

Building Community



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Destinations – Strategic Partners in Associations' Success

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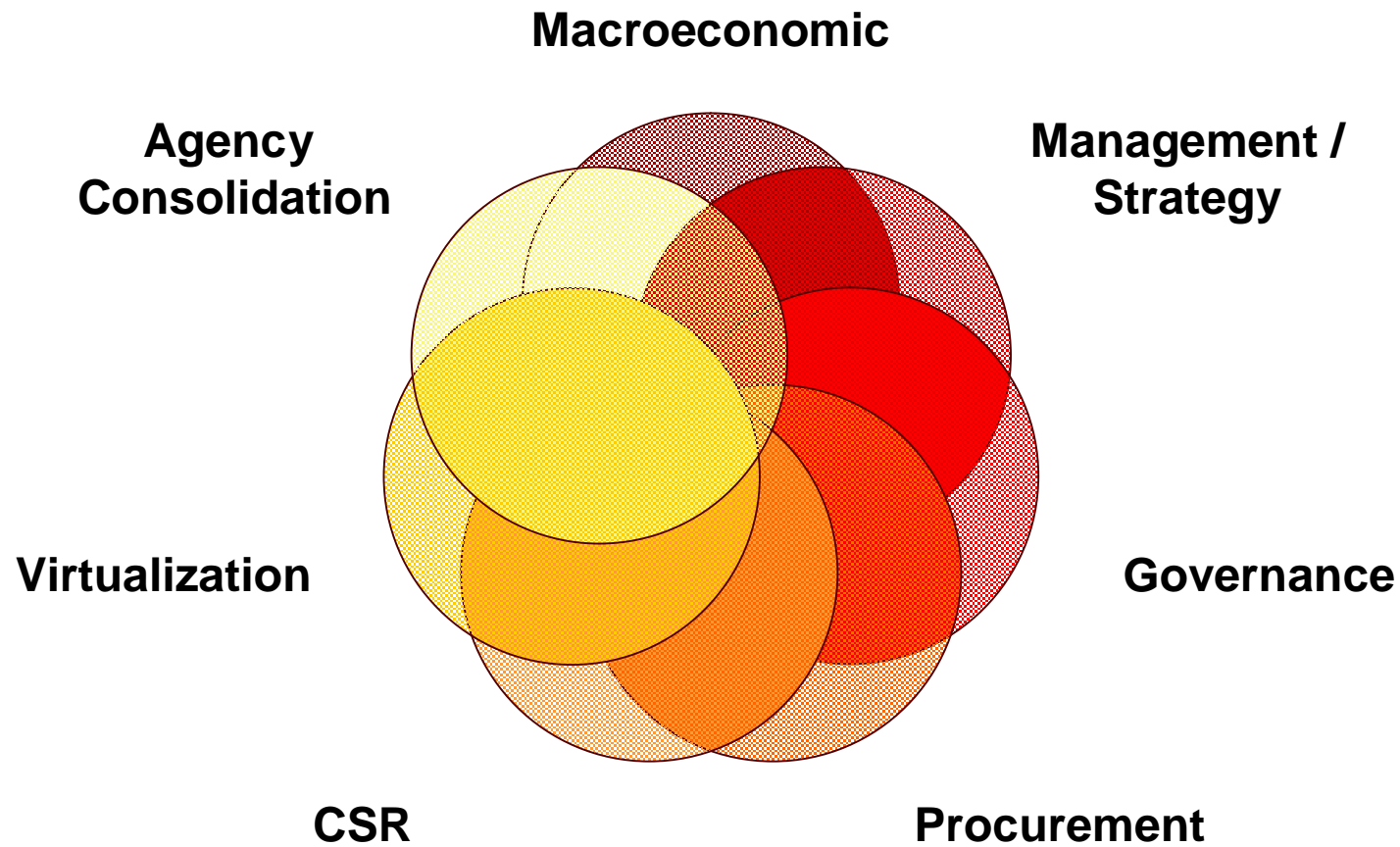
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**Global Trends affecting
Associations
and Meetings**

7 Global Trends



I. Macroeconomic

£ Globalization:

- Growth of **BRICS** countries

£ Geographical spread of meetings

- New Players: Russia, Dubai, China, Brazil, South Africa

£ Security and Safety

- Security and safety are increasing concerns

£ Travel

- Yet People travel more and further



II. Management / Strategy

Professional meetings management

- £ From volunteer to professional meetings management
- £ Greater central involvement & control – less local independence
- £ Need for “progressive development” of any association activity

More than meetings...

- £ Meetings increasingly “only” part of the overall strategy of an organization
- £ Importance of greater international presence (be where the community/market is)
- £ Branding, Branding, Branding



III. Governance

- £ Long-term Accountability
- £ Sarbanes Oxley
- £ Ethical banking and investment
- £ Transparency of fund usage
- £ Return on Objectives/ Investments need to be clear



IV. Procurement

Last week:

Products and services were purchased based on **personal relationships and emotions**.

Yesterday:

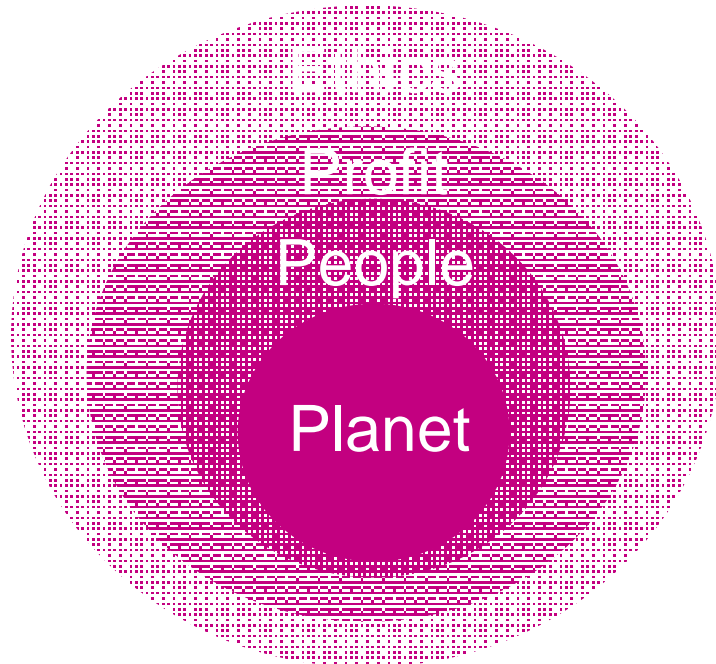
Procurement was buying a product or a service for the **best price**.

Today:

Procurement is buying **a solution** for a cost. The objective is no longer the discount, but better service – **total value for money**.

Bernard Gracia, Director, EIPM (European Institute of Purchasing Management)

V. CSR / Environment:



Convergence in society

“Let us choose to unite the power of markets with the authority of universal ideals. Let us choose to reconcile the creative forces of private entrepreneurship with the needs of the disadvantaged and the requirements of future generations”

UN Secretary-General Kofi Annan

UN GLOBAL COMPACT

VI. Virtualization

- £ Meetings are only one communications/motivation tool
- £ Better/faster member/customer service – speed of business
- £ Response time & impatience
- £ Personalization & efficiency
- £ World is online
- £ Extending/complementing the meetings experience
- £ Social Online Networks!



"I don't care what your chat group says. I say you're becoming overly dependent on technological gadgetry."

VII. Agency Consolidation

- £ **Clients want integrated services – locally and globally**
- £ **Maturing market**
- £ **Emergence of Professional Meeting, Communications and Association Management Companies**
- £ **Convergence of products/services**
- £ **Mergers and acquisition**
- £ **The big agencies are getting bigger**
- £ **Need to provide solutions around the globe**



Summary - Market Environment

€ Associations are using **global strategies**, creating a need for a global approach to strategy, with **local execution**.

€ “Relationships” are no longer sufficient in the world of procurement - meeting organizers have to move towards **long-term contracts and added value**.

€ Commoditisation and **consolidation**.

€ Increased importance of **return on investment** and **stakeholder value**.

€ **Experience and purchasing power** are needed to be credible.

€ **Transparency**, competence, flexibility **and price** are important elements as businesses and associations focus on core competencies.

Trends in Associations



Strategy/Management

- £ Meetings and Publications increasingly “only” **part of the overall strategy** of an organization
- £ Importance of strategic planning – **shaping the future** of an industry rather than reacting to it.
- £ Need for “**progressive development**” of any organizational activity
- £ Importance of greater **central involvement/control** in all activities (particularly meetings)
- £ Increasing need for change from volunteer to **professional management** (time pressures)
- £ **Consistent branding** and **communications**

Strategy/Management

- £ **Competition** from **for-profit entities**
- £ **Alignment of all activities** of an association for maximum impact
- £ Long term **accountability** to stakeholders (sponsors, partners, members) – **return on investment**
- £ Requirement for increasing **transparency**
- £ Limited or even **decreasing funding resources**
- £ The need to create the association “**Experience**” –**distinguish yourself**
- £ **Overall relevance and sustainability** of associations and their activities

Membership/Learning

- £ **What is in it for me?** but also **How can I make a difference?**
- £ Trend away from **“member”** to **“buyer”**
- £ **Increasing expectations** about benefits and service levels
(more for less, better and faster)
- £ Trend away **from “teaching” to “learning”**
- £ **More options** to get education, information, other benefits
(the world is flat)
- £ **Life-long learning**
- £ **Technological** advancements (**social networking – Second Life**)

Meetings

- € Meetings **decreasingly the single most important** activity of an organization - diversification of activities
- € Different **types of meeting** depending on topic/audience
- € **Varying objectives** depending on destination
- € Destination selection increasingly based on **overall strategic goals** of associations / **mission cycles**
- € **Association/meetings professionals** have more (pre-)decision making influence
- € **Pre-selection** of regions and possibly countries based on strategic aspects

Meetings

- € Open and **formal RFPs** for candidate destinations and local vendors
- € Need for **transparency** when making selections
- € Global **political/security** aspects as well as **regulations** (pharma code)
- € **“Third Party” considerations** as part of the selection
- € **City branding and professional reputation** of increasing importance
- € Increasing preference to work with **professional convention bureaus**

Considerations in Destination Selection



Consider this...

When associations come to a destination – they:

- £ Have decided to be there is **strategically important**
- £ Need to **pursue** their **short** but also **long term** interests
- £ Have **pressures** to perform well

- £ Go outside their “**comfort zone**”
- £ Work with **unknown partners**
- £ Take a **risk** operating in an unknown environment (language, culture, society, business etiquette, etc.)

**Need a destination and
trustworthy, professional and knowledgeable partners
who make their event successful.**

Destination: Must Have

- £ Strategic (for associations and its stakeholders) importance
- £ Safety & Security
- £ Accessibility
- £ Professional Meeting Infrastructure (and professionals who run it)
- £ Reliable, transparent (global) service standards
- £ Appropriate hotels (quality/quantity/location) & ground services
- £ Places of interest / locations
- £ Minimum bureaucracy (e.g. customs, immigration)
- £ A professional and reliable “Destination Team”
- £ Good value for money

Destination Selection – Less Obvious Aspects

- £ The destination must **want and welcome the meeting**
- £ **Professionalism & coordinated approach** of local/regional meetings industry partners and authorities (**destination team**)
- £ **Enthusiasm & proactivity** of the local/regional professional community
- £ Willingness of the “local hosts” to **cater to the long-term goals** of the international organization
- £ **International involvement and prominence** of the local/regional community

Destination Selection – Less Obvious Aspects

- € **International involvement and prominence** of the local/regional community
- € Likelihood of local/regional **industry support** (“market”)
- € **Contributions** of the local/regional professional community to the meeting (scientific, financial, attendees, etc.)
- € **“Political” situation** in profession in a country / region
- € **Corporate Social Responsibility** commitment of the destination and/or destination partners
- € **Environmental Consciousness** of the destination and/or destination partners

Motivators

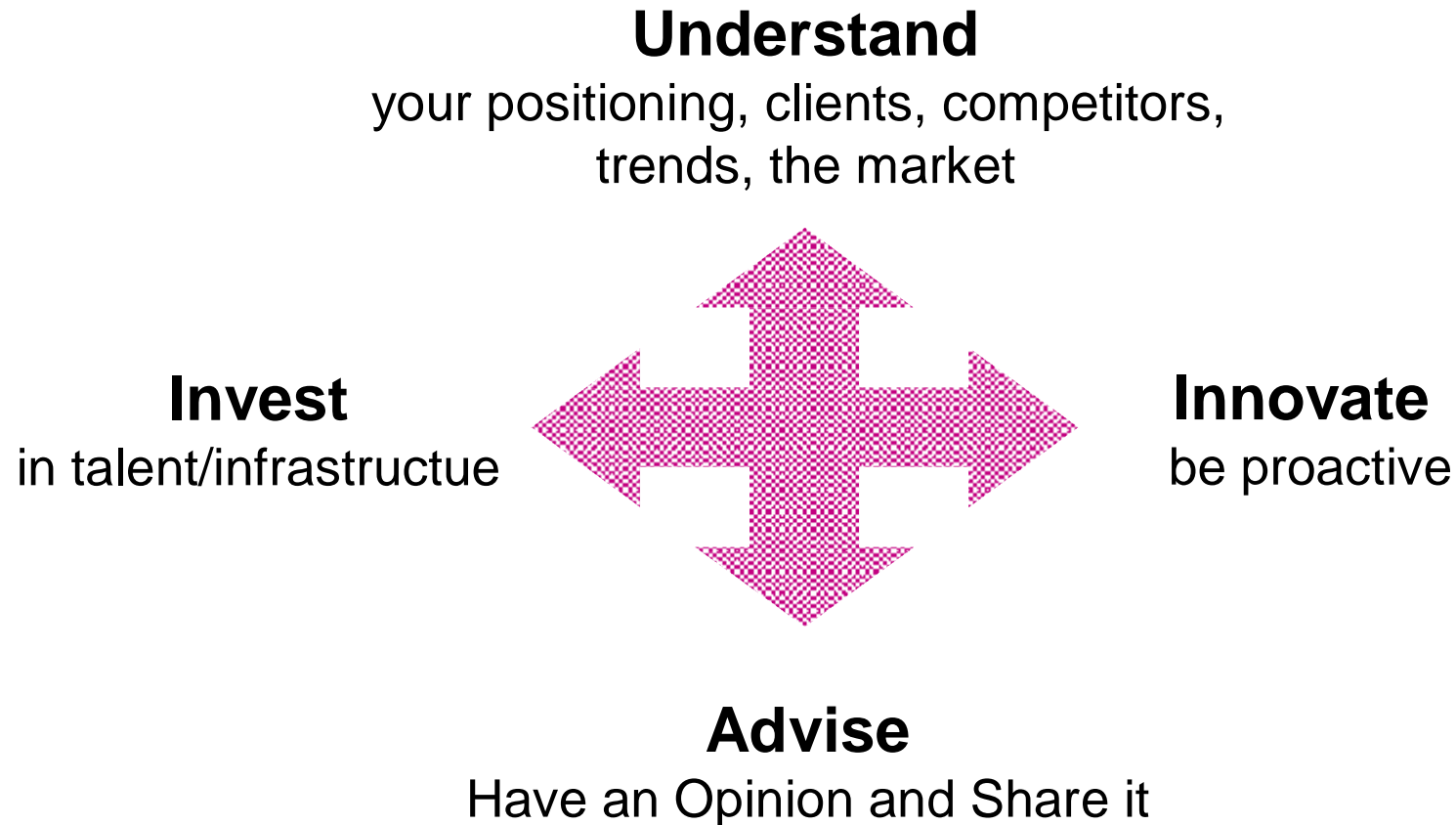
- £ The “**Wow**” factor of a destination – New / exciting / unusual / “exotic”
- £ **Enthusiasm** of locals to host & willingness to collaborate
- £ The “**something different**” (access to a certain speaker, tourist opportunities, market opportunities, etc)
- £ **Special identity** (branding – aligned to association)
- £ Capable of **astonishing** even experienced delegates (destination and team)

**Each meeting
is an opportunity to create a unique
impression/emotion/experience**

Destinations as Strategic Partners



Destination as a Strategic Partners



From the first contact.....

- € **Know what clients** you want to attract and that your destination/service fits them
- € A **concerted** and **professional “team” approach** of **all** destination team members – ideally coordinated by the CVB at all stages
- € A **serious, regular and consistent** approach
- € Listen, understand, and cater to the client’s **strategy and objectives**
- € Provide **relevant and current** information
- € **Objective** and **professional education** and **advice** about destination

..... to the bidding process

- £ Involve the **local “ambassadors/KOLs”** in **appropriate** ways
- £ Specifically refer to the **strategic needs** of an organization
- £ Coordinate the destination as a **team** (meetings industry together with local industry community)
- £ Proactively **work together**
- £ **Answer directly and comprehensively** to the bidding document
- £ Always cater to the **clients’ needs** – not yours!

..... to the event

- £ Attention should **not end with a won bid**
- £ Offer **proactive and ongoing advice and guidance**
- £ Offer **value added services** (e.g. participant marketing, contact to local KOLs)
- £ Become integrated and **strategic partners**
- £ Continue to **work as the destination team**
- £ **Align brands** - the city (region/country) brand with the company/association brand

**Every event is a main (live) “experience”
for attendees, employees, members, stakeholders, etc.
– the destination is a main factor!**

..... to after the event

- £ Debriefing is important – **listen to and act on feedback**
- £ **Provide feedback** to the associations/companies
- £ Provide important **post-meeting data** you may have
- £ Continue to **stay in contact** with organizations (they could return or be a reference)
- £ Be a **strategic partner beyond the event**
- £ Continue to **update on new developments** in the destination

Summary

- € An **attractive destination** still is very important for a **great meeting**
- € The better the destination works together, the **easier it is for the meeting planners/associations**
- € **Experience** with a destination **is shared** among meeting professionals (across industries)
- € Focus on **quality over quantity**
- € Impressions start with the **first contact** and end even after the **last debriefing**
- € Participants will remember the little things = **reputation of the destination**
- € Invite association/meeting professionals to **educate all members of your destination team**

Final Thought

**A good name, like good will,
is got by many actions
and lost by one.**

Lord Jeffrey

THANK YOU!

For more information

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