
SUSTAINABLE MEETINGS REPORT

*Prepared for Oracle Event Marketing
For Oracle OpenWorld 2009*

ORACLE®

*by MeetGreen
December 2009*

EXECUTIVE SUMMARY

Never doubt that a small group of thoughtful, committed citizens can change the world.

Indeed, it's the only thing that ever has.

*Margaret Mead
(1901-1978)
US Anthropologist, Author*

If there was one word to describe Oracle OpenWorld's approach to event sustainability in 2009 it would be unprecedented. Unprecedented in terms of:

- **Partner engagement**, including a 16-member Green Team comprised of Oracle staff and event vendors to steer actions to reduce environmental impacts at the event.
- **Event scope**, addressing not only impacts during the event dates, but the pre-planning process as well; in addition to practices related to venues, accommodations, catering, exhibits, transportation, audio-visual, signage, marketing and communications.
- **Influence**, changing and measuring practices at 76 hotel properties and 7 venues as well as enabling 37,000 attendees and 401 exhibitors to act in more environmentally responsible ways.
- **Measured indicators**, tracking over 85 different performance indicators to show triple bottom-line costs and benefits of actions.

Oracle OpenWorld is defining sustainable practice for event marketing and technology conferences. In 2008 the event was recognized with the IMEX Silver Green Meetings Award. In 2009 Oracle hosted a tour of their sustainable meeting for members of the Green Meeting Industry Council, showcasing how Oracle OpenWorld is improving the capacity for other events to be sustainable within San Francisco by requiring contracted practices and measurement on a city-wide scale.

Notable successes at the 2009 event include:

- Exceeding a goal to divert 100 tons of materials from landfill through purchasing, reduction, reuse and recycling in order to respond to the Green Meeting Industry Council's Trash Challenge. Oracle diverted an estimated 140 tons of material from landfill, enough to fill over 10 garbage trucks.
- Sourcing 60% of food items from within a 100 mile radius of San Francisco.
- Reducing ground shuttles by 30% of peak usage, reducing emissions by 18,000 lbs of carbon dioxide and fuel use by 800 gallons. Total energy use and emissions avoided through purchasing decisions amounted to 1,146,130 Mj and 120,073 lbs of CO2. This is enough energy to power 12 American homes per year, and the emissions equivalent of removing 11 cars from the road for a full year.
- 5% of signs were reused from 2008 and 37% of signs used in 2009 will be reusable for future events. 45% of sign inventory was donated or recycled post-event. 62% of signage used recyclable or renewable substrates and 39% of signs were produced locally, with the remainder sourced in Los Angeles.
- Confirming over \$800,000 net cost savings through reduction and reuse.

Moving into the fourth year of its sustainable event initiative in 2010, Oracle is seeking to expand the reach of its sustainable event program to include the global events team. This project will be directed at increasing the capacity of regional event managers to become more successful in event sustainability so that all events can work toward achieving the degree of success that has been experienced at Oracle OpenWorld in San Francisco.

EVENT SCOPE

Event: Oracle OpenWorld

Date: October 12-16, 2009

Host City: San Francisco, CA

Venues: Moscone Center
Hilton San Francisco
Intercontinental San Francisco
Marriott San Francisco
The Palace Hotel
Westin Market Street
Treasure Island

Hotels: 76 properties contracted
55,472 room nights

Exhibitors: 401 companies

Audience: 37,447 registrants, representing Oracle customers and staff

Event Purpose: Oracle OpenWorld is the world's largest information technology event dedicated to helping enterprises understand how to harness the power of information.

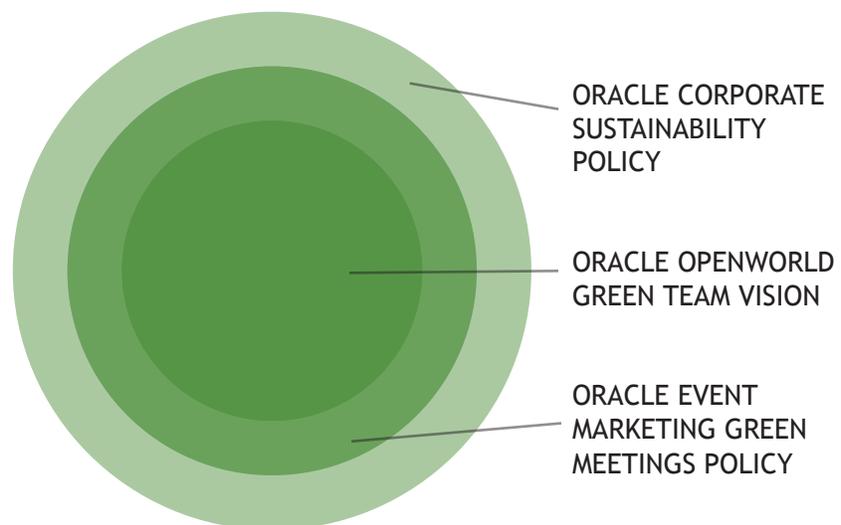
Event Elements:

- 7 Keynotes and 1,900 educational breakout sessions
- Oracle OpenWorld Exhibition featuring hands-on labs and demonstrations
- Oracle Partner Network Forum
- Oracle Develop, featuring sessions on next-generation development trends and technology
- Primavera Program
- Oracle User Groups for special interest group discussions
- Customer Appreciation events and receptions
- Webcasts via Oracle OpenWorld Live, including social networking and on-demand programming



Layered Vision

Oracle's Sustainable Event Strategy is executed on three levels. In the broadest sense all company actions are influenced by Oracle's corporate commitment to sustainability. As a division of the company, Event Marketing has created its own specific strategy to achieve corporate commitments. Within this departmental strategy a Virtual Green Team has been established to execute the department's vision and goals for Oracle OpenWorld specifically.



Oracle OpenWorld's sustainable meetings program aligns with Oracle's overall commitment to sustainability:

Oracle is committed to using its technology and resources to advance education in innovative ways, promote diversity, enrich the life of communities, and protect the environment. In balancing the needs of its business with the needs of the environment, Oracle's policy is to maintain its facilities and run its business operations in a manner that minimizes any adverse impact on the environment. As an example, the company seeks to reduce, reuse and recycle as many resources as possible. Additionally, Oracle expects its employees to comply with all applicable environmental laws and regulations.



The Million Tons of Trash Challenge was conceived by leaders and members of the Green Meeting Industry Council during the 2009 Action=Sustainability Conference. The purpose of the Challenge is to build momentum and awareness toward the ultimate goal of reducing the environmental footprint of meetings and events, thereby building a more sustainable industry.

http://www.greenmeetings.info/Trash_Challenge

Oracle's Event Marketing division has created its own specific sustainability commitment based on this overarching policy:

We seek to demonstrate our commitment to this policy by practicing sustainable meetings. This means working to track measurable environmental, business and host community benefits that result from implementing environmentally responsible meeting practices. Oracle meetings practice the Four R's: we Re-think how we plan our gatherings to align with sustainable business goals and seek as a priority to Reduce what we use, Reuse where we are able, and finally Recycle any materials remaining from our events.

In addition to the above commitment, the Oracle OpenWorld Green Team crafted a vision for this year's event:

The sustainability vision for Oracle OpenWorld 2009 is to support Oracle's environmental brand and policy and build a position of leadership by improving the overall attendee experience and Oracle brand experience through sustainable ideas and practices.

A supplemental catalyzing challenge for the Team was to successfully respond to the Green Meeting Industry Council's Trash Challenge by diverting 100 tons of event waste from landfill. The Team committed to prioritize 2009 actions based on this goal by reducing material use, donating reusable event materials and recycling and composting at all event venues.

KEY ISSUES

Lessons from Oracle OpenWorld 2008

Oracle OpenWorld has established a consistent process for verifying and auditing sustainable event practices. Much like 2007 evaluations contributed to success in 2008, analysis of Oracle OpenWorld 2008 highlighted the following opportunities moving forward to 2009. These issues were the basis of discussion and action planning for the 2009 Oracle OpenWorld Green Team.

Attendee Engagement & Awareness

- Train and educate attendees to be green at OpenWorld and beyond.

Vendor Engagement & Awareness

- Contract for best practices and benchmarking.
- Centralize sustainability initiative coordination.
- Provide forum for vendor information exchange.

Reduction

- Look at additional opportunities to reduce, particularly in terms of signage.
- Challenge vendors to propose new ideas for reducing waste at source by researching and designing new products and services.

Measurement

- Identify performance indicators for sustainability and set targets.
- Improve reporting by contracting with vendors to track economic, environmental and social impact data.

Social Responsibility

- Explore additional opportunities to demonstrate social responsibility at Oracle OpenWorld.



Signage emerged as a key sustainability issue from Oracle OpenWorld 2008. The Green Team for Oracle OpenWorld 2009 committed to address this issue by looking at opportunities to reduce signage, designing for reuse and using more sustainable substrates. A key challenge was planning for sustainability while also ensuring the quality of the Oracle brand was maintained and enhanced. Signage statistics from Oracle OpenWorld 2009 include:

	Square Feet	Percent of Total
Total signage used	75,796	100%
Total reused from 2008	3,876	5%
Total available for reuse	28,074	37%
Total recycled	14,793	20%
Total donated	19,320	25%
Total landfilled	13,609	18%
Total recycled materials	39,590	52%
Total renewable materials	7,290	10%
Total sustainable inks	75,796	100%

OBJECTIVES & TARGETS

Charting the Course

Based on these issues identified in 2008, Oracle OpenWorld 2009 focused on three objectives for this year's event:

Objective 1: Measure and reduce environmental impacts from Oracle OpenWorld in the following areas: energy, water, and waste.

Key Performance Indicators/Targets:

- Total material reductions and diversion through purchasing, composting, donation and recycling: 100 tons
- Percentage of waste diversion across venues: 65%
- Facility energy use: Baseline established
- Travel miles/Fuel use: Baseline established for ground shuttles, food miles and pre-planning process
- Facility water use: Baseline established
- Communications: 25% reduction in onsite paper and improved signage reuse
- MeetGreen Calculator score: 80%

Objective 2: Measure economic costs and savings of sustainable event practices in order to substantiate the business case for this program.

Key Performance Indicators/Targets:

- Cost impact of sustainability decisions: Net cost reduction resulting from green measures
- Value of promotional coverage of sustainable event initiatives: Establish baseline

Objective 3: Improve stakeholder engagement in sustainability.

Key Performance Indicators/Targets:

- Number of vendors represented on the Green Team: Establish baseline
- Percentage of hotels reporting on practices: 100%
- Percentage of venues reporting on practices: 100%

ENGAGEMENT STRATEGY

Promoting Ownership & Education

Oracle Event Marketing has attempted to engage progressively more stakeholders in event sustainability at Oracle OpenWorld since 2007.

Staff

All Oracle OpenWorld staff received training in event sustainability in 2008. Training was facilitated by MeetGreen and was conducted as part of Oracle Event Marketing's launch of a Green Meetings Manual, including policies, procedures and tools for staff to use to reduce their impact. Since 2008, staff has taken individual ownership of sustainability in their area of responsibility, implementing and expanding sustainable practices in areas of branding, housing, registration, food and beverage, and exhibits. In addition to a high degree of personal ownership across the Oracle OpenWorld team, five staff members also participate in the Oracle OpenWorld Virtual Green Team.

Vendors

Acknowledging challenges around vendor engagement in sustainability in 2008, Oracle established an OpenWorld Virtual Green Team in January 2009. This Team includes Oracle staff as well as vendors and will continue beyond 2009. The Team met face to face early in the year to discuss sustainability issues emerging from the 2008 event, collaborate on creative ideas to improve performance and prioritize recommendations for action. Actions were assigned to Team members and formulated into a written Plan that was reviewed through conference calls on a monthly basis to ensure implementation. During this Team process any challenges or emerging issues were logged, new actions were identified and some were delayed until 2010 where additional time was needed for implementation. Oracle gratefully acknowledges the vendors participating in this initiative: Champion Exhibitions, George P Johnson, Hartmann Studios, InVision Communications, Moscone Center, San Francisco Convention & Visitors Bureau and Savor.



Greening was very visible at Oracle OpenWorld, from branded recycling stations to Ready, Set, Connect Pedal Charger stations. In addition to these, the Green Marketplace was open daily at Oracle OpenWorld, including interactive exhibits to show how Oracle works with partners and customers to integrate sustainability into their IT and business plans. Attendees could also sample sustainable treats from local vendors, including chocolate, coffee, vegetable treats and olive oil.

“Technology vendors have a critical role to play to enable more sustainable business practices,” said Cody Sisco, Manager of Advisory Services at BSR (Business for Social Responsibility). “The emphasis on sustainability at Oracle’s global customer and partner event demonstrates how important it considers these opportunities. Through Oracle’s “Enable the Eco-Enterprise” Awards, Oracle is rewarding more sustainable business practices, and demonstrating how other organizations can use technology to cut costs, improve business efficiencies, and minimize their environmental impacts. We encourage Oracle and the software industry to continue to accelerate their customers’ progress in addressing sustainability challenges.”

Exhibitors

In 2008 the Oracle OpenWorld exhibitor team established the Virtual Collateral Rack and voluntary guidelines in support of event sustainability. In 2009 guidelines were integrated in the online exhibitor kit. In addition, exhibitors were encouraged to share their sustainable practices in advance of the event for an opportunity to be covered in the show dailies. Only one exhibitor responded to this invitation.

Attendees

Oracle OpenWorld introduced attendees to event sustainability in a big way in 2008 with the introduction of a Green Pavilion, *Ready, Set, Connect* Pedal Charger stations and highly visible front of house water and recycling stations. These elements were retained this year, and expanded to include the following dedicated programming elements:

- Interactive discussions, led by Oracle executives, customers and partners, on effective strategies for using Oracle technology to create sustainable programs.
- Oracle’s ‘Enable the Eco-Enterprise’ Awards, which were presented to 15 winning customers and their partners by Jeff Henley, Oracle’s Chairman of the Board. The Awards honor companies who apply Oracle’s technology for effective environmental practices, while reducing their costs and improving their business efficiencies by utilizing more green practices (below).
- The Oracle OpenWorld Green Marketplace, where Oracle, its partners and customers shared solutions and interactive experiences to demonstrate how they are incorporating sustainability into their business and IT plans.
- Expanded web site content on green practices recommended for attendees, including transit information, carbon offset options and blog posts about reducing impacts. Feedback on event sustainability was welcome through blog comments and Twitter.
- Inclusion of event sustainability elements on Oracle OpenWorld Live, including Marius & Tim’s Twitter hashtag #OOW09 program.



RESPONSIBILITY

Collaboration & Accountability

The Oracle OpenWorld Sustainability Strategy was initiated under the leadership of Paul Salinger and Jodi Morrison of Oracle Event Marketing. Both individuals continue to assume responsibility for the implementation of the actions identified collaboratively through the Virtual Green Team. Each action item within the Plan is assigned to a team member for implementation.

In addition to the Virtual Green Team Action Plan, vendor responsibility for sustainability is clearly outlined in event request for proposals and contract language. This includes accountability by vendors who may not be part of the Team. Contract guidelines include specific sustainability actions and measurements for all of the following:

- Accommodations
- Meeting Venue
- Caterer
- General Services Contractor
- Transportation
- Audio-Visual & Production
- Meeting Management & Logistics
- Communications & Marketing
- On-site Office & Signage

In addition to the requirements outlined in their contracts, Virtual Green Team members and Oracle OpenWorld staff implemented additional voluntary reporting to capture paper use and travel miles. Responsibility for data tracking was not limited to the dates of the event and extended to the four month period prior to Oracle OpenWorld. This is the first time that Oracle has tracked not only the environmental footprint of this event, but the pre-planning process as well.

Pre-Planning Metrics

Paper use and transportation impacts during the four month period prior to Oracle OpenWorld 2009.

Total paper used	147,527 sheets
Water saved by buying recycled	9,146 gallons
Energy saved by buying recycled	14 million BTU
Emissions avoided by buying recycled	2,625 lbs CO2
Solid waste avoided by buying recycled	876 lbs
Total miles traveled	97,329 miles
Air	87,178 miles
Ground	9,777 miles
Transit	373 miles
Cost avoided through virtual meetings, carpooling, transit	\$11,402
Travel miles avoided through virtual meetings, carpooling, transit	19,952 miles

Oracle OpenWorld Virtual Green Team Roadmap

As indicated above, the Oracle OpenWorld Green Team established a written action plan for the 2009 event. The focal point for action was responding to the GMIC's Trash Challenge and addressing emergent issues from 2008. Actions were grouped into the following areas and are described in detail in the attached Appendix. Highlights of new actions for 2009 are included under each area below.

Transportation

- Expanded walking routes to reduce shuttling to hotels.
- Designed two new shuttle hubs to reduce shuttling by taking advantage of mass transit, including a Millbrae BART shuttle hub and CalTrain shuttle hub.
- Measured vehicle miles and fuel use for all shuttles.
- New actions resulted in 32 fewer shuttles being used, representing a 30% reduction from peak usage, reducing emissions by 18,000 lbs of carbon dioxide and fuel use by 800 gallons.
- Provided expanded mass transit information on the event web site, encouraging attendees to use this as their fastest option to get downtown from regional airports.
- Provided new SmartWay-certified hauling options for exhibitor freight.
- Established new airline partnerships which included information on green practices and offsetting options with each airline.

Hotels

- Provided green travel information on Oracle OpenWorld microsite provided by the CVB.
- Provided an online mechanism for reporting on sustainable hotel practices, improving disclosure of hotel practices.
- Implemented tracking of electronic checkout.

Signage & Printing

- 75,796 sqft of signage was used for Oracle OpenWorld, including banners, easel signs, adhesives, Sintra, foamcore and other substrates.
- 37% of signage (28,074 sqft) is available for reuse. This is primarily banner material that can be used at Oracle events broadly.
- Only 18% of signage (13,609 sqft) was landfilled. 20% of signage inventory (14,793 sqft) was recycled, including cardboard railroad signs, easel signage and Sintra. 25% (19,320 sqft) of total signage was donated.
- 52% (39,590 sqft) of signage used recyclable substrates, 10% (7,290 sqft) of signage used renewable substrates.





Making Sustainable Menus Measurable

We hear in the media that the typical meal can travel anywhere from 1,500-2,500 miles before it is eaten. But what about events? How far do menu items for our multiple functions travel? For the first time in 2009 Oracle OpenWorld attempted to measure food miles, unsure what to expect. We had estimated previously that 65% of menu items were local (within 100 miles) and 20% organic. This year Moscone Center and McCall's Catering tracked the weight of each menu item to substantiate 60% local and 2% certified organic purchases. In addition they estimated over 273,800 food miles, and a range of 3,710-20,201 food miles per function. This calculation assumes minimal shipment consolidation and uses sourcing to farm methodology wherever possible. In some cases caterers have had to use sourcing to point of processing. We've learned there are problems with tracking food purchasing by any method, but that using multiple methods can give us a better idea of where to improve event sustainability. For example, now we know the majority of food sourcing for Oracle OpenWorld is within 100 miles, and have been able to identify certain problem items that we can now choose to remove from function menus to improve both food miles and local sourcing.

- 39% of event signage was produced locally, with the remainder shipped from Los Angeles on a bio-diesel fueled shipment.
- Continued to reduce the size and quantity of printed projects for the event, including the main event program, reducing paper use by 49% over 2008.

Venue

- Measured facility water and energy use for all meeting venues.

Food & Beverage

- Improved measurement of sustainable food procurement, including tracking of local, organic, fair trade and natural products.
- Estimated food miles traveled to cater the event.

Exhibits

- Integrated voluntary sustainability guidelines into exhibitor kit.
- Provided education about sustainable practices to exhibitors through the Oracle OpenWorld event blog pre-event.
- Invited exhibitors to share and promote sustainable practices through the show daily.
- Introduced comprehensive materials tracking for the general services contractor.

AV & Production

- Reused the muslin screen in the Keynote Hall for the third year in a row, as well as the scenic for Leader's Circle.
- Replaced 40% of lighting in Keynote Hall with LED, keeping with the ongoing practice of gradually upgrading to newer, more energy efficient AV equipment.
- Used bio-diesel trucking for main AV supplier shipments.
- Partnered with AV suppliers that presented efficiencies as well as cost and emissions savings to Oracle in order to execute the Oracle Partner Network, Leaders Circle, Financial Analyst Meeting, Sales Executive Summit, and Database Industry Analyst Summit.

All Vendors

- Implemented voluntary tracking of pre-event paper use and vehicle miles traveled.

Corporate Citizenship

- Measured donations provided from all meeting venues which were distributed to 10 different agencies in San Francisco post-event.
- Executed a volunteer tree-planting activity to tie into Global Volunteer Day.

BENCHMARKS

Establishing Baselines & Measuring Success

Oracle OpenWorld has significantly expanded data capture in 2009, achieving a capacity for reporting on event impacts that is unprecedented. Over 85 indicators were tracked in 10 different areas. Comprehensive data reports are provided in the Appendix with Key Performance Indicators listed below:

	2007	2008	2009	Target
Utilities				Yes
Energy use at venues (kWh)	-	-	1,526,372	Yes
Water use at venues (cft)	-	-	3,053,122	Yes
Recycling diversion at venues (%)	59%	61%	58%	No
Landfilled materials (lbs)	-	86,645	185,598	-
Recycled materials (lbs)	-	77,989	149,261	Yes
Composted materials (lbs)	-	43,640	94,740	Yes
Donated materials (lbs)	-	11,518	13,982	Yes
Miles travelled to produce event	-	-	884,016	Yes
Planning team travel	-	-	544,649	Yes
Food miles (total)	-	-	273,800	Yes
Ground shuttles	-	69,667	65,567	Yes
Material reductions through procurement & planning decisions				Yes
Paper*	22,600,000	5,725,000	2,925,000	Yes
Signage (sqft)	-	-	75,796	Yes
Ground shuttles (peak)	-	110	80	Yes
Local / organic food**	~20% / ~20%	65% / 20%	60% / 2%	-
Energy saved (Mj)***	-	1,455,008	1,146,130	-
Water saved (gal)***	-	496,253	316,934	-
Solid waste avoided (lbs)***	-	41,015	23,306	-
Emissions avoided (lbs CO2 equivalent)***	-	147,936	120,073	-
Engagement				No
Venues reporting practice (#/%)	-	1 / 14%	6 / 86%	No
Hotels reporting practice (#/%)	-	60 / 71%	63 / 86%	No
Vendors on Green Team	-	-	7	Yes
Number of groups receiving donations	-	-	10	-
Costs avoided/reduced through sustainable practices (net)	\$152,650	\$320,702	\$858,638	Yes
MeetGreen® Calculator score	34	64	70	No

* Onsite office use combined with printed program, estimate of 8.5" x 11" sheets used.

** Local food is defined as within 100 miles; organic must bear a third-party certification. Calculations are based on total weight.

*** Impact of shuttle reduction, reduced & recycled paper use, elimination of plastic bottles. European Association of Plastics Manufacturers and Environmental Defense Fund Paper Calculator data.

MeetGreen® Verification

Oracle hired MeetGreen to conduct an audit of onsite practices at OpenWorld. In addition MeetGreen was responsible for collecting and reviewing all event measurements submitted by vendors and Oracle staff. These verified metrics are summarized on the preceding page and included in detail in the Appendix. MeetGreen conducted back of house tours at Moscone, and all hotel meeting venues, as well as a random sampling of guest rooms.

In addition, MeetGreen prepared an event calculation for Oracle OpenWorld using the MeetGreen® Calculator. Those events that score highly are run by planners who not only request sustainable practices, but also ensure that these requests are implemented through systemic processes, that procedures are tracked and that a high level of performance is achieved. For example, to score highly in the venue category a planner would request and implement recycling through contract procedures, in addition to measuring a high percentage of waste diversion from landfill. Practices and measurements tracked by the MeetGreen® Calculator meet or exceed United States Environmental Protection Agency purchasing policies and Convention Industry Council Green Meeting Guidelines.

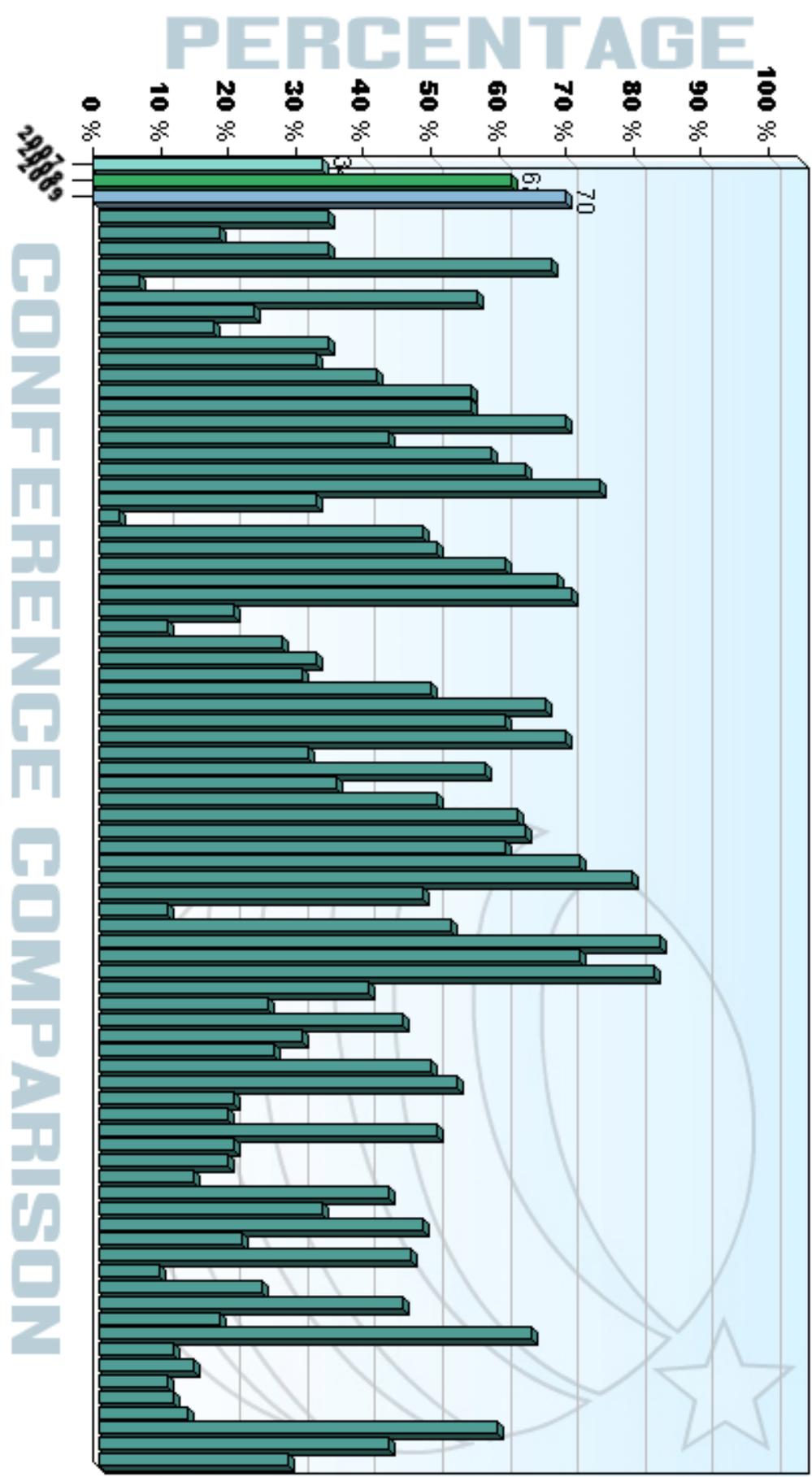
The calculator tracks practices in the following areas:

- Destination Selection
- Meeting Venue Selection
- Accommodation Selection
- Transportation
- Food & Beverage
- Exhibit Production
- Communications & Marketing
- On-site Office

The following graphs show scores for Oracle OpenWorld 2009:

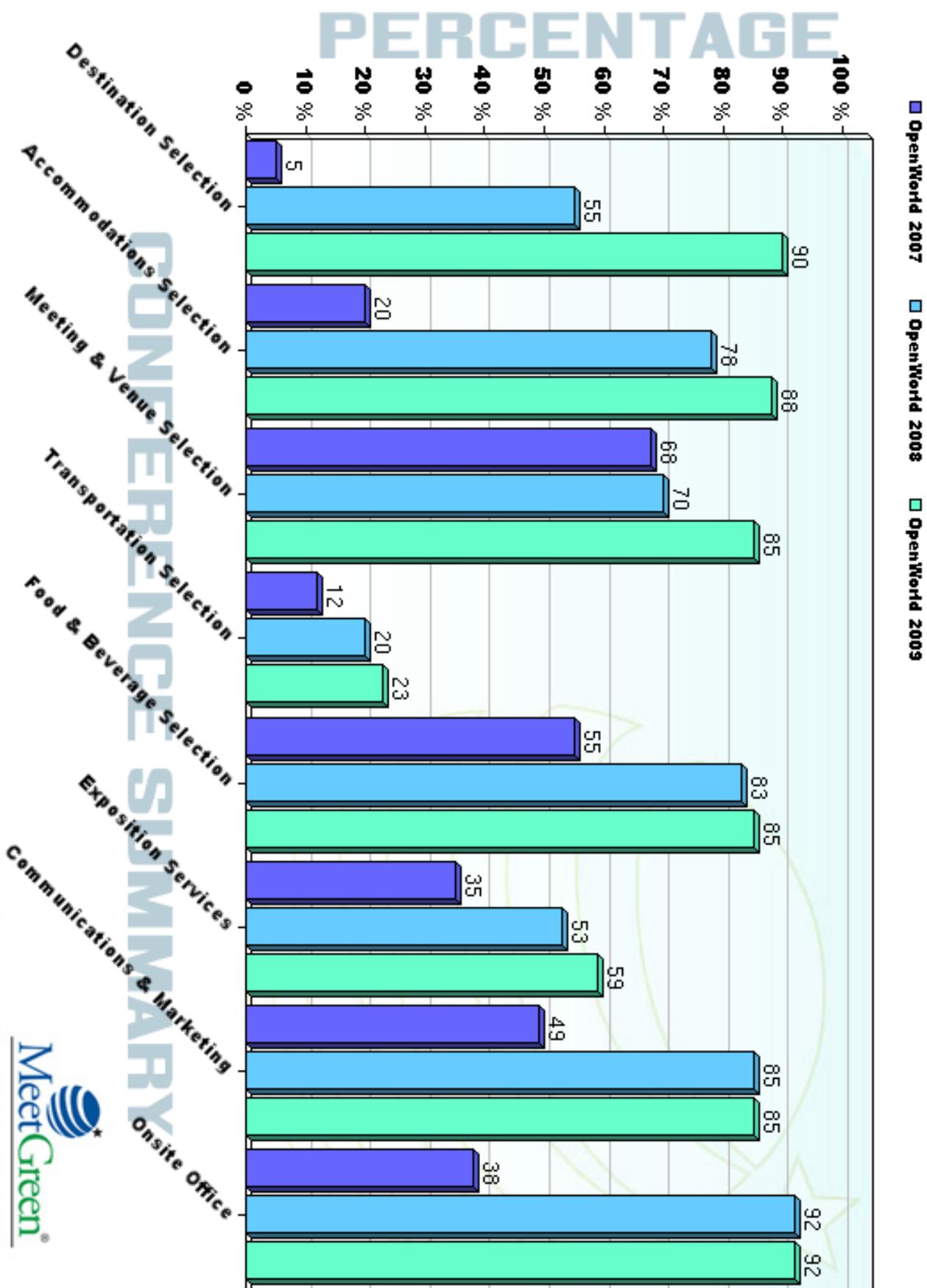
- **Total Conference Comparison Report:** Shows the total score achieved for Oracle OpenWorld as well as the total score of all conferences in the MeetGreen® Calculator. The numerical bar value represents the percentage of total points earned in all categories. It is important to note that the highest scoring meetings are both large and small, ranging in size from 125 to over 50,000 attendees.
- **Conference Summary Report:** Shows the scores achieved by Oracle OpenWorld 2009 in all eight categories. The numerical bar value represents the percentage of total points earned in that category.

Total Conference Comparison Report



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Conference Summary Report



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Lessons Learned for Oracle OpenWorld 2010

Virtual Green Team feedback and event auditor findings identified the following opportunity areas for sustainability at Oracle OpenWorld 2010. In addition, the Action Plan for Oracle OpenWorld 2009 identifies several actions that are being carried over for consideration next year that were unable to be implemented this year.

Collecting appropriate, consistent data. There is no accepted template for collecting key indicators that measure event sustainability. This makes it challenging to know what data to collect in order to benchmark practices. Team members have taken significant steps forward to move away from measuring performance only in percentages to identifying raw data indicators that can be better compared over time and different events. The Virtual Green Team will need to continue to refine and improve data collection, but not become overwhelmed in collecting less meaningful indicators.

Conference Challenge. The GMIC Trash Challenge provided a great catalyzing context for engaging Team members in sustainable practices at Oracle OpenWorld. Next year a similar focal point for action could be chosen to maintain momentum. Ideas to consider include:

- **Paperless Conference Challenge** – elimination of the conference program and 100% participation in the Virtual Collateral rack.
- **75% Solution** - The City of San Francisco has introduced a civic challenge to achieve 75% waste diversion city-wide which could push Oracle OpenWorld beyond the diversion achieved this year. If this goal is selected it may be beneficial to include Golden Gate Recycling in the Green Team to streamline reporting and improve capacity at venues.
- **1000 Mile Diet** - Many are touting the merits of a 100-mile diet. Given the baseline of food miles uncovered for Oracle OpenWorld 2009 a 100-mile diet may be a lofty goal for one year, however keeping menus within 1000 miles may be attainable.

Online mechanism for vendor sustainability reporting. The use of an online survey to capture hotel practice significantly improved disclosure of sustainable practices. Vendors were diligent in submitting monthly paper and travel tracking documents, however this process could be made much more efficient by providing Green Team vendors with an online reporting format similar to the hotel survey or online format that was used for Oracle staff.

Oracle freight. Oracle is encouraged to consider company freight in Virtual Green Team conversations in 2010. A baseline for freight transport and ideas for reduction could result in environmental benefits and cost savings.

Greening Production & Audio-Visual

Attendees stream into the Keynote Hall at Oracle OpenWorld. Just like all other aspects of the event, audio-visual and production partners are implementing sustainability in innovative and measurable ways:

- The screen used in the Keynote is reusable muslin, made from a renewable resource. Oracle OpenWorld has used the same screen for the past 3 years.
- 40% of lighting in the Keynote Hall has been replaced with long-lasting, efficient LED bulbs.
- The primary AV vendor uses bio-diesel fuel to truck shipments.
- The Leader's Circle made use of a rented, reusable scenic.
- AV partners continue to upgrade to newer AV equipment as components are replaced, which means equipment is state-of-the-art and more energy efficient.
- InVision Communications production staff support multiple programs during the week, using fewer people, thereby minimizing travel.
- The event makes use of multiple AV suppliers to support different functions, including the in-house supplier at Moscone, thereby saving money and emissions by taking advantage of on-site staff and equipment.



Attendee impact. Although Oracle has attempted to measure the environmental and economic impact of sustainable actions, it has not yet formally invited attendees for their feedback. Are green measures impacting the attendee experience? If so, are they receiving a positive reception, or a negative one? Opportunities exist to request feedback in the post-event evaluation process. This would enable Oracle to better determine if their vision for sustainability to be used as a tool to improve the attendee experience is being achieved.

Share the Story. Oracle has already received much media coverage about its sustainable meeting practices. To remain at the forefront of this movement new story ideas should be cultivated and shared. Ideas to consider include:

- Announcing Oracle's contribution to the GMIC's Trash Challenge, including other significant event KPI's.
- Sharing the Virtual Green Team story.
- Describing how practices pioneered at Oracle OpenWorld have created new sustainable meeting programs other planners and events can benefit from (i.e. how are vendors using OpenWorld to help develop new products and services?).
- Showing how Oracle OpenWorld is changing the definition of sustainable events by not only tracking and reducing event impacts, but also pre-planning impacts.
- Researching and applying for any sustainability awards, including the IMEX Green Meetings Award and others within the technology and sustainability fields.

Sustainable Event Certification. Oracle has the opportunity to pursue BS 8901 certification for OpenWorld. BS 8901 is the only independently verifiable certification standard for sustainable events. This case study has been prepared using elements of BS 8901 to prepare for application under the standard in future, if desired.

Beyond Oracle OpenWorld. Oracle Event Marketing is already taking forward lessons learned from this event and applying it to others. A new focus for 2010 will be the engagement of the global meetings team to support capacity building for Oracle events held outside of North America. To support this effort Oracle intends to create additional resources and tools as well as an event tracking dashboard to ensure indicators are consistently measured.

CONCLUSION

In today's conference and event world green comes in many shades. To some, a conference is green if it offsets its emissions. To another green is demonstrated through a checklist of implemented tactics for each meeting. For others sustainable practices are only possible with strategic approaches that track indicators in order to demonstrate impact under specified and well-thought out goals. Without a clear and universal standard it is difficult to compare efforts to know what level of performance is leading.

In this vacuum Oracle OpenWorld has chosen the following criteria as a guide to success in event sustainability:

Engagement • Measurability • Accountability • Credibility

Strategies for sustainability have been established by and for those stakeholders impacted by Oracle OpenWorld, including Oracle staff, vendors, attendees and the host destination. Each strategy is measured to establish a baseline against which future performance can be compared, with some indicators already showing trackable benefits. Tactics are designed and metrics are set to be accountable for impacts in the areas of energy and water use, pollution prevention and waste management. A key future metric will be social benefit. Lastly, credibility is ensured by promoting transparent reporting of event goals and metrics, employing a third party to verify practice on all levels and make recommendations for improvement.

This effort is undertaken in full acknowledgement of the significant impact an event of the scale of Oracle OpenWorld has on the environment and people. Although the Virtual Green Team has made huge strides forward in 2009, much work remains. Oracle looks forward to continuing to evolve its unprecedented work in defining how conferences establish and implement sustainability strategy.