



UFI Sustainable Development Award 2019

Best Sustainable Development Communication



Applicant: UNIMEV (French Meeting Industry Council)

Initiative: “Cleo, an innovative and collective sustainability platform for bold engagement and communications”

Date of application: 17 April 2019

Version: #2 (added and updated)

background

What does Cleo do?

Developed by UNIMEV (French Meeting Industry Council) and Paris Region Tourism Board, the Event Performance Calculator Cleo is a digital platform aimed at anticipating and assessing event impacts.

Based on a methodology co-designed with the French Ministry of the Economy, it generates reports comprising up to **72 indicators** relating to:

- community development (business, knowledge, influence);
- economic, labour and tax spin-offs benefitting the event and tourism sectors, particularly at local scale;
- environmental footprint and initiatives.

Up and running in France since 2016, the Calculator has been used over the last two years for assessing **around 200 events**, the major part of which being trade shows and congresses, notably iconic ones like COP21, Paris Air Show, Maison & Objet (international interior design & lifestyle trade fair), Cannes yachting festival, FIAC (international contemporary art fair), etc.



Engaging the French event community: a short story

A 7-year design, development and improvement process

Originally, Cleo was initiated in 2012 by UNIMEV SD Commission comprising over 150 member companies, with a view to encouraging and enabling event organisers to measure, steer and communicate on their events' CO2 impact, thereby coping with the rapidly growing demands from regulating authorities, corporate clients and the civil society for impact justification and business responsibility.

From a CO2 tool to a transformational tool

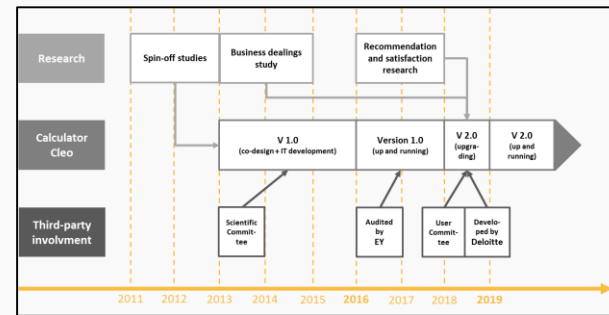
After benchmarking and analysing both national and international initiatives with the same purposes, UNIMEV SD Commission came up with the first conclusion that these failed to be widely used by event players due to both reasons:

- CO2 impact assessment was too limited: overall environmental impact assessments (including both damaging effects and positive initiatives) would make more sense. **The CO2 impact tool would become an environmental impact tool.**
- Environmental impact assessment was too short-sighted: if UNIMEV were to convince industry players to consider, steer and communicate on their environmental footprint, the Council would do better to provide them with the possibility of communicating on their events' positive economic and labour impacts as well. **The environmental impact tool would become a CSR tool.**

Finally, in order to secure wide and systematic use of the tool by the French event industry players, and to convince the most reluctant of them, UNIMEV decided to add new performance indicators (i.e. marketing ones). Building on these new indicators, UNIMEV would enhance the value of the tool, encourage event players to develop new business models, and give the tool a new positioning: **the CSR tool would become a performance-driven transformation tool.** Cleo was born.



You can visit Cleo's website to learn more about the Event Performance Calculator



See Appendix #1 to learn more about Cleo's development and improvement process since 2011



review

Leveraging event performance: a new way of communicating

Cleo encourages its users to communicate on their results with all event impact dimensions in mind. Every report generated by Cleo begins with the following “storytelling” of calculated indicators:

*“Through its very activity, the industry of events, whatever their purposes (passion-driven, business, scientific, corporate, sports, cultural, political or societal) generates **values, spin-offs and impacts.**”*

Meeting performance

*By engaging **publics**, events forge **business, knowledge and influence** relationships between attendees and among the managed stakeholder communities. Such values created are at the core of the **meeting performance**, generated during events, as well as before and after them, or even as part of long-term corporate, industry, community and place development strategies.*

Event and tourism spin-offs

*To create meeting opportunities, organisers and exhibitors are to involve a whole value chain of companies specialising in event production. On the other hand, attendees have to arrange for their travel and stay. Events therefore result in **event and tourism spin-offs**, benefitting **local** destinations in particular. **Economic spin-offs** are first and foremost produced by companies involved, which employ the necessary staff (**labour spin-offs**) and generate taxes (**tax spin-offs**) accordingly.*

Environmental balance

*As for all activities, events have environmental consequences. Organisers have to tackle the challenge of optimising event **environmental balance**, while considering value created. They also have to steer it by assessing impact metrics (**carbon footprint, carbon tax equivalent, energy consumption, water consumption and waste production**), and by implementing positive initiatives (**responsible waste management, food waste mitigation, responsible catering and fostering low-footprint transportation**).”*

What kind of reports can be produced using Cleo?

Impact reports generated by Cleo feature up to 72 performance indicators divided into three parts: meeting performance ; event and tourism spin-offs ; environmental balance.

Reports can be generated for one individual event, for several events or for event places.

View Cleo event impact report template (actual assessment)





How can Cleo reports serve communications?

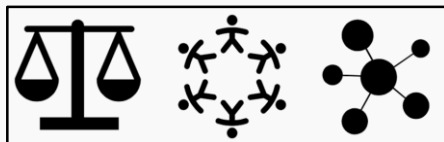
Cleo has been used so far by French event industry players with various external or in-house communication purposes in mind :

- **Business communications:**
 - Enhancing sales and marketing arguments
 - Enhancing annual/CSR reports
 - Supporting subsidy applications
 - Supporting infrastructure investment requests
- **Influence communications:**
 - Proving national and local impact
 - Involving local reception & hosting players
 - Facilitating stakeholder dialogue
- **Environmental communications:**
 - Raising in-house teams' awareness about events' environmental challenges and impacts
 - Steering carbon/CSR strategy
 - Contributing to and steering the ISO 20121 certification process

Following on from its previous multi-fair report initiative and with a view to strengthening its influence policy, UNIMEV is currently considering producing two new multi-event reports incorporating the results of trade shows specialising in **two industries which are deemed strategic by the French authorities:**

- the food industry
- the fashion/luxury/design industry

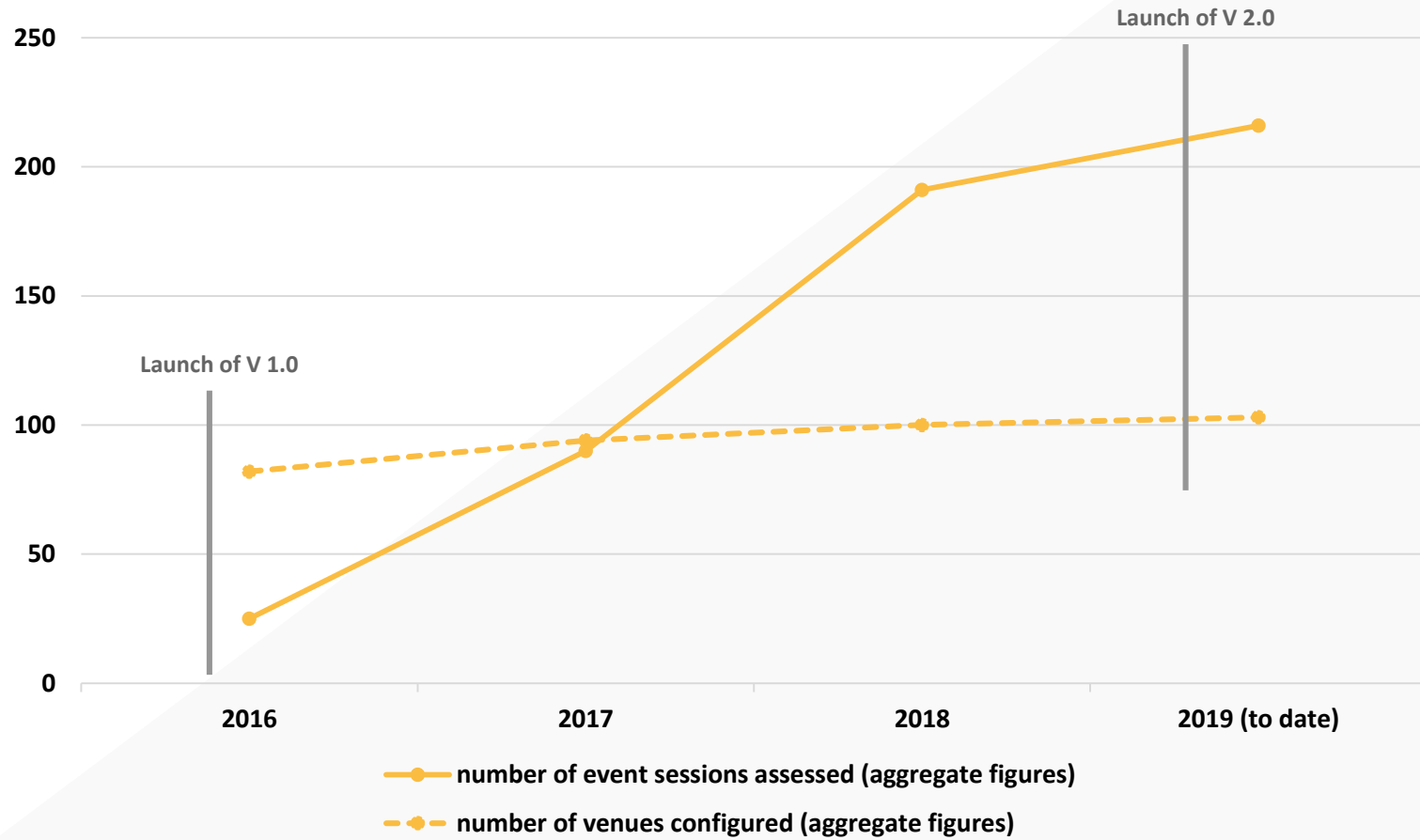
Finally, with a view to anticipating potential third-party criticism regarding results communicated and disseminated by its users, Cleo has been developed following a specific 3-pronged legitimacy strategy. Learn more about Cleo's legitimacy-building strategy in **Appendix #2**.





review

To what extent has Cleo been used so far?





How is Cleo used in terms of communications? A few individual examples...

Press release



View the 2017 Yachting Festival press release boasting Cleo results (page 1)

Press conference

View the 2017 aggregate results from 12 French fairs which were presented as part of a press conference

CSR report



View the 2015 COP21 report, the results of which were incorporated in the event's final CSR report published by the French government

Press release



View the 2017 Maison & Objet press release boasting Cleo results (page 44)

Media spin-offs



View the resulting 2017 Les Echos (French prominent economic newspaper) article unveiling Maison & Objet results (in French)

CSR report



View 2015 Paris Air Show CSR report boasting Cleo results (page 3)

Media spin-offs



View the 2017 Challenges (French economic newspaper) article referring to Paris Air Show economic weight (in French)



Lesson learned #1: a new wording for engaging the Event community

If UNIMEV were to embark the French event professional community as a whole, notably the most reluctant ones with regard to environmental challenges, Cleo had to be gradually repositioned as a performance tool. This has been made possible in particular by removing as far as possible the initially-used vocabulary relating to the environment, sustainability and responsibility.

Even though Cleo may be used for SD / CSR purposes, it may first and foremost be used with many other objectives in mind (business, marketing, communications, influence, institutional relations, stakeholder dialogue, etc.).

Nevertheless, Cleo users are automatically provided with environmental results in their reports even if this was not their first intention.

Lesson learned #2: fostering communications with all event impacts in mind

If UNIMEV were to encourage event professionals to steer and communicate on their events' environmental impact, Cleo had to equip them with other performance results, thereby enabling them to justify and counterbalance damaging impacts with positive ones (economic and labour spin-offs, business and scientific outcomes, positive environmental initiatives, etc.).

Next step #1: engaging more

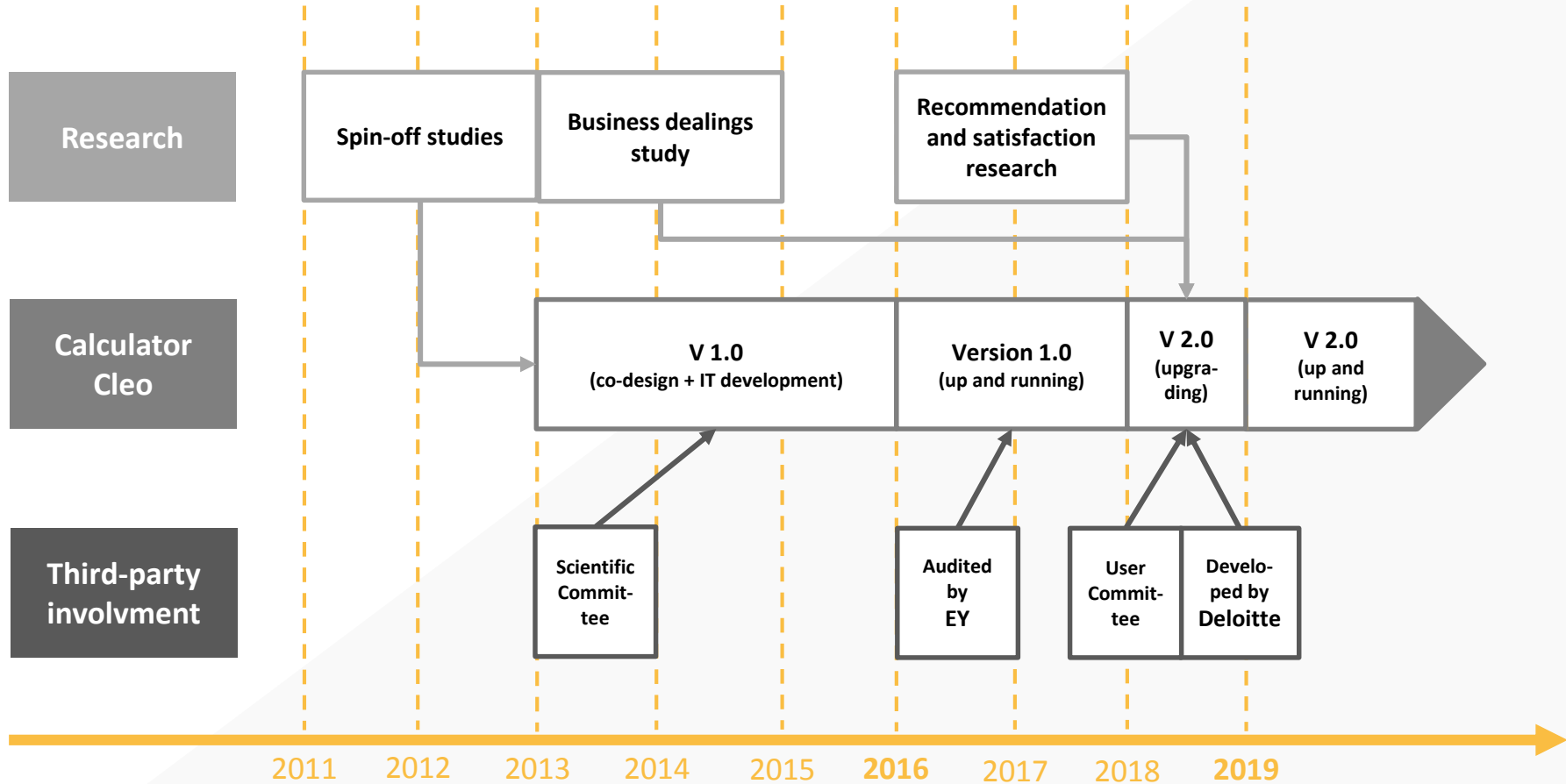
One of Cleo's major challenges is to involve even more event professionals operating in France, and encourage them to use Cleo systematically by incorporating it in their daily corporate processes.

Next step #2: towards international experiments?

UNIMEV is currently considering experimenting Cleo for events taking place abroad. This results from requests from French event organisers willing to do so for their events organised abroad, as well as from international event organisers willing to develop such tool in their own country. These kinds of experiments may be conducted under the aegis of UFI.



Appendix #1: Cleo's major development steps





Appendix #2: securing Cleo users' communications

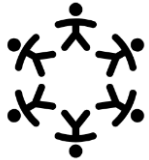
With a view to securing its results' robustness and anticipating any criticism from opposing stakeholders, Cleo boasts 3 key features underpinning its legitimacy:

1. Dual governance:



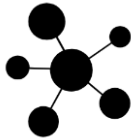
- Cleo is co-owned by UNIMEV (the French Meeting industry Council) and the Paris Region Tourist Board, two non-profit associations (the French event industry employers' federation and a Paris Region authority). Cleo may not be funded or governed under any circumstances by any private companies.

2. Open, co-designed methodology:



- Cleo's methodology is available to all.
- Indicators have been co-designed by a Scientific Committee made up of 35 stakeholders (event professionals, associations, Ministries, etc.).
- Calculation rules and scopes are based on 3 national studies conducted in partnership with public authorities (French Ministry for the Economy, Paris Region Chamber of Commerce and Industry, Atout France, Paris Convention and Visitors Bureau).

3. State-of-the-art databases:



- The ratios used for calculating business dealings and economic & labour spin-offs in Cleo estimate reports stem from the aforementioned studies.
- Ratios used for calculating satisfaction levels and Net Promoter Scores in Cleo estimate reports are provided by Explori, UFI research partner.
- Emission factors used for calculating environmental footprints stem from the last version of ADEME (French Ministry for Sustainable Development) national database of greenhouse gas emission factors.