CONGRESS INTELLIGENCE UNIT

PREVIEW

INTELLIGENCE PAPER No. 03

The Congress Business You're Not Seeing



The Untapped Commercial Potential of Scientific Association Leaders

Giancarlo Leporatti
Founder, Congress Intelligence Unit

October 2026

CONGRESS INTELLIGENCE UNIT

INTRODUCTION

The Business Beneath the Surface

Recognising opportunities before they become enquiries

By the time a formal request appears, a decisive part of the commercial work has already been done.

In the professional experience on which this paper is based, the most attractive events often reach that point with the project already 80% defined: contacts identified, alternatives explored and preferences formed. Waiting for a complete request can therefore mean competing on terms that other operators have already helped to shape.

The right moment comes earlier, while the president or delegate is still looking for a solution.

The congress may already have a theme, an audience and a provisional period, while the destination, venue or conditions needed to make it happen remain open. The president or delegate is still developing the project. This is when an operator can enter the discussion and help shape the choices.

Meeting the president or delegate directly at this stage has a precise commercial value.

It gives the operator access to the person leading the project, a chance to understand the difficulties still to be resolved and an opportunity to propose a solution before preferences become established. The opening lies in the choices that remain to be made.

The congress presented is only the visible tip of the iceberg.

A contact's commercial potential can be far greater than the event for which they are seeking a venue. Recognising that potential changes how suppliers select contacts and develop business.

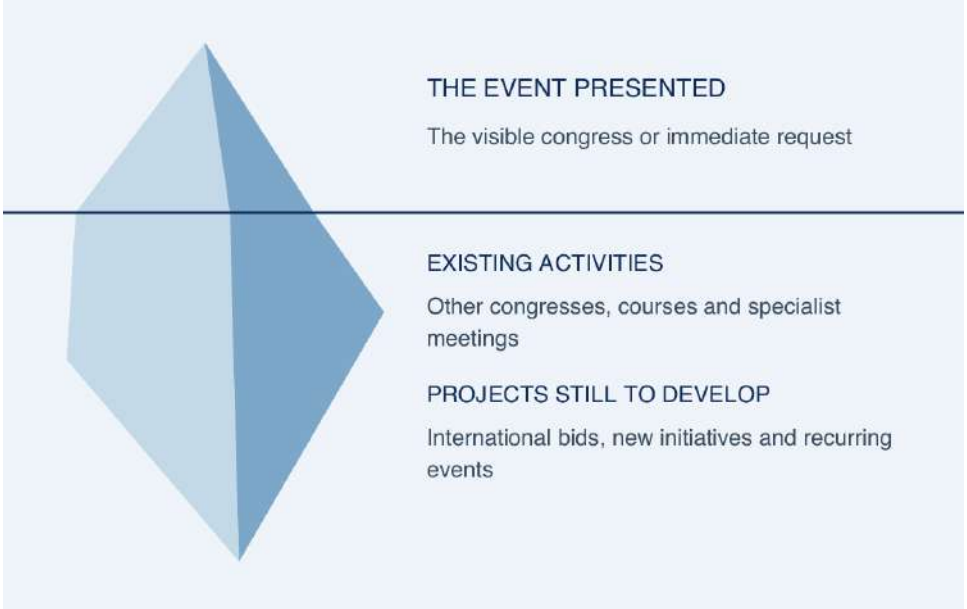


Figure 01 · The visible congress and the opportunity beneath it

Meeting the president opens a door. Solving a problem gives them a reason to keep it open.

An opportunity for direct contact can open a conversation that ordinary promotional activity rarely secures. Access alone is not enough: the operator must use the meeting to understand the problem and become part of the solution.

Preparation is a decisive difference. A brochure shows the facilities. A prepared salesperson identifies what is holding the project back and offers a way forward. **Access to the same buyer can produce very different commercial results.**

This paper follows the work needed to acquire that business: recognise the person's potential, gain their interest and negotiate an event that fits the supplier's calendar and margin.

The first step is to understand the economic value: what returns can justify the preparation, time and investment required to enter this market.

INSIDE THE COMPLETE BOOK

Nine chapters.
The full commercial approach.

01 **The Business Value of Scientific Congresses** 5

02 **The Congress Beyond the Congress** 10

03 **Who Influences the Decision-Making Process?** 15

04 **The Buyer** 21

05 **Becoming the Preferred Choice** 25

06 **Before Demand Becomes an RFP** 34

07 **Reducing Seasonality by Becoming an Event Producer** 37

08 **From the Meeting to a Business Relationship** 49

09 **Bringing Congresses Together: An Opportunity to Build** 52

Chapter titles only. Page references are to the complete edition.

CONTINUE READING

From the first contact to congress business

The introduction identifies the opportunity. The complete book examines how to pursue it.

Why do some meetings lead to business while others end with an unanswered email?

What can make a destination the preferred choice before a formal request is issued?

How can congress business fill quieter periods on commercially viable terms?

Practical cases, diagrams and worked economic examples for destinations, congress venues and hotels.

READ THE COMPLETE BOOK

60 pages / 9 chapters

View the book →

The Congress Business You're Not Seeing - book details

Giancarlo Leporatti / Congress Intelligence Unit
Published by Eureka MICE International

© 2026 Giancarlo Leporatti / Eureka MICE International. All rights reserved.