International Congress and Convention B.V.

# Bid Manual

## ICCA Venue Business Workshop Europe

**September 2025**
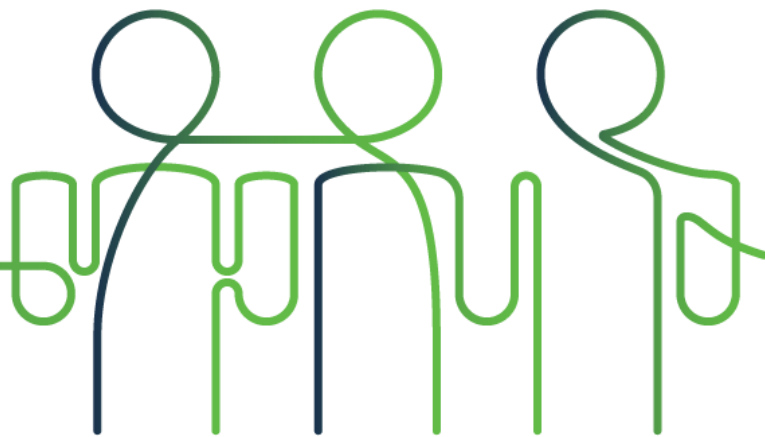
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## PART 1: INTRODUCTION

### 1.    History

The ICCA venue sector holds two workshops per year, a European and International version.

The workshops last approximately 2-3 days and have a maximum limit of 15 and a minimum of 10 members and associations so in total there are between 20-30 participants attending the workshop (although if there is high demand we may accept up to 18 members and associations depending on the flexibility of the host).

As the workshop has strict criteria for the invited association executives who accompany the participating venues, the event offers the venue/destination not only the opportunity to showcase itself to its fellow colleagues within the meetings industry, but also to senior decision makers of International or European conferences.

Criteria overview:

| Sector | Workshop versions | Participating Associations' Conference criteria | Frequency | Next open year | Timing | ICCA knowledge enhancement contribution | Host location |
|---|---|---|---|---|---|---|---|
| ICCA Venue Sector | European (Applicable to associations with meetings with European rotation) | Delegates: 500 - 2500 Duration: at least 3 days Rotation: at least 3 European countries Frequency: take place at least once every 4 years (but preferably every 2 years) | Annual | 2025 | September | €    19,500 (registration fee should be decided together with ICCA) | Europe |
| | International (Applicable to associations with meetings with international rotation) | Delegates: 800 - 3000 Duration: at least 3 days Rotation: world-wide (at least 3 countries) Frequency: take place at least once every 4 years (but preferably every 2 years) | Annual | 2026 | March | €    19,500 (registration fee should be decided together with ICCA) | International (could include Europe, but priority for non-European destination) |

### 2.    Previous Events

| No. | Date | Type of Workshop | Host | Reg. fee (euros) |
|---|---|---|---|---|
| 48 | 2004, 15-17 April | International | Dubai, U.A.E. | |
| 49 | 2004, 16-18 September | European | Granada, Spain | |
| 50 | 2005, 10-12 March | International | Glasgow, U.K. | 850 Incl. |
| 51 | 2005, 8-10 September | European | Innsbruck, Austria | 960 Incl. |
| 52 | 2006, 30 March-1 April | International | Madrid, Spain | 950 Incl. |
| 53 | 2006, 7-9 September | European | Maastricht, Netherlands | 930 Incl. |
| 54 | 2007, 29-31 March | International | Montpellier, France | 900 Incl. |
| 55 | 2007, 13-15 September | European | Leipzig, Germany | 895 Incl. |
| 56 | 2008, 10-12 April | International | Geneva, Switzerland | 1000 Incl. |
| 57 | 2008, 4-6 September | European | Birmingham, U.K. | 950 Incl. |
| 58 | 2009, 2-4 April | International | Nantes, France | 895 Incl. |
| 59 | 2009, 3-5 September | European | Valencia, Spain | 900 Incl. |
| 60 | 2010, 2-4 September | European | Helsinki, Finland | 950 Incl. |
| 61 | *2011, 17-18 March | International | Montreal, Canada | 1350 (CAD) |
| 62 | 2011, 22-23 September | European | Copenhagen, Denmark | 950 Incl. |
| 63 | 2012, 19-21 April | International | Melbourne, Australia | 1375 (AUD) |
| 64 | 2012, 13-14 September | European | Marseille, France | 950 Incl. |
| 65 | 2013, 25-26 April | International | Cape Town, South Africa | 9,292 (ZAR) |
| 66 | 2013, 5-6 September | European | Lisbon, Portugal | €750 Incl. |

| 67 | 2014, 10-12 April | International | Doha, Qatar | €850 Incl. |
|----|-------------------|--------------|-------------|------------|
| 68 | 2014, 11-13 September | European | Seville, Spain | €950 Incl. |
| 69 | 2015, 16-18 April | International | Basel, Switzerland | €950 Incl. |
| 70 | 2015, 3-5 September | European | San Sebastian, Spain | €960 Incl. |
| 71 | 2016, 19-21 May | International | Cancun, Mexico | 1,070 USD Incl. |
| 72 | 2016, 1-3 September | European | Vienna, Austria | €950 Incl. |
| 73 | 2017, 20-22 April | International | Paris, France | €950 Incl. |
| 74 | 2017, 14-16 September | European | Maastricht, Netherlands | €930 Incl. |
| 75 | 2018, 19-21 April | International | Vancouver, Canada | 1600 CAD |
| 76 | 2018, 27-29 September | European | Valencia, Spain | €950 Incl. |
| 77 | 2019, 4-6 April | International | Abu Dhabi, U.A.E. | US$1000 Incl. |
| 78 | 2019, 5-7 September | European | Antwerp, Belgium | €1200 Incl. |
| 79 | 2022, 12-14 May | International | Ljubljana, Slovenia | €1050 Incl. |
| 80 | 2022, 22-24 September | European | Bologna, Italy | €1250 Incl. |
| 81 | 2022, 4-6 May | European | Basel, Switzerland | €1000 Incl. |
| 82 | 2022, 17-19 August | International | Cancun, Mexico | €1200 Incl. |
| 83 | 2023, 30 May – 1 June | European | Vienna, Austria | €1300 excl. VAT |
| 84 | 2023, 3-5 October | International | Baku, Azerbaijan | €980 excl. VAT |

* This Workshop was originally scheduled for 22-24 April 2010 but unfortunately had to be postponed due to the no-fly zone over Europe from the Volcanic Ash cloud.

**3.       Future Events**

No future events scheduled.

**4.       Rotation Policy**

Bidding for the workshop is open to all countries. A venue in a country which has not hosted a workshop within the last 15 years has priority over other venues. The venue bidding for a Workshop must have attended a previous Workshop within the last five years at the time of bidding and be in good financial standing with ICCA. If another ICCA event is taking place in the same country as the bidding venue, this may be taken into consideration when deciding on the next host.

**5.       Date and Duration**

ICCA Venue Business Workshop Europe should take place in September 2025. The workshop programme commences on Thursday afternoon and finishes on Friday evening.

**6.       Timing**

When suggesting dates for the workshop, care should be taken not to clash with:
• Major public holidays/school holidays
• Major industry events e.g. ICCA Congress, IMEX America, IBTM World and other ICCA or similar industry events. Please check the events section of the website.

**7.       Format of the Event**

Thursday afternoon – optional city tour
Thursday evening – Start of the Workshop Programme (Networking Evening)
Introduction to ICCA for Association Executives
Networking Reception
Networking Dinner

Friday
Workshop
Member Forum/Debriefing Session
Association Executives Forum/Debriefing Session
Farewell dinner

Saturday
Optional guided city tour or walk

If all 15 workshop slots are filled, it may need to be considered for the Member Forum/Debriefing Session and Association Executives Forum/Debriefing Session to take place the following day on Saturday morning.

**PART 2: BID REQUIREMENTS**

**8.    Guidelines for Bids**

Any Sector Venue member in good standing with ICCA is entitled to bid to host the ICCA Sector Venue Business Workshop provided the representative of the venue has participated in a workshop within the last 5 years at the time of bidding. If a venue has won the bid to host a Workshop and then the contact person subsequently leaves the venue, ICCA has the right to move the destination of the Workshop.

Any Sector Venue member bidding to host a workshop must ensure that no other similar networking events are held 6 months before or 6 months after the workshop takes place in their destination.

The destination has to have easy accessibility to ensure that travel for both venues and association executives are facilitated. If there is no easy accessibility, transport should be provided by the venue from the nearest international airport.

**9.    Hotel Accommodation**

All participants should be accommodated in one hotel. The venue should negotiate special rates for hotel accommodation for the participant's use, 2 days before and 2 days after the workshop. The hotel should also make sure that all venues and especially the association executives are accommodated in the best rooms and are given VIP treatment by the hotel. WIFI should be available free of charge to all participants.

**10.    ICCA knowledge enhancement contribution**

Host venues should include a EUR 19,500 ICCA knowledge enhancement contribution to be paid to ICCA in their budget. This cost can be partly absorbed by increasing the registration fee slightly and partly by raising more local sponsorship. This should be paid in full to ICCA no later than one week prior to the commencement of the workshop. The revenue generated by the ICCA knowledge enhancement contribution fees for workshops and other ICCA events will be reinvested to provide knowledge through events, resources and publications to the ICCA members and associations globally, as part of the charitable objectives of ICCA.

**11.    Registration Fee**

The participation costs of two ICCA representatives including airfare should be included in the overall budget (see sample budget Appendix IV). The flight for the ICCA representative should be a direct flight if possible. This is in addition to the ICCA knowledge enhancement contribution.

Registration fees should be decided upon together with ICCA and aligned with historic rates.

The registration fee should be in euros if possible (inclusive taxes if applicable). The registration fee is to be paid by the participating member and should include accommodation for **both venue and association executive** (two double rooms, single occupancy, for two nights, including breakfast) at the hotel, all transfers (including transfers from the airport to hotel and from the hotel to the airport in the hosting destination) all meals and networking opportunities as indicated in the preliminary programme and the ICCA knowledge enhancement contribution (see sample budget - Appendix IV).

It is usual for the host venue to absorb some of the costs of the workshop due to the exposure gained from acting as host. Sponsorship of any elements of the programme by third parties should be mentioned in the bid. Sponsors are not allowed to participate in the Workshop programme, business or social events and cannot meet with the associations. It is the responsibility of the host to invoice and collect the revenue from the participating venues.

## 12.    Room Requirements

**Thursday, Day 1 – Introduction to ICCA for Association Executives**
1 room required boardroom style for up to 20 pax, close to where the networking reception is being held in the hotel.

**Friday, Day 2 – Workshop**
1 large room required laid out as the sample floor plan (see appendix II). The room must be set out in a hollow square format of +/- two metre long tables; each separated by a gap of three meters. There must be one table for each participating venue plus one table for a representative of ICCA and 2 chairs either side of the tables. The ICCA logo should be prominently displayed in the room. The room should be approximately at least 250 sqm (depending on the number of participants).

Tables should be set out in the same order as the Participants List. Each will be identified using a table sign (including ICCA logo). Venues from the same country should not be located next to one another. Electrical outlets for computers/laptops should be supplied for each table where the venues and ICCA representative are seated. WIFI should be available in the room free of charge. If possible, the room should have natural daylight and easy access to a separate room or outside. Tea, coffee and refreshments should be available in the room continuously. Toilets should be located nearby the workshop room if possible. One cordless microphone should be provided for the ICCA representative and the ICCA logo should be displayed in the room.

**Friday, Day 2 –Members Forum & Association Executives Forum**
2 rooms for up to 20 pax are required preferably in boardroom style with professional set up (including basic AV: Screen, projector, sound system, lighting and F&B).

## 13.    How to Bid

A written application for hosting a workshop should be sent electronically to ICCA Head Office upon ICCA Head Office calling for bids. The bid should be in electronic format and should include the following information:

- Proposed dates (September 2025 the ICCA Venue Business Workshop Europe)
- Proposed venue
- Proposed hotel
- Proposed budget (using the sample budget in appendix VI) including proposed registration fee incl. VAT/taxes, **all costs for both member & association executive**, ICCA knowledge enhancement contribution and cost of the flight for the ICCA representative
- Preliminary programme including networking programme based on the sample programme included in this Bid Manual (see Appendix I)
- Suggested activities for a fam trip and discounted hotel rates for adjacent nights
- CSR Policy (how to make the Workshop as 'green' as possible)
- Floor plan, photos and names of rooms where the Workshop, Association Executives Introduction, Members Forum and Association Executives Forum will be held.
- Information on the accessibility of the destination

Bids will only be accepted from ICCA Sector Venue members in good financial standing with ICCA and who have attended a Workshop within the last five years at the time of bidding. (Please refer to the list of venues who are eligible to bid). Bids may not be accepted if they do not comply with the above requirements. If another ICCA event is taking place in the same country as the bidding venue, this may be taken into consideration when deciding on the next host.

Factors which will be considered in the decision making process:

- Bid compliance
- Overall quality of the bid
- Value for money – delegate perspective
- What are the cost implications for delegates in addition to the registration fee, e.g. airfare deals;

hotel rates?
- Environmental and Corporate Social Responsibility
- Accessibility
- Compliance with COVID regulations
- Location and rotation of other (ICCA) events will be taken into consideration when a decision is taken.

Decision will be made by ICCA Head Office.


**14.**     **Deadline for Bids**

One electronic copy of the bid must reach ICCA Head Office **before midnight (Dutch time) on 18 March 2024.** There are no extensions to the deadline. Any bids received after this time will not be accepted.

**15.**     **Final Decision**

A decision will be made by ICCA Head Office and the Chairpersons of the sector, and the hosting venue will be announced to the Sector Venue members. The decision is final and there is no appeal process.

**16.**     **Time Path**

| | |
|---|---|
| 18 March 2024 | Fully completed bids to be received at ICCA Head Office **before midnight (Dutch time)** |
| 8 April 2024 | Selection of hosting venue by ICCA Head Office |
| After MOU signature | Announcement of hosting venue |

**PART 3: ORGANISATION OF THE WORKSHOP**

**17.     Registration Fee**

The host is responsible for invoicing and collecting the registration fee from the participating members.

**18.     Cancellation Fee**

It is advisable that the host has a cancellation policy, see sample below: The host and ICCA Head Office must be notified in writing of any cancellations. It is recommended that following cancellation fees are applied:

1 month prior to the workshop - 75% of registration fee; 2 weeks
prior to workshop - 50% of registration fee;
1 week prior to workshop - no refund.

In the event that the Workshop has to be postponed or cancelled, ICCA cannot accept liability for the costs incurred but will work together with the host to try to minimize the cancellation costs for all concerned.

**19.     Invitation**

An initial email informing ICCA Sector Venue members that registration is open should be sent out at least 5 months prior to the workshop and will include the following details:

- Date and venue
- Preliminary Programme
- Guidelines for the Workshop
- Registration form including registration fee, payment arrangements, name of hotel and cancellation policy
- Association Executive Profile
- Venue Profile
- Exclusion List of conferences participating in Sector Venue Workshops within the last 2 years

This mailing is the responsibility of ICCA Head Office.

**20.     Registration**

Before members and association executives are registered for the Workshop, they must complete online registration and include the Association Profile form and the Venue Profile form respectively.  ICCA Head Office will check to see if the association executives meets with the criteria for the Workshop and will ensure that the Venue concerned will be informed immediately if they are accepted to minimize the period of uncertainty for themselves and their association executive. If the venue and association executive is suitable ICCA Head office will follow up with the online registration form to collect accommodation and dietary requirements as well as arrival/departure times (see Appendix V). The host may collect this information directly if they have an online form available.

The registration deadline will be set one month prior to the workshop but to retain flexibility if the maximum of 15 participants has not been reached, the host should be willing to accept participants up to the last moment.

When the registration deadline has been reached, ICCA Head Office will send the host a list of all approved participating venues and association executives and the host is responsible for sending the invoices and collecting the registration fee from the participating venues. The host may do so electronically if they have an online payment form available.

## 21.  Final Programme

A preliminary programme will be published on the website once registration is opened. The host should send the final programme to ICCA Head Office for approval three weeks before the Workshop takes place. No changes should be made to the final programme after it has been approved by ICCA Head Office unless absolutely necessary. The final programme should include the room numbers/names for each session, the dress code and the name and address of the hotel, restaurants and any key venues that participants will visit in the programme, especially the venues for the first evening.

The host should also give the name, address and contact details including mobile number of a representative from the host for participants to contact if there are any unexpected delays or problems while travelling to the hosting venue.

## 22.  Workbooks

ICCA Head Office is responsible for preparing the electronic Workbook for the participants which should include the following:

- Final Programme
- Contact details (hosting member and ICCA Head Office representative)
- Participants List
- Layout of the Workshop Room
- Order of Discussions during the Workshop
- Venue Profiles
- Association Profiles

It is the responsibility of ICCA Head Office to email the Workbook to each participant at least two weeks prior to the Workshop. It is the participants' responsibility to bring this information to the Workshop with them.

It is the responsibility of ICCA Head Office to send a copy of the table layout for the Workshop room to the host (which should be in the same order as the Participants List in alphabetical order however venues from the same country should not be located next to one another). The layout should take into consideration that association executive should move in a clockwise direction for each session.

## 23.  Name Badges

The host should prepare name badges. The bottom of the name badge should be colour coded with a stripe. Association executives should be blue and venues green if possible. They should have the ICCA logo and the name of the event, dates and location. The name of the participants should be in black bold text, Verdana 14/16 (or similar font) and the name of the company and country in black Verdana font 11 (not bold). The most important thing is that the name of the participants should be easy to read. Please see sample. ICCA Head Office will send the host an excel file of all the members and association details to merge with the badges and table signs.



## 24.  Table Signs

The host should prepare the table signs which should have the ICCA logo and the name of the company and country as given on the participants list and the tables should be set out in the same order as the participants list.

## 25. Transfers

The host should ensure that the following transfers are provided to all participants including the ICCA representative from the airport to the official hotel; to/from all networking functions and to the airport for departures. The person meeting the participants at the airport should have a sign with the ICCA logo, the name of the Workshop and the name of the participant. It is advisable to send an email to the participants prior to the workshop or provide a letter in the hotel room advising them about the time of their transfers and include a contact number for the transfer company.

## 26. Room Checks

The host should meet with the ICCA representative on the Thursday (first day of the Workshop) to check the rooms and badges etc. and to discuss last minute details for the Workshop.

## 27. Welcome Package

Each participant at the workshop (venue and association executive) including ICCA representative should receive on arrival, a welcome pack containing:

- Welcome letter from the host
- Name badge
- Information on the destination, for example a map of the area

Hosts may also include other material such as a gift or a city pass for free travel etc. but it is not obligatory. The information given in the welcome packages should not be too heavy and should either be placed in the participant's hotel rooms for when they arrive or be handed to them on arrival at the hotel. Alternatively a welcome desk in the hotel can be set up and the welcome package handed to them when they arrive at the hotel, see 'Best Practices'.

## 28. Networking Programme

The networking events are very important aspects of the Workshop where networking between venues and association executives can take place. There should be no seating plans during sit down meals unless protocol dictates this. The Host should try to ensure that Association Executives and Members alternate at sit down functions. One idea would be to have different coloured napkins for association executives and members, association executives blue and members green if possible during sit down meals so that participants can be seated at the table: member then association executive. This avoids all the association executives sitting next to each other. Buffet networking dinners are advisable rather than sit down dinners especially on the first night.

If music is played during the meals it should not be too loud to enable the participants to talk.

## 29. Workshop

The room where the workshop takes place must be set out in a hollow square format of +/- two metre long tables; each separated by a gap of three metres. The room should be approximately at least 250 sqm (depending on the number of participants). There must be one table for each participating venue plus one table for a representative of ICCA and 2 chairs either side of the tables (see sample floor plan Appendix II). WIFI should be available in the room free of charge and the room should be lockable or secure during lunch time. The ICCA logo should be prominently displayed in the room.

At the commencement of the workshop the venues should be seated on the outside of the table layout, sitting opposite their association executive for the first discussion of 5 minutes. After the five minutes is over, on a signal (bell, buzzer etc.), the association executives all move to the next table in a clockwise direction and commence the next discussion which lasts for 15-18 minutes (depending on the number of participants).

The first discussion with the venue and the association executive who they invited will last for 5 minutes and then each discussion period after that will be approximately 15-18 minutes.
An interval of approximately three minutes between each session should take place for taking notes.

Coffee, tea and mineral water should be available continuously throughout the workshop. A 60-minute lunch break should be scheduled around noon and small 20 minute coffee breaks should also be given after every four discussion sessions.

If at any time an association executive is not participating in the workshop (e.g. arrives late, leaves early) the venue who invited him/her is suspended from participation for the time of absence of their association executive. It is not advisable for members or association executives to arrive late or leave early. Immediately following the workshop, a group photograph should be taken to assist in ICCA's PR efforts. Photos should also be taken unobtrusively during the workshop sessions and during the networking events.

The workshop must be heavily branded as an ICCA event. Correspondence, badges, signs, registration forms etc. should all carry the ICCA logo. All signage and displays should include the ICCA logo. The name of each session should be placed outside the meeting room and the ICCA logo should be prominently displayed in the room.

The host venue is responsible for the success of the workshop and must provide sufficient resources (human, financial, time) to ensure that it is efficiently organised. If the Workshop is running late, the host should make every effort to get the programme back on schedule however this should not be at the detriment of the Workshop discussions.

## 30.    Accompanying Persons Policy

There is no Accompanying persons programme and accompanying persons are not allowed to attend any part of the programme: the Workshop or any networking events. If participants do bring an accompanying person they should make separate arrangements for them during the whole of the workshop programme including social networking events and it is at the discretion of the host whether they should be allowed to participate in the optional programmes pre or post workshop.

## 31.    Budget

A sample budget for an ICCA Workshop can be found in Appendix IV as a guideline to assist the potential host, it is based on a past Workshop. The budget lists the main items from the bid manual needed to be included to establish the registration fee, this sample budget is a guideline only. Should the host organisation wish to subsidise parts of the programme it should be indicated in the budget.

Participating venues are responsible for their own and their association executive's travel arrangements to the host destination.

## 32.    Liability/Insurance

The host must ensure that they have insurance cover for the Workshop.

## 33.    Sponsors

It is usual for the host venue to absorb some of the costs of the workshop due to the exposure gained from acting as host. Sponsorship of any elements of the programme by third parties should be mentioned in the bid. Sponsors are not allowed to participate in the Workshop programme and network with the associations, business or social. ICCA reserves the right to refuse any specific sponsors.

## 34.    Visas

The host will be responsible for all visa matters.

**35.**    **Data Protection**

The host must comply with the data privacy laws and sign a contract and data protection agreement.

**36.**    **Best Practices**

When planning the programme it is recommended to request all participants to meet 15 minutes before departing for the transfer in case some participants arrive late at the meeting point in order to keep the programme on schedule.

It is recommended to have a welcome desk at the hotel or airport to welcome the guests on arrival and give them their Welcome Package.

It is recommended for the host to make a Transfer List for all the departures of the participants and should be distributed to the participants at the Workshop so that they can see clearly what time they will be picked up and by whom.

For those participants who have early morning departures it is advised to arrange packed lunch or room service for breakfast.

**FOR FURTHER INFORMATION**

Please contact ICCA Head Office should you need additional explanation on any point in this bid manual:

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Email: associations@iccaworld.org

**APPENDIX I – SAMPLE PROGRAMME**

**Sample Programme**

| | |
|---|---|
| **Day 1:** | **(Thursday)** |

Participants arrive throughout the day at airport. Welcome of delegates by host and transfer to hotel. Check in with the hotel.
Afternoon at leisure.

Host can consider starting the programme with an optional guided tour

| | |
|---|---|
| 18.00 – 18.30 | Introduction to ICCA for Association Executives (in a room close by to the Networking reception) |
| 18.30 - 19.30 | Start of the Workshop Programme: Networking Evening<br>Networking Reception (preferably at the hotel where the participants are staying so that if participants are delayed, they can still attend). |
| 19.30 - 22.30 | Networking Dinner (opportunity for host to say a few introductory words about the host city). The dinner should be arranged in a way to encourage as much networking amongst the participants as possible, for example a buffet dinner. |

| | |
|---|---|
| **Day 2:** | **(Friday)** |

Breakfast in hotel

| | |
|---|---|
| 08.30 – 09.00 | Venues set up workshop tables |
| 08.30 – 09.00 | Association Executives are given a presentation on the hosting destination by the host (Association Executives must be ready at 09.00 hours sharp to commence the workshop) |
| 09.00 - 15.30 | Workshop including two 20 minute coffee breaks & 60 minute buffet lunch break & regular breaks in between sessions |
| 15.30 - 16.00 | Group photograph & a short tour of the hosting venue 16:00 |
| - 17:00 | Member Forum/Debriefing Session<br>Association Executives Forum/Debriefing Session |
| 17.00 - 19.30 | Free time |
| 19.30 - 22.30 | Farewell dinner & entertainment |

| | |
|---|---|
| **Day 3:** | **(Saturday)** |

Breakfast in host hotel (in a separate area for workshop participants) (Optional:

guided city tour or walk or sightseeing)

Transfers to airport/railway station etc.

ICCA

Extra table

15

1

14

2

coffee

and

soft drinks

13

3

12

4

11

5

10

6

9

7

8
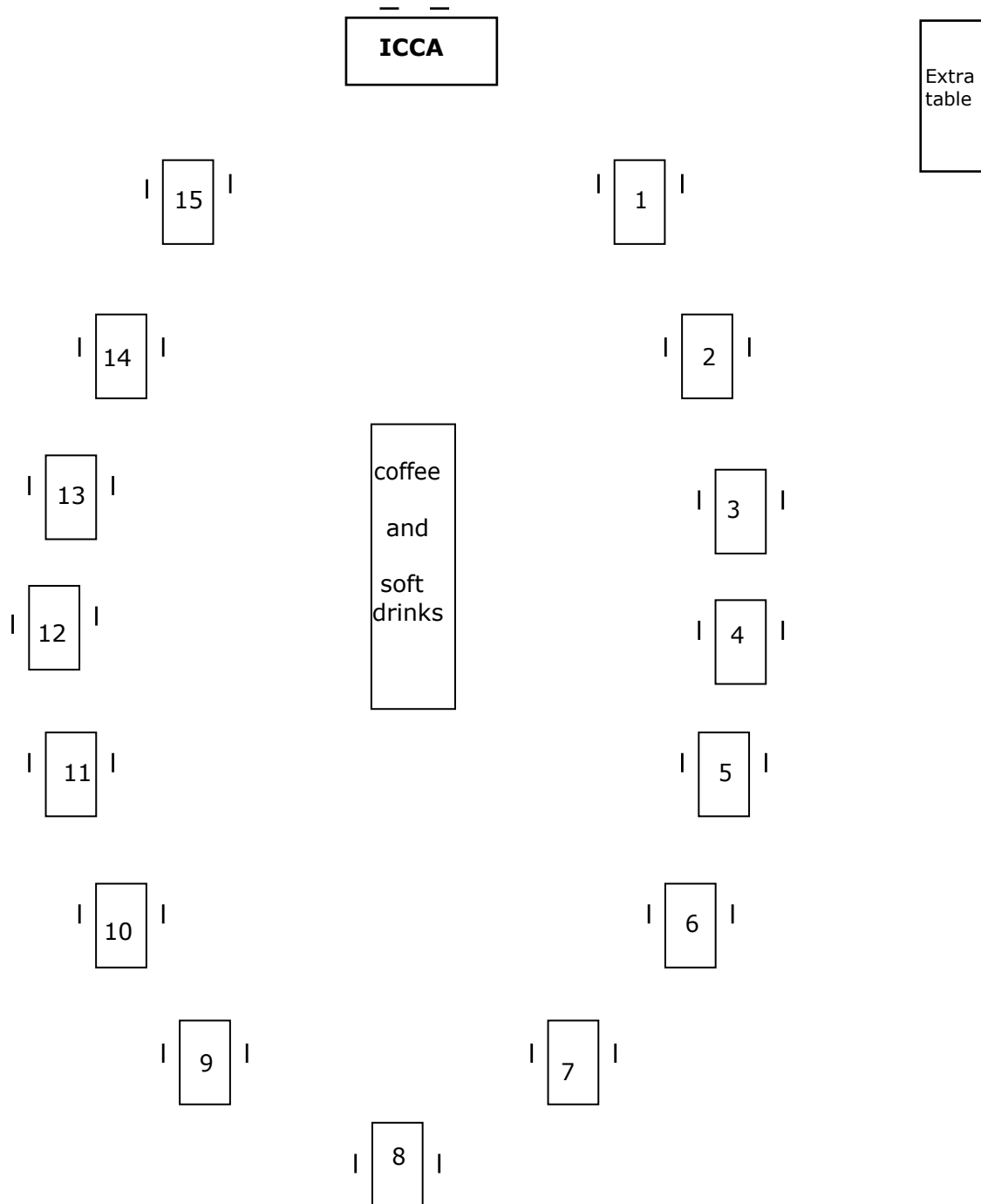
Length of tables = 2 metres Distance
between tables = 3 metres

Tables should be laid out in the same order as the Participants List in a clockwise direction with a chair either side of the table. Electrical outlets for computers/laptops should be supplied for each table where the venues and ICCA representative are seated. One cordless microphone should be provided for the ICCA representative to use and the ICCA logo should be displayed in the room. Complimentary fast WI-FI should be available in all Workshop rooms. An extra table should be in the room for associations to leave any bags or gifts they receive during the workshop and branded bags of the venue should be provided if possible so associations can use the bags to put their gifts in. Tea/coffee and refreshments should be available throughout the whole workshop. The workshop room should be locked or guarded during lunch so that participants can leave their laptops/valuables in the room. The room should be approximately at least 250 sqm (depending on the number of participants).

| | | |
|---|---|---|
| **AROUND 6 MONTHS BEFORE THE WORKSHOP** | Host | - Sign contract and data protection agreement<br>- Send a photo of the destination or the venue (in High resolution) |
| | ICCA | Add workshop dates & location to ICCA website |
| **AT LEAST 5 MONTHS BEFORE THE WORKSHOP** | Host | Send the following to ICCA Head Office:<br>- Payment details & bank account number / details for online payment form<br>- Name & address of the hotel (one hotel only preferably ICCA member)<br>- The cost of extra nights at the proposed hotel |
| | ICCA | Prepare the Association & Venue Profile forms, guidelines & exclusion list and publish on the ICCA website |
| | Host | To find a suitable association to invite to the Workshop |
| **4-2 MONTHS BEFORE THE WORKSHOP** | ICCA | Add registration form to website & open registration. Send an email to inform members |
| | ICCA | Promote Workshop in Newsletters, Members Update, via social media and at Trade Shows |
| | ICCA | Process registrations – vetting of association clients, approval and follow up with the host to collect information on accommodation and dietary requirements. |
| | ICCA | Update website with a list of the registered members |
| | Host | Arrange flight/transport for 2 ICCA representatives (host picks up the cost) |
| | ICCA | Requests invoice details from host for the ICCA knowledge enhancement contribution |
| | ICCA | Send associations information on ICCA, the format of the Workshop & programme |
| | Host | Book photographer to take photos throughout the Workshop, social networking events and a group photograph |
| **1 MONTH BEFORE WORKSHOP** | | **Deadline for registrations (unless the Workshop is not full)** |
| | ICCA | Send host registration forms with the details of the registered members who need invoicing |
| | ICCA | Send registered members and associations a copy of the participants list to check their details and make corrections if necessary and to send a photo |
| | Host | Invoice registered members |
| | Host | Send Final Programme (including room numbers/names and important contact numbers) to ICCA Head Office for approval and inclusion in the Workbook |
| | Host | Ensures ICCA admin fee is paid at least 1 week prior. |
| | ICCA | Email Workbook to registered associations & venues (Final programme, Contact details, Participants List, Layout of the Workshop room, Order of Discussions during the Workshop, Venue & Association Profiles). |
| **2 WEEKS BEFORE WORKSHOP** | ICCA | Send table layout of Workshop room to host |
| | Host | Prepare colour coded name badges, table signs and welcome packs with ICCA logo on (ICCA to send excel document with names etc. to be merged for the badges and table signs) |
| **1 WEEK BEFORE THE WOKSHOP** | Host | Arrange transfers to hotel for all participants including ICCA representative |
| | Host | Finalise rooming lists |
| | ICCA | Post about the workshop on social media |
| | ICCA | ICCA representative to meet with host |
| | Host | Prepare Workshop rooms |
| **FIRST DAY OF THE WORKSHOP** | ICCA | Check room setup with host and check room set-up and other aspects of workshop |
| | | **ICCA Venue Business Workshop takes place** |
| | ICCA | Send out thank you emails and questionnaires and share feedback with the host |

**APPENDIX IV – SAMPLE BUDGET**

<div align="center">

**Sample Template Budget**

**BUDGET based on 30 or 20 participants (Half venues + Half associations)**

</div>

| Description | No. Days | EURO € | | | |
| --- | --- | --- | --- | --- | --- |
| | | Unit cost | Total per pers. | TOT. (30 PAX) | TOT. (20 PAX) |
| **MEETING ROOMS** | | | | | |
| Meeting Rooms | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| A/V equipment | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Meeting Rooms** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **INSURANCE** | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Insurance** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **PRINTING & ADDITIONAL EXPENSES** | | | | | |
| Signage | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Photographer | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Welcome packs/gifts | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Printing & additional expenses** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **HOTEL** | | | | | |
| Name of Hotel, 2 nights (€ XXX x 2), including breakfast | 2 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Hotel** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **CATERING** | | | | | |
| Networking Reception - Thursday evening | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| Networking Dinner (food & drinks) - Thursday evening | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| Coffee breaks – Friday morning | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lunch (food & drinks) – Friday | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| Farewell Dinner – Friday | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Catering** | | 0.00 | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **NETWORKING PROGRAMME** | | | | | |
| Entertainment on Thursday | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| Guided tour of host city Thursday or Saturday | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| Entertainment on Friday (optional) | 1 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Networking Programme** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **TRANSFERS** | | | | | |
| Transfers from Airport | | 0.00 | 0.00 | 0.00 | 0.00 |
| Transfers to Airport | | 0.00 | 0.00 | 0.00 | 0.00 |
| Hire of Coach for transfers during Workshop | | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Transfers** | | **0.00** | **0.00** | **0.00** | **0.00** |

| | | | | | |
|---|---|---|---|---|---|
| **ICCA REPRESENTATIVE** | | | | | |
| Flight for two ICCA representatives | | 0.00 | 0.00 | 0.00 | 0.00 |
| Meals for two ICCA representatives | | 0.00 | 0.00 | 0.00 | 0.00 |
| Hotel Room for two ICCA representatives (2 or 3 nights) | 2 or 3 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Cost of ICCA Representative** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **ICCA KNOWLEDGE ENHANCEMENT CONTRIBUTION** | | | | | |
| ICCA knowledge enhancement contribution (€19,500 to be paid to ICCA) | | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Cost of ICCA knowledge enhancement contribution** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **SUMMARY** | | | | | |
| Meeting rooms | | 0.00 | 0.00 | 0.00 | 0.00 |
| Insurance | | 0.00 | 0.00 | 0.00 | 0.00 |
| Printing & Additional expenses | | 0.00 | 0.00 | 0.00 | 0.00 |
| Hotel | | 0.00 | 0.00 | 0.00 | 0.00 |
| Catering | | 0.00 | 0.00 | 0.00 | 0.00 |
| Networking Programme | | 0.00 | 0.00 | 0.00 | 0.00 |
| Transfers | | 0.00 | 0.00 | 0.00 | 0.00 |
| ICCA Representative | | 0.00 | 0.00 | 0.00 | 0.00 |
| ICCA knowledge enhancement contribution (€19,500 to be paid to ICCA) | | 0.00 | 0.00 | 0.00 | 0.00 |
| Taxes | | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total Expenses** | | **0.00** | **0.00** | **0.00** | **0.00** |
| | | | | | |
| **INCOME** | | | | | |
| **\*Registration fee per person (Inc. taxes)** | | **0.00** | **0.00** | **0.00** | **0.00** |
| **Registration fee for Workshop: member & association (Reg. fee per person x 2)** | | **0.00** | **0.00** | **0.00** | **0.00** |

*The registration fee given in the bid should be the registration fee which the participating member pays covering all the costs for both the member and the association. Proposed registration fees will need to be aligned with historic rates, and approved by ICCA accordingly. If not all cost can be covered through the registration fee income , it is  recommended that the local host secured additional local sponsorship.*