

# **COPENHAGEN LEGACY LAB**

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**A strategic approach  
to creating long-term positive  
impact from congresses**



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# FOREWORD

We live in a changing and challenged world. How much will change in the coming years, no one can foresee exactly; however, it is clear that a balance between profit, people, planet and purpose is central to this transformation. To succeed we will have to experiment beyond mere adaption. We need to seize this opportunity to drive, define and design real change for our communities, our industry and the world we want to live in.

Congresses have always been an important global platform for the dissemination of science and knowledge as well as networking. At the same time congresses serve as catalysts for economic development and job growth in the destinations in which they are held. While this continues to be true, the landscape, that was already changing before the global pandemic crisis, has been catapulted into new dimensions, challenges and opportunities in which technology, health & safety, purpose and sustainability are expected to be amongst key drivers for our lives and decisions around it.

How this will affect and change the meetings industry is a question to which the answer is both complex and, to some extent, assumption-based. While we wait for the world to re-open, associations and venues need to re-think their business models, and destinations must step up with offers that respond to these changes, which speak to purpose and collaborative value-creation. Congresses of the future need to have long-lasting, positive impact at heart, not solely as a justification to travel and meet, but to augment their contribution to stimulating and driving social and economic change. To create legacies towards a better world.

Congress legacy has been receiving much attention in recent years. At Copenhagen

Convention Bureau we have been intensely researching in and experimenting with it for a long time. Through the past three years we have conducted a PhD study on the impact and legacy of congresses. We have, together with the other Danish CVBs, produced the MeetDenmark Outreach and Legacy reports. In parallel, great work within this field has also been carried out by others. The Joint Meeting Industry Council, BestCities, ICCA, Sydney University of Technology and IMEX and many others have all inspired and helped in the build-up of our understanding of the potentials and mechanisms of legacy. Building on the solid foundation of these insights, we have launched a new initiative: **Copenhagen Legacy Lab.**

With Copenhagen Legacy Lab, it is our ambition to systematically support associations and our destination in identifying and creating activities, that can positively impact both. We want to create the world's leading innovation hub on legacy - developing and collecting knowledge and best practices and turn them into concrete actionable learnings for the benefit of the industry and society at large. We invite associations and all other stakeholders to connect with us and to make use of Copenhagen Legacy Lab as a valuable component to congress business models.

We look forward to embarking on this journey with you all and to continue supporting a strong and committed meetings industry of the future.

Welcome to Copenhagen Legacy Lab.

**Kit Lykketoft - Director of Convention  
- Wonderful Copenhagen**

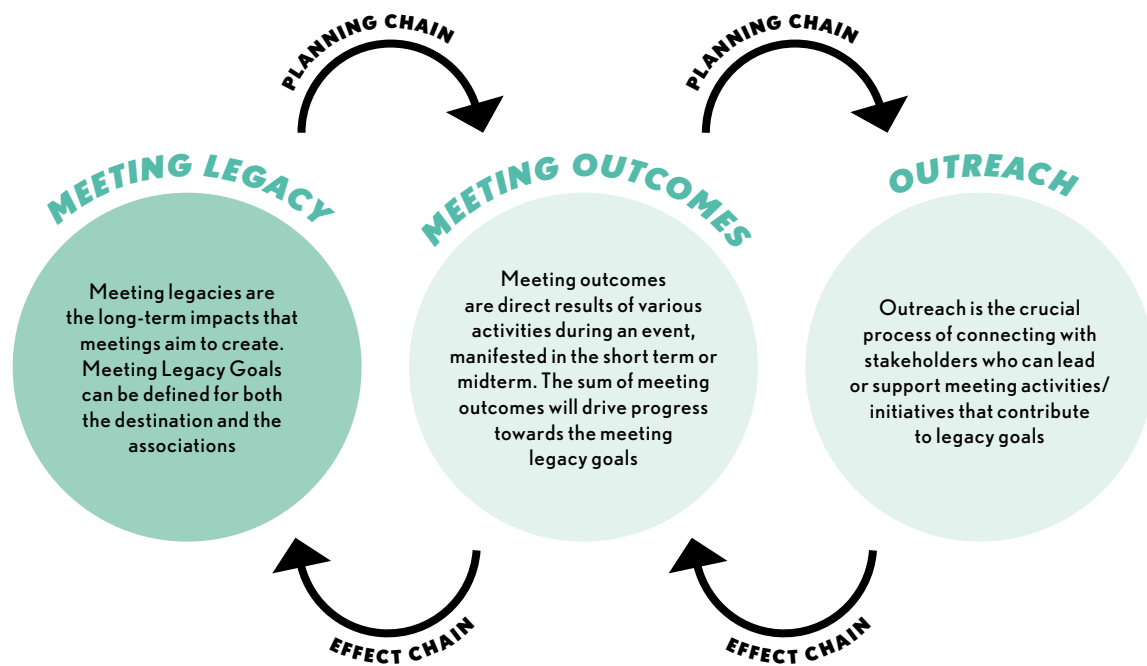


# WHAT IS LEGACY?

Legacy is defined as the positive, long-term contribution that international conventions are leaving behind for the benefit of the association, its community, the host destination and society at large.

While most conferences today already do leave longer-term impacts behind, the central point in

this context is that the legacy goals are strategically selected and aligned early in the procurement or planning process and the subsequent activities created to reach these goals are implemented prior to, during and after the event. The legacy of the congress is hence not coincidental nor random, but the result of a deliberate and strategic process.



Model developed by Wonderful Copenhagen and MeetDenmark

## EXAMPLE: ESTRO 2022 IN COPENHAGEN

The European Society for Radiotherapy and Oncology (ESTRO) 2030 Vision: *Optimal Health for All, Together.*

Danish Legacy goal: *Improve patients outcome by closing the gap between research and practice.*

Achieved through: *Enhanced multidisciplinary collaboration in Europe.*

### BY THE FOLLOWING ACTIVITIES:

Producing a series of ESTRO Guidelines using the experience of Danish multidisciplinary collaboration.

Generating a European policy to bring down waiting times for diagnosis and treatment by organising a multistakeholder learning framework of professionals and patient organisations, as well as health care administrators and payers.

Organising a series of virtual seminars by 29 Danish working groups, who will share their experiences in interdisciplinary research.

*“Viewing our events through a legacy lens enabled us to extract new types of value never realised before.”*

- OLIVER WYKES, COO, WINDEUROPE

# WHY LEGACY?

## THE VALUE OF LEGACY

Many organisations look for ways to differentiate themselves in an increasingly competitive market. The key is to demonstrate and lift the value they create for their stakeholders while also securing funding and growing their audience.

These are challenges facing all actors across the business events ecosystem, not just meeting planners, convention bureaus and local hosts but also corporate sponsors, research institute partners and local, regional and national governmental bodies.

Strategic meeting legacy planning is one of the key mechanisms, through which one is able to create and capture new value for stakeholders in the short term whilst delivering positive impact for the community in the long term.

The power lies in its ability to align the often disparate interests of the meeting's stakeholders, focusing their energies and resources strategically to drive progress towards the desired vision and objectives. Designing the event around a set of long-term legacy ambitions, the meeting can become the building block from which new strategic partnerships across industry, research and

policy can be mobilised, community engagement enhanced and innovation ignited to solve these challenges.

## TANGIBLE OUTCOMES

Doing so produces a set of tangibles, beneficial outcomes that can unfold at multiple levels and across different time scales, for example:

### FOR ASSOCIATIONS IT WILL:

#### ◆ Help validate the association's impacts on societal development

The core focus of associations, as purpose-driven and member-led organisations, are on solving the multitude of social, economic, environmental and political challenges, the world faces. The association is a key actor supporting societal transformation and its success depends on its ability to demonstrate, to its members and other key stakeholders, that it is making progress towards reaching its vision. Communicating the ways in which the association is working to achieve its vision and reporting on the impact it is making, will provide the crucial validation needed to ensure continued retention and growth of the member and stakeholder community moving forward.

◆ **Enhance the strategic focus and design of the meeting**

Association meetings are considered mission-critical because of the unique opportunity they provide for entire communities to converge around a focused topic to accelerate the exchange of knowledge, learning and professional development. Meetings are also typically one of the primary sources of revenue for associations. As such, it is essential for associations to maintain a compelling value proposition for their meetings that will continue to entice attendance by delegates and exhibitors and engagement by sponsors and partners in an increasingly competitive environment. Legacy planning requires associations to think beyond the traditional operational aspects of planning the meeting and into think both strategic and creative ideas, that can enhance the design and content of the meetings for the ultimate benefit of the community it serves.

◆ **Broaden the potential audience and increase revenue generated**

Articulating a set of strategic legacy ambitions can create opportunities to engage with new sectors, disciplines and geographies beyond the traditional meeting audience. To deliver on the legacy goals the association may need to engage with policy makers and regulators. Strengthen cross-sector collaboration and involve youth. Expanding the audience that can be present at the meeting, results in more delegates and exhibition sales for the association, and a wider scope of business partners and connections for the participants on the conference floor.

◆ **Unlock new funding opportunities**

Adopting a strategic legacy framework can become a trigger to consolidate the associations relationship with its sponsors for the long term on challenges of mutual concern. It could evolve from a limited, time-bound engagement to an ongoing collaboration beyond the individual meeting. Likewise, engaging with stakeholders beyond the traditional audience around a common legacy vision creates the potential to leverage new sources of corporate, subvention and philanthropic funding for the meeting.

◆ **Stimulate new strategic partnerships to strengthen the value proposition**

The role of collective capacity and knowledge of a diverse stakeholder group is critical in progressing towards the association's vision and legacy ambitions. An optimal way to succeed is through collaborative action in the form of new strategic partnerships. Beyond enhancing the association's efforts to achieve its legacy ambitions, such strategic partnerships can enhance its competitive advantage and value proposition by providing access to a unique set of resources for the association community.

**FOR DESTINATIONS IT WILL:**

◆ **Drive better outcomes of meetings to the benefit of the local communities**

International business meetings are vital stim-

ulators for local economic growth and social development. A focused pursuit of legacy goals for the destination can, through different impact activities, help forge new business partnerships, stronger governmental collaboration, foster new cross-sectorial research, build industry clusters, attract foreign talent and investment, strengthen export markets and create public awareness relative to science.

◆ **Create and capture value, increase the competitive-edge and win more bids**

Legacy planning creates a novel opportunity to work in close partnership with associations and align the strategic development agenda of local, regional or national policies with the vision of the association. With this approach, the destination's assets such as access to local key scientific leaders, policy makers and industry clusters as well as existing funding in projects can be leveraged to maximize the impact on the association's meeting whilst also delivering major benefits to government, local business community and private stakeholders. This differentiates the destination and presents a more advantageous value proposition helping to secure more meetings.

◆ **Motivate local hosts to support more meetings**

Mobilising and engaging local hosts for the meeting can enhance the capacity to tap into local networks of policy makers, research institutions, companies, media and potential

fundors to help ensure the creation of a dynamic, vibrant and financially viable events. This may act as a motivator to support more meetings in the destination. Furthermore, local hosts can help strengthen local membership networks and in places where associations may not have a strong local network, they can help establish a presence in the country for future and long-term growth.

**FOR THE WORLD IT WILL:**

◆ **Enhance the pace and depth of transformation globally**

Whether the association meeting is focused at a micro level on the development of the professional communities or on the development of an entire sector or industry, by strategically planning the meeting around the pursuit of legacy goals, its potential to solve the varied pressing and complex challenges the world is facing today and in the future can be elevated.

Planning with a legacy mindset can in short increase both the short- and long term value of congresses for everyone involved. The key is to align the interests of the meeting's stakeholders and focus their energies and resources strategically towards the desired vision.

# WHY NOW?

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Business events bring together committed professionals, which stimulate a vibrant global community of world-leading expertise and network. It is temporary knowledge clusters that hold great potential to the destination, the association and the global community. Scholars, governments and meetings industry representatives have for the past decade invested substantially in uncovering the legacy potentials of business events.

And yet legacy work is rarely strategically nor systematically embedded in association and destination practises when sourcing, designing, planning and executing congresses. More often than not, it is happening on an ad hoc basis if at all. At the same time, measuring the value of congresses still, predominantly, focus on the short-term delegate spend such as bed-nights and other spending-based impacts and not on the wider economic and social value the events create nor the legacies, they leave. This has to change.

Never have we had a stronger obligation nor incentive to augment the outcome and impact of events. To strive for, enable and facilitate stronger collaboration amongst all relevant stakeholders, to ensure alignment of meeting strategies and goals. And to develop methods, models and measurement for the industry partners to co-create meaningful meeting outcomes and legacies, by which we can credibly demonstrate the true value of planning, hosting and attending international conventions.

We stand on the shoulders of partners and thought leaders along with the insights of our own research and projects, when we state that the transformative force of events is beyond question.

We no longer consider it a question of whether the meetings industry will change radically, but a question of how.

## WINDS OF CHANGE

We see several turns of events that all push us to reconsider our industry and our value proposition to international and national stakeholders. Several forceful external realities are asserting pressure on the meetings industry to review existing business models. Some are specific to the meetings industry while others are megatrends impacting all industries:

**1) The Climate Crisis:** The world is facing an unprecedented climate crisis, demanding a change of course for all industries. Our industry - the meetings industry - depends on mil-

lions of people being flown around the world to attend meetings in temporary settings. The consequence is a substantial carbon footprint. We see the response as twofold. First, the industry must actively engage in reducing the carbon footprint of business events. Second, the meetings industry has an obligation to unfold the full potentials of business events. Our events must contribute to the solution of the climate crisis and the fulfillment of the UN Sustainable Development Goals.

**2) The Pursuit of Purpose:** To woo clients, attract the brightest talent 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. A purpose that shows the unique, positive contribution it can make to the world, and how its resources and scale can be used for good. In the same way, the pursuit of a higher purpose applies to the meeting industry to ensure Meetings for Good.





**3) Global Pandemics:** COVID-19 has a major impact on the global economy, and the meetings industry is transforming permanently as a consequence. We do not yet know how long this pandemic will prevail nor if more will come. Travel reluctance and the increasing risk assessment of live attendance versus virtual participation, puts associations, professional congress organisers, venues and destinations under pressure to develop new meeting formats and concepts to maximise meeting outcomes and mitigate health risks.

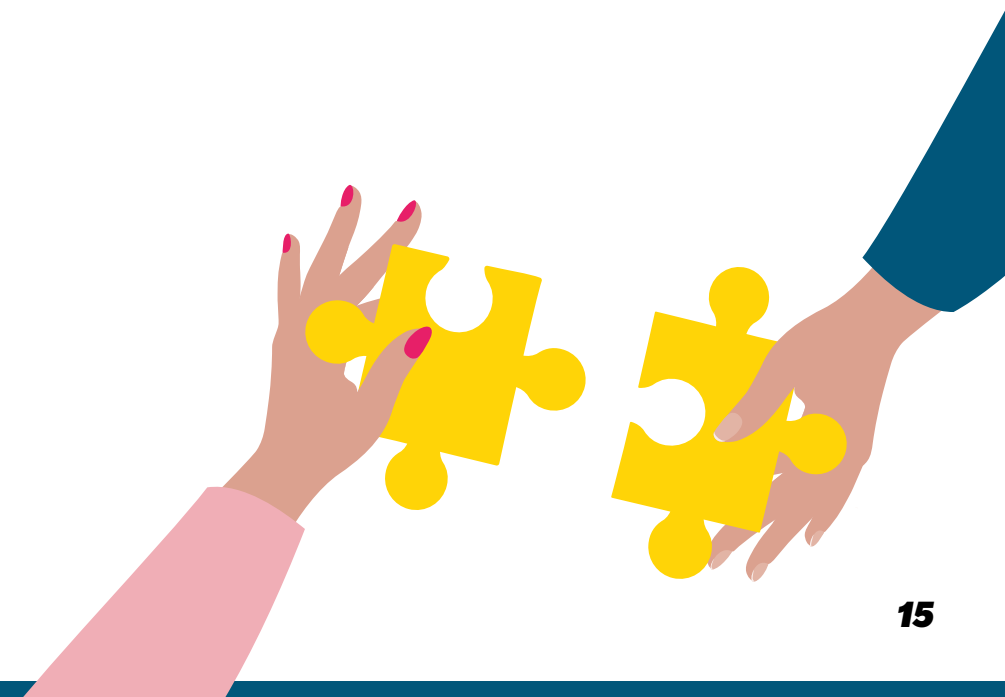
**4) Tech Revolution:** The rapid development of new tech solutions, that can facilitate large and effective virtual meetings across the world, is becoming cheaper, more advanced and more “real” in its ability to transmit human communication and interaction. This will increasingly challenge the need 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. In many organisations and research projects, the challenge is not scarcity of information, but filtering and selecting that information and establishing a productive network among stakeholders. At the same time researchers are increasingly looking for new, cross-silo breakthroughs and/or academic specialities. We are moving towards an era characterized by collaboration, internationalisation, interdisciplinarity, cross-sectorial alliances, openness and problem-focused

research. In this era, events will become even more important as platforms for dissemination and sharing of information and network.

Responding to the above trends and armed with fundamental, in-depth knowledge and understanding of both the value of congress legacy and the mechanisms of embedding processes to create long-lasting, positive impacts and legacies, we have developed a next level in the global meetings industry conversation; Copenhagen Legacy Lab.





# **COPENHAGEN LEGACY LAB**

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Copenhagen Legacy Lab is an innovative and concrete strategic initiative launched by Copenhagen Convention Bureau.

It is a nexus that seeks to deeper integrate the international congresses held in Copenhagen with the local public, business and science communities by facilitating a systematic and proactive exploration and development of untapped potential impact activities.

This with the aim of generating positive, long-term, sustainable impacts for the benefit, transformation and flourishing of both our local and global communities.

Copenhagen Legacy Lab aspires to inspire international associations to adopt a legacy-focused approach to their business events.

It presents an opportunity for international associations to realise their organisational purpose, vision and objectives through specific activities in connection with their events in our region. And for the destination to promote innovation, know-how, internationalisation and thereby stimulate economic- and social growth.

***“The experience and help from Copenhagen Legacy Lab is instrumental in realising the full legacy potential of the UIA2023 Congress in Copenhagen.***

***It allows us to focus on value creating activities rather than developing all the legacy concepts from scratch ourselves.”***

- ANNETTE BLEGVAD, CEO, UIA2023

## PROCESS

For incoming knowledge congresses in our region, Copenhagen Legacy Lab offers a carefully designed process, which aims to inspire associations and local stakeholders to develop and commit to activities that leave a lasting, positive and sustainable impact on both the association and destination. Ideally, this process is commenced already when sourcing and bidding for the congress, resulting in a stronger, common value-proposition. However, a legacy process can also, with great outcomes, be initiated in the planning phase ideally with a minimum of two years to congress start.

The process follows four main steps:

### 1. LEGACY GOAL SETTING:

Copenhagen Legacy Lab initially engages association leadership in a reflection on and assessment of the legacy potentials their congress might drive, including defining clear legacy goals and setting up the right evaluation indicators for measuring the impact of legacy activities.



### 2. LOCAL STAKEHOLDER ENGAGEMENT:

We facilitate the mapping and engagement the most important and relevant local stakeholders and drive the same process of identifying the strategic aims and goals for the destination as with association leadership.

Building on Danish traditions for cross-sectoral partnerships, particular emphasis is placed on securing a broad stakeholder collaboration and thus ensuring engagement from across businesses, academia and civil sectors.

Our local partners include key opinion leaders, knowledge clusters, innovation centres, world class academia, research institutions, trade organisations, companies and visionary local government with the resources and capacity to lift the output and legacy offsets of even the most established congresses.



### 3. CO-CREATION:

The cornerstone of Copenhagen Legacy Lab process is the facilitation of an ideation workshop, where association leadership and key stakeholders align their respective visions, strategies and legacy goals for the congress and subsequently engage in the co-creation of potential activities to support the desired legacy outcomes. Furthermore, they will explore the extend of resources already available or resources and funds that need to be sought provided for, in order to succeed.

Participants will be inspired by a wide range of outreach and legacy learnings and best practice cases from previous congresses, that will support them in this endeavour. For this, we have developed a series of process- and facilitation tools including 25+ useful examples of side activities.

More than one workshop may be required to arrive at the right set of activities and commitments.



### 4. FOLLOW UP AND IMPLEMENTATION:

Copenhagen Legacy Lab will monitor the consolidation and development progress of the agreed

upon activities and offer support, counselling and encouragement to all working groups. The main responsibility for implementation rest with the working groups.

## REQUIREMENTS

Copenhagen Legacy Lab processes are complimentary and offered to a limited number of associations ideally within a subject matter, that aligns with the destination strongholds or that has the potential, through impact activities, to address and change challenging agendas.

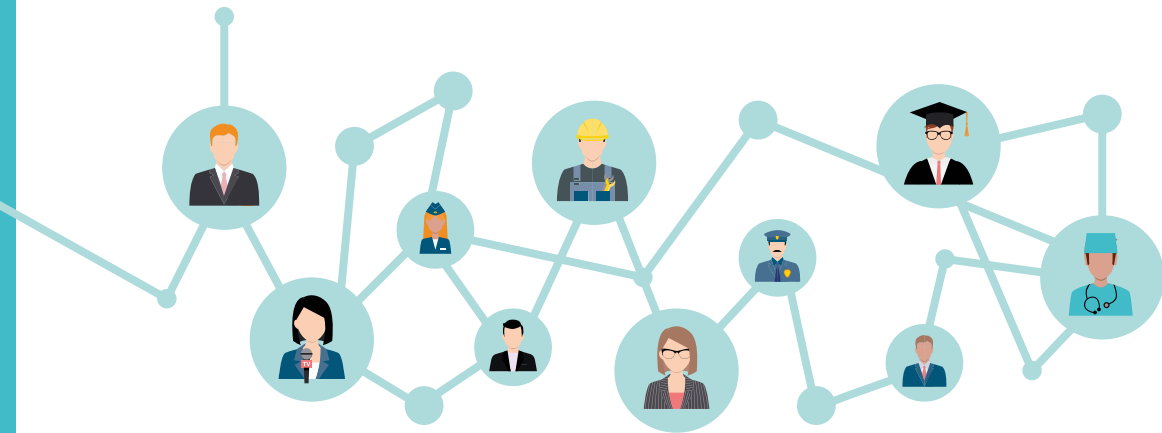
To ensure success we expect full commitment and active participation from all parties involved and will enter partnership with associations on the following criteria:

- **Purpose:** The association must have either a strong legacy purpose, or a clear desire to develop one. Ideally, this is reflected in the congress RFP.
- **Commitment:** Legacy development is a strategic choice and the process must be embedded at management level of the congress association.
- **Time:** Ideally, our partnership commences in the bidding phase. For a congress that has already been decided to Copenhagen the process needs to be initiated at the latest two years prior to the event taking place.
- **Resources:** Everyone involved is expected to contribute with resources to the process in terms of time, dedication and know-how. Time for the strategic alignment of legacy goals and time to participate in the ideation workshop. Time to develop and implement the activities lie only with the working groups that have initiated them. Financial and in-kind contributions are at your discretion but not a requirement.

**RESEARCH PROJECTS**  
Engage local research institutions in developing new knowledge relevant for the theme of the congress

**TECHNICAL TOURS**  
Inspiration tours that showcase best in class technology

**STARTUP WEEKENDS**  
Bring disruptive thinking and facilitates new collaborations



***“We have a strong political interest in maximising the value of congresses and events for the benefit of both the participants and the local community in Copenhagen. Copenhagen Legacy Lab is essential in order to turn our political ambitions into concrete actions and collaborations.”***

**- CECILIA LONNING-SKOVGAARD, MAYOR OF EMPLOYMENT AND INTEGRATION IN THE CITY OF COPENHAGEN**

- ◆ **Sectors:** To ensure a strong stakeholder group, the theme of the congress ideally falls under one of Copenhagen’s main sectors: Life Science, Cleantech, Energy, ICT & Tech, Food, Sustainability or Architecture & Design. Other sectors may be considered if they represent a developing stronghold.
- ◆ **Local commitment:** Local stakeholders contribute with much of the resources for the development and implementation of legacy activities. Their commitment is crucial for the success of the project and must be verified before a process can be commenced.
- ◆ **Copenhagen:** The process is only offered to congresses held in Copenhagen. We do however strongly encourage that a continuation of legacy creation is carried on to the next destination too.

## **LEGITIMACY**

Copenhagen Legacy Lab is delivered by Copenhagen Convention Bureau (CVB) and integrated in the palette of services offered to association congresses and national stakeholders alike. This is no coincidence. A Convention Bureau is in our opinion superbly fit to deliver the services and processes needed for leveraging legacy.

The aim of Convention Bureaus has traditionally been to attract events to their destination. More specifically, the CVB has been involved in developing, organising and executing campaigning strategies for promoting and winning bids on international congresses including research, project management, conducting international sales activities, stakeholder identification and engagement, developing communications strategies,

facilitating the contact with and between public authorities, national organisations, companies and associations, bid production, campaigning and fundraising.

In these long-term processes and industry relationships the CVB acquires in-depth knowledge and understanding of the professional aspects of an event, the nature, purpose and focus of the multiple stakeholders, the strategies and dynamics of the associations and its members.

Furthermore, CVBs are involved in a multitude of sectors, disciplines and businesses; everything from quantum mechanics, over accounting to radiotherapy and have an understanding of the individual business and research areas and how they cross collaborate – essential knowledge in creating valuable partnerships.

The extensive networks and insights of the CVB provide an excellent foundation for assisting associations and destination stakeholders in delivering short-term impacts and long-lasting legacies from congresses. Moreover, it gives the CVB a strong foundation for continuing the partnership with both association and local host community in the planning and execution phases of the event.

### **THE LEGACY LAB TIMELINE IN A TYPICAL BIDDING, PLANNING AND EXECUTION PROCESS**



# CASE 1: IWA2021 IN COPENHAGEN

## A SHARED VISION FOR GLOBAL WATER MANAGEMENT

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The International Water Association (IWA) brings together approximately 10,000 scientists, researchers, technology companies, and water and wastewater utilities from 130 countries. The mission of the IWA is to promote knowledge and provide agenda-setting leadership for the global water community by:

- ◆ Being a catalyst for innovation, knowledge and best practice to the sector, external organisations and opinion leaders
- ◆ Providing experience and leadership in transitioning to sustainable water solutions that are robust and flexible in the face of global change pressures
- ◆ Being an international reference and source of knowledge for sustainable water solutions that are robust and flexible in the face of global change pressures

- ◆ Supporting the global community to pursue their ambitions in relation to water-related Sustainable Development Goals (SDGs)

In Denmark the main water companies, knowledge institutions, organisations and utilities have agreed on a joint Water Vision 2025. The vision aims for Danish solutions to increase people's opportunities to access water and sanitation services, increase the competitiveness of water-consuming companies, efficient use of the water resource, refer to a cleaner global environment, protect populations against floods and storm surges - and thereby increase exports and create significantly more jobs in Denmark.

The huge overlaps of interest between IWA and the joint Danish water sector has led to the development of an extensive legacy programme for the IWA2021 congress in Copenhagen.

## **BRAND LEADING DANISH KNOWLEDGE AND SOLUTIONS WORLDWIDE**

### **LEGACY GOAL**

We wish to share leading Danish knowledge and solutions to ensure the best possible water management worldwide

### **SHORT TERM MEETING OUTCOMES AND GOALS**

To produce new relevant knowledge on water

To disseminate new knowledge to delegates before, during and after IWA2021

To showcase the physical water solutions in Denmark towards a relevant audience during their participation in the congress

### **OUTREACH ACTIVITIES**

Setup a strong social media platform to share and promote knowledge sharing before and after the conference

Write and publish IWA2021 blogposts

Plan and conduct several technical tours to showcase real world solutions

Produce and publish several white papers

Host the Utility Programme, including a Utility Leaders Forum

Plan and hold the Groundwater Forum, focusing on sustainable use of ground water

## **ACTIVELY CONTRIBUTING TO THE SDGS**

### **LEGACY GOAL**

We wish to support the global implementation of water and urban related SDGs

### **SHORT TERM MEETING OUTCOMES AND GOALS**

To contribute to the implementation of the SDGs with fact-based and proven water solutions

To contribute to Denmark's political goal of developing a carbon neutral water sector by 2030

### **OUTREACH ACTIVITIES**

Develop and launch recommendations on how to speed up implementation of water-related SDGs. The recommendations will be technically qualified in workshops during the conference

Submit the recommendations and a best-in-class case collection to the UN

Develop recommendations for innovative funding of the SDGs

Showcase IWA members' contribution to the SDGs throughout the conference

Plan and host a High Level Summit focusing on water, cities, SDGs and partnerships

Develop guiding principles for better water planning in light of the SDGs

Take status on adoption, implementation and financing of the SDGs five years after IWA's engagement in reaching the goals

## **SECURE THE BEST SKILLS AND COMPETENCES IN THE WATER SECTOR**

### **LEGACY GOAL**

We wish to ensure that the water sector continue to develop and attract the brightest minds to the industry

### **SHORT TERM MEETING OUTCOMES AND GOALS**

To use the congress to actively develop young water talent

To develop future leaders

To inspire young talents to build a strong international network

### **OUTREACH ACTIVITIES**

Build a series of urban labs and water-tech disruption events carried out before IWA2021 and presented at the congress

Continue to grow and strengthen the Young Water Professionals network through:

- ◆ The World Water Camp - a one-week course camp aimed at bachelor or master students

- ◆ Water Leaders Forum - an open platform for young and emerging water leaders to work with peers

- ◆ Wetskills-course - a new authentic learning experience

- ◆ An YWP-lounge at the event

Plan and host a startup masterclass on water end entrepreneurship together with Skylab DTU

Develop and broadcast a number of YWP relevant podcasts

## **SECURE THE DEVELOPMENT AND ADOPTION OF NEW INNOVATION**

### **LEGACY GOAL**

We wish to be a catalyst for innovation in the water sector

### **SHORT TERM MEETING OUTCOMES AND GOALS**

To promote new technologies in the water sector with a focus on sustainability

### **OUTREACH ACTIVITIES**

Run a full track on leading water technologies throughout the conference

Develop recommendations on how to secure a zero footprint in all types of production and distribution, and on water in a circular economy by using technology

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Copenhagen Legacy Lab is created by Wonderful Copenhagen Convention Bureau.  
It is funded by Wonderful Copenhagen and Copenhagen City Council.  
It is furthermore endorsed and supported by the following:



COPENHAGEN  
**CAPACITY**



For more questions or more information please see:  
[www.wonderfulcopenhagen.com/cll](http://www.wonderfulcopenhagen.com/cll)

Or contact:  
Bettina Reventlow-Mourier  
Deputy Convention Director  
E-mail: [brm@woco.dk](mailto:brm@woco.dk)

