegates were encouraged to hang written sustainability targets on the branches</li> </ul>

	<ul style="list-style-type: none"> <li>• An annual digital trend report focusing on the major legacy impact of the DIY sector</li> <li>• A sustainable tour in Copenhagen, visiting sites and businesses</li> </ul>
<b>EVALUATION</b>	
<p style="text-align: center;"><b>4</b> Outputs</p>	<p>The introduction of the legacy process with legacy targets was very well received at the opening session.</p> <p>The dedicated exhibition area had 37 exhibitors, including strategic partners. Many delegates and exhibitors hung a piece of paper on the olive “wish” tree with their written suggestions on improving targets on responsibility and sustainability. The suggestions were displayed in the exhibition area.</p> <p>The annual digital trend report was launched at the DIY-Summit’s end. Delegates also received surveys to get insights into their sustainability work.</p> <p>Finally, the sustainable tour was successful and had 330 participants.</p>
<p style="text-align: center;"><b>5</b> Outcomes</p>	<p>The presentation of legacy activities and targets for responsibility and sustainability was a good way to start a dialogue between the summit participants. The suggestions from the wish tree will be analysed and followed, while the surveys and follow-ups will be shared and discussed in the coming years. Potential changed behaviour will be tracked through annual surveys. Learnings from the sustainable tour can offer valuable inspiration for visionary leaders within the industry, and it also provides an opportunity for local businesses to establish new business relations.</p>
<p style="text-align: center;"><b>6</b> Impact</p>	<p>The ‘DIY LEGACY PROJECT’ was not meant to change the industry from one day to another, but rather start a process that will enable the DIY industry to face future challenges and societal demands in a more sustainable and holistic manner.</p>
<p style="text-align: center;"><b>7</b> Potential legacy</p>	<p>It is still to be seen if the ‘DIY LEGACY PROJECT’ will end up creating a legacy. That said, the activities and initiatives designed to start a debate on responsibility and sustainability were aligned with local visions and traditions and were very well received by delegates to the 8th Global DIY-Summit.</p>

*Table 5: 7-Steps Approach to the 8th Global DIY-Summit 2022*

## A Potential Legacy Journey

All legacy cases are unique and can potentially deliver different outcomes and impacts. To make the most out of each case it is suggested to customise the process together with relevant decision-makers behind the congress or event.

Though all legacy cases differ, each legacy journey starts with an initial dialogue. This applies to both congresses and events. When Copenhagen Legacy Lab is working with congresses, the aim of the dialogue is to identify a sweet spot (a shared challenge) between the association and our destination (see Figure 2). Ideally, the initial dialogue will take place before a bid is submitted, but it can also take place upon the submitted or won bid.



*Figure 2: The Sweet Spot between Destination and Association*

**Step 1:**

A presentation of the concept of Copenhagen Legacy Lab will be followed by a discussion on how the association and/or local host can collaborate around a purpose-driven and shared objective. Copenhagen Legacy Lab uses the tree metaphor to explore shared interests. To do this, CLL puts a potential main problem at the trunk of the tree as a starting point. Next, the causes are investigated (the roots) that contribute to the main problem and the consequences or opportunities (the leaves) that derive from the main problem. From this overview, it is time to select a legacy focus that should be investigated further before a concrete objective is formulated.

**Step 2:**

Copenhagen Legacy Lab will - in collaboration with the association and/or local host - compose a brief that gives a summary of how the association can work with the concept of legacy itself without necessarily following an outlined 7-step model. Here it is important to frame the legacy challenge and describe the desired impact as specific and concrete as possible. This should make it possible to plan and design relevant activities that potentially can leave a legacy.