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01 Introduction

Where do we come from, where do we go?

The world around us is changing at a rapid pace. Long before the pandemic, we could see powerful, transformative forces at work. Global megatrends such as urbanisation, demographic shifts, sustainability and accelerating technological disruption are reshaping our economy and society.

In the second year of Covid-19, it has become clearer than ever before that the times we live in are marked by uncertainty and ongoing disruption. For better or worse, we had to learn to adapt and become more resilient. We had to question our sense of what is normal and find ways to create new opportunities for ourselves under difficult, threatening circumstances.

For the events industry globally, the pandemic brought a time of unprecedented struggle, but also of exponential learning and development. Virtual and hybrid meetings have evolved at the speed of light, external pressures have brought out new, creative solutions and event formats. Propelled by the crisis, conversations around purpose, community engagement, the value of personal encounters and event sustainability today are at an all-time high.

One of our main duties as national convention bureaux (NCVB) during the Covid crisis was to provide help and information for communities and organisations to best tackle existential challenges, enable joint learning and show up paths to recovery. However, while doing our best to support our partners, we were also prompted to further develop our own role and purpose in the present and future. Once established to provide destination support and promote our countries' events sectors, today's national convention bureaux have come a long way. Adapting to the ever changing needs of our industry, they have evolved to fulfil a multitude of functions – and we are convinced that the coming decade will require more change than ever.

We firmly believe that this is a time for recalibration and for looking ahead. How can national convention bureaux best prepare for future crises and disruptions? How can we anticipate threats and opportunities and set ourselves up to create maximum value for our partners and stakeholders? How can we become more connected across borders, more collaborative across sectors, more resilient together?

For a collective exploration of these questions, we came together as the Strategic Alliance of the National Convention Bureaux of Europe to create a shared vision of the convention bureau of the future. By focusing on roles and purposes, challenges and opportunities and skills and qualifications relevant in the year 2030, our aim is to help shape a future vision for national convention bureaux globally – including a roadmap of the most relevant tasks ahead.

As an alliance of 28 national member organisations, the process of jointly thinking about the future has allowed us to share our hopes and expectations, leading to an exchange that brought us even closer together. Using this whitepaper as a conversation starter, we would like to extend a warm invitation to our peers and partners globally – to join in the dialogue on how we can come together to actively shape our own future as a community and an industry.

Our sincere thanks to the alliance members and their representatives, as well as to PCMA for their support and partnership in this project.



Eric Bakermans, Co-Chair



Matthias Schultze, Co-Chair

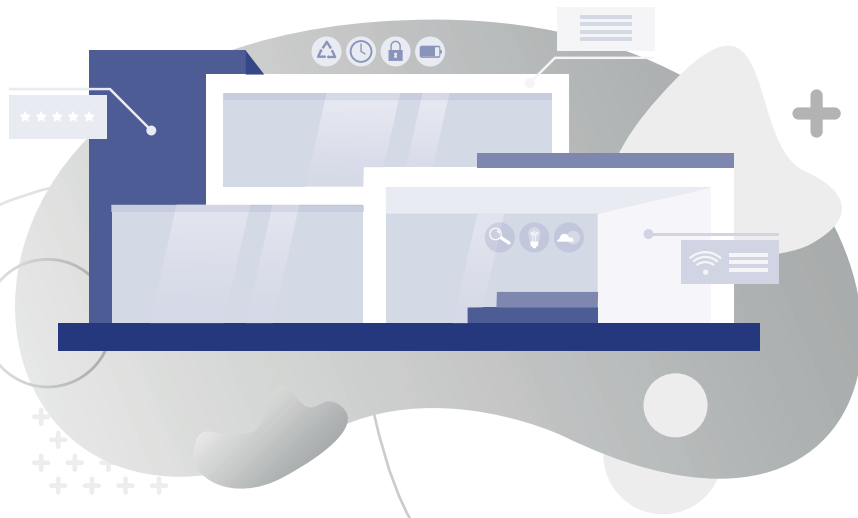




02 Key questions

What will the convention bureau of the future look like?

In order to explore shared ideas and visions of the convention bureau of the future, the collaborative process focused on 4 key questions, with a time horizon set to the year 2030:



I

WHAT ARE THE FUTURE MARKET & STAKEHOLDER NEEDS THAT WILL DEFINE THE ROLES AND PURPOSES OF NATIONAL CONVENTION BUREAUX (NCVB)?

II

WHO ARE THE NEW PLAYERS AND ESTABLISHED PARTNERS FUTURE NCVB WILL BE COLLABORATING WITH?

III

WHAT ARE THE KEY CHALLENGES NCVB NEED TO TACKLE IN ORDER TO CREATE SUSTAINABLE VALUE?

IV

WHAT ARE THE KEY QUALIFICATIONS AND SKILLS NEEDED FOR NCVB TO THRIVE IN THE FUTURE?

These questions were explored in a collaborative, two-stage process:

1

A series of virtual small group workshops with the purpose of gathering specific insights from all individual contributors. After establishing a shared baseline of probable futures among all participants using a set of six emerging megatrends (see following page), the participants joined together in collecting input and discussing first results.

2

During a subsequent face-to-face meeting in Zurich, the group continued the exploration process in the form of a workshop which served to discuss and refine results, highlight shared assumptions and set priorities. The workshop results gave shape to the final outcomes presented in this paper.



03 Trends

Which are the forces shaping our world?

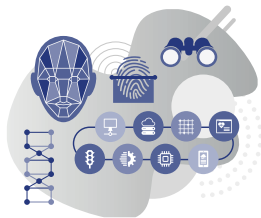
In order to collectively think about the future, there is a need for establishing shared assumptions of the trends and forces shaping our world. Even before the outbreak of the pandemic, the VUCA formula gave an appropriate description of the time we live in, i.e. a time marked by volatility, uncertainty, complexity and ambiguity. The pandemic and its social and economic consequences added an unprecedented sense of acceleration and disruption.

It is safe to assume that in the years ahead, the business events sector and the world at large will continue to be shaped by a multitude of powerful currents and disruptive drivers of change. As a shared basis for stimulating the conversation on future roles and purposes of NCVB, the collaborative process introduced six specific trends and questions to trigger the conversation.



SUSTAINABILITY

How will we manage to reach the global sustainability goals set by the Paris Agreement and how will green policies and technologies shape our societies by 2030? How might the meetings industry be affected by future damages caused by global warming?



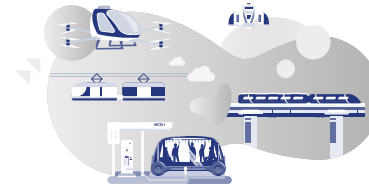
TECHNOLOGY

From AI, IoT and robotics to quantum computing and the biotech revolution: How might the convergence of several technological disruptions alter the way we work and live? How might VR/AR, the metaverse, 5G and ubiquitous internet access change the face of the events industry?



WORK

What will the workplace of the post-pandemic era look like? How could the rise of Generation Z in the workforce influence our definition of work? How will new technologies contribute to the re-shaping of entire industries, including our own?



MOBILITY

Electrified, autonomous vehicles, flying taxis, carbon taxes and post-pandemic travel behaviour: How will the future shifts in mobility change the way we move and meet? What technological breakthroughs will influence mobility ecosystems of 2030?



GEOPOLITICS

What could be the global consequences of an ongoing power shift between continents and countries? How might future conflicts between superpowers influence our economies and societies? What might the future balance between globalist and nationalist tendencies in the world look like?



URBANISATION

How will the massive increase in urban populations by 2030 shape the world as we know it? What may be the consequences of new forms of smart cities that have the potential of improving urban sustainability, resilience and equity, but may also give rise to new forms of surveillance?



04 Redefining roles and purposes

What are the key roles that define national convention bureaux in the future?

FROM PAST TO PRESENT

Since their inception and over the past decades, NCVB mainly acted as destination scouts, points of contact for liaising with regional suppliers and as the main promoters of their countries' business events markets. However, with the increasing power of the new platform economy providing digital tools and data for event planners, this role has already started to evolve before the onset of the pandemic. And while promotion, liaison support and other services are now provided by regional and local convention bureaux as well as destination marketing organisations which are closest to their respective markets, NCVB are increasingly focused on adding value by connecting their countries' meetings industries with global markets, by highlighting long-term trends as well as providing relevant market insights and data.

FROM PRESENT TO FUTURE

At present, more than ever before, NCVB – their functions, tasks and self-image – are in transition. During the past months of the crisis, it has become clear that national business events markets are in need of impartial organisations that can reliably distribute up-to-date information, provide data, mediate between industry and government, and help form new initiatives and alliances. But the new, future roles of NCVB will not be limited to crisis management.

Looking into the future, there are three main aspects that define how NCVB can find their ideal form for creating value: A truly global outlook, big-picture perspectives on emerging trends in the business events landscape at large, and the ultimate goal of providing leadership and guidance for the successful and sustainable development of their respective home markets and all stakeholders. By combining all three aspects, NCVB will put themselves in a key position to shape the transition of the business events platform to the next generation.

Based on these important factors and goals, the NCVB of the future can be described in four elementary roles, i.e. **strategist**, **facilitator**, **expert** and **communicator**.



It has been fascinating to witness our profession changing from destination expert to industry hub, only within a few decades. With a mix of ambition, strategy and agility, we are now entering the next level – as convention bureaux and as an industry.

Kadri Karu, Estonian Convention Bureau

THE ROLE OF STRATEGIST

Future national convention bureaux will serve as agenda setters providing leadership, strategy, foresight and critical impulses for the development of the events industry.

In the upcoming years of disruption, uncertainty and volatility, NCVB will act as purpose-driven think tanks and innovation hubs for the evolving business events sector. By evaluating and analysing the latest trends and influences on a global scale, and by translating insights into business intelligence, they will be able to catalyse innovation in the business events communities.

This role will be particularly relevant in four key areas:

- a) driving the event industry's necessary shift to sustainability and carbon neutrality;
- b) incentivising the industry's commitment to impact-orientation and legacy;
- c) providing guidance in the impending technology and data disruption of the coming years;
- d) pushing for improved social equity and inclusion in the industry and beyond.

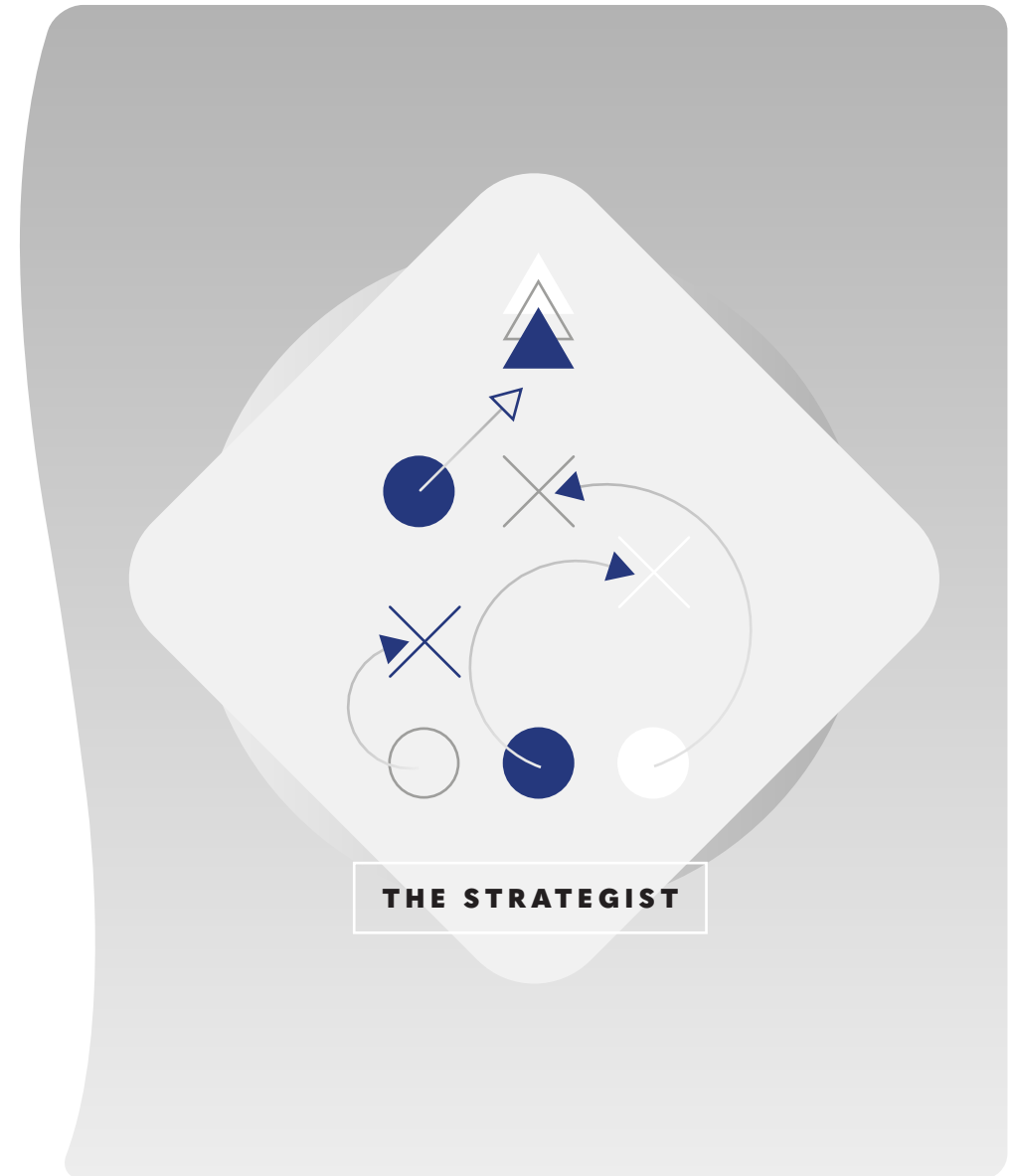
By applying a strong focus on industry relevant data analysis and global trend research, as well as the principles of open access and data sharing, NCVB will feed and host open innovation platforms and experimental spaces for research and development in the events landscape.

Overall, NCVB will take the lead in the development of a clear vision and strategic roadmaps for their industries and stakeholders in the business events sector. These efforts will also include necessary steps towards more agility, resilience and being prepared for future crisis situations.



Collaborating on long-term strategies, and sharing insights and data between international partners will be key to our collective success in the future.

Sigurjóna Sverrisdóttir, Meet in Reykjavík



THE ROLE OF FACILITATOR

Future national convention bureaux will take on a central role in the meetings industry as bridge-builders, integrating and connecting a wide range of communities and sectors.

Undergoing accelerating change in an increasingly VUCA environment, the events industry will not only be in need of guidance and leadership, but also of stronger, consolidated networks and unprecedented levels of cooperation. It will be the role of NCVB to hold together and connect the various sectors and stakeholders in and outside the meetings industry.

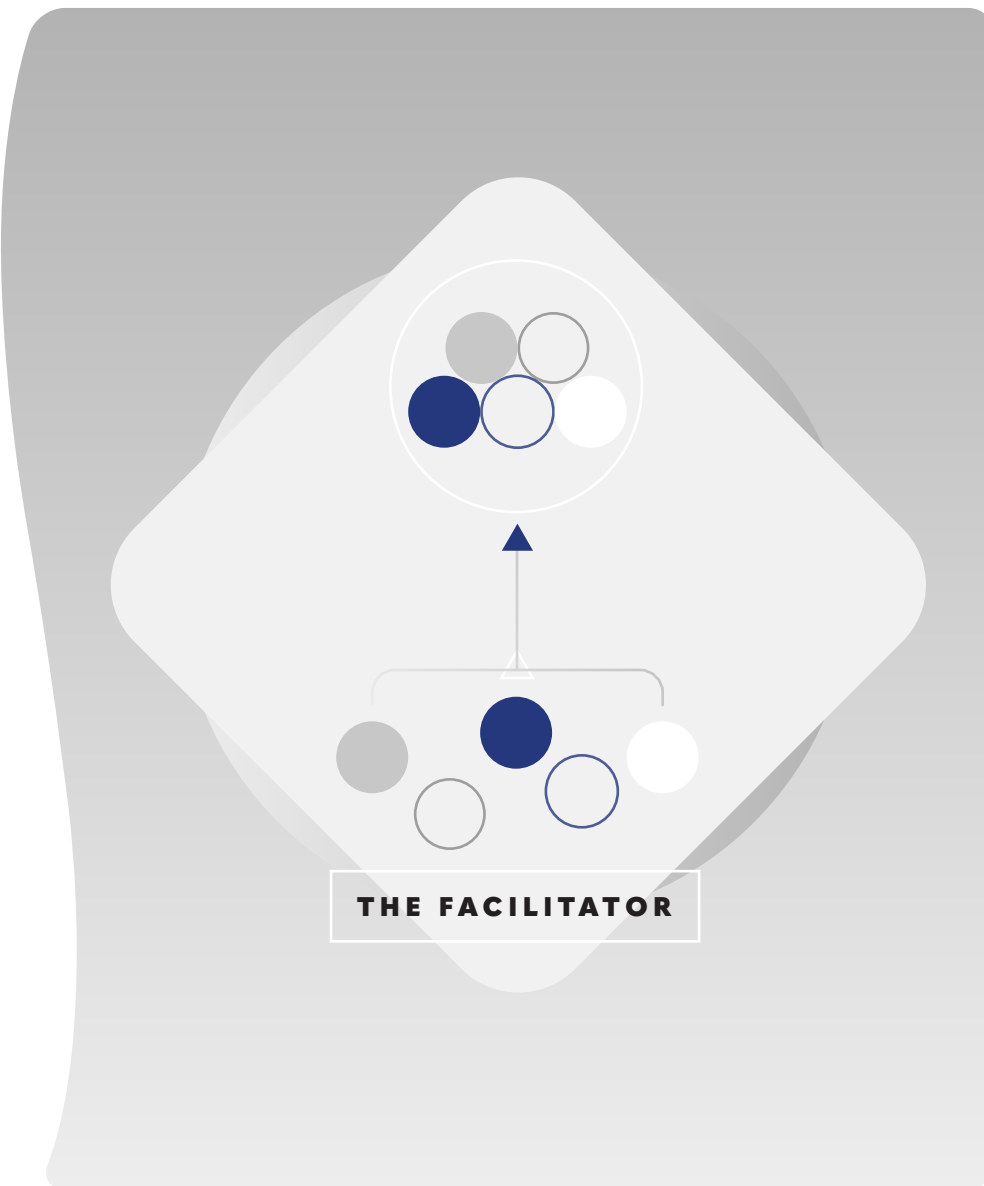
As central and proactive network players, NCVB can act as coalition-builders and facilitators of a broad exchange among all stakeholders – ranging from business and industry to science, NGOs, media, culture and citizens. In consultation with lobby associations and governments, they will act as go-to sources for relevant data and analysis on demand development, changing customer behaviour and market trends.

In the role of facilitators, NCVB will continuously bridge the spheres of local, regional, national, European and global networks. By fostering dialogue, creating new network connections and pushing intersectoral and interdisciplinary exchange, they will be instrumental in the co-creation of new, multi-stakeholder solutions that benefit the entire business events landscape.



Our ambition as connectors and facilitators cannot be limited to organisations inside the meetings industry. Academia, NGOs, politicians and citizens in particular will play an ever more important role in the future development of our sector.

Kit Lykketoft, MeetDenmark



THE ROLE OF EXPERT

Future national convention bureaux will expand their roles as competent, accessible resources and consultants to all stakeholders, contributing to economic development and adding value to event success at scale.

Building on their traditional function as experts for event ecosystems, NCVB will expand their role as a specialist resource providing know-how and advice in a wide field of domains ranging from meeting design innovation to insights into changing customer behaviour. While their main goal is to be an accessible, agile partner and consultant to all stakeholders, in their work, NCVB will be impartial and transparent, client-focused and driven by highest standards of purpose and impact.

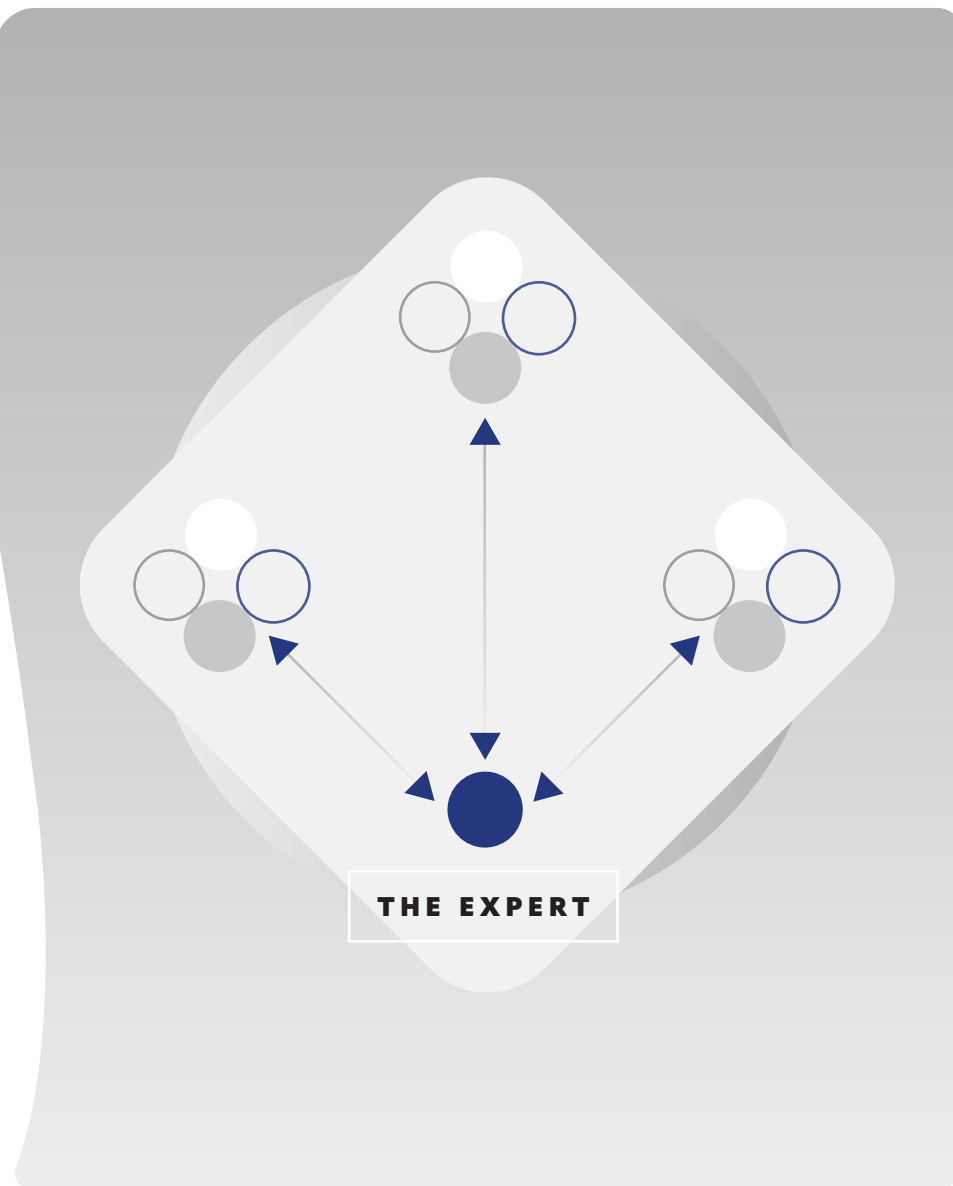
Through increased cooperation and communication with global peers and allies, NCVB will also strengthen their role as experts for international and intercultural exchange and therefore act as a go-to resource and consultant for national stakeholders looking to expand collaboration and business abroad in order to promote their services and products in their respective home markets.

NCVB will ultimately be able to tackle their key goal of being able to demonstrate and promote state-of-the-art business events as a powerful solutions tool – towards business, government and the public. In order to succeed in this and contribute unique value-added to event success and delegate satisfaction, they will continuously develop and refine their broad knowledge and expertise in the business events space.



We must not duplicate the work our partners in hospitality, in local convention bureaux and destination offices are doing, but rather set a clear focus on strengthening our unique expertise and apply it to create added value for them.

Neil Brownlee, VisitScotland



THE ROLE OF COMMUNICATOR

Future national convention bureaux will serve as media and communications platforms, distributing information and inspiring the community.

In order to inform about new strategies, spark innovation and broadcast the latest news relevant for their industry, future NCVB will adopt the functions of highly specialised media houses. As independent platforms that disseminate valuable information and create proprietary content to motivate and inspire their communities, they will grow to become trusted sources and providers of data, statistics, business and market intelligence.

As communicators, NCVB will provide relevant and up-to-date information that supports life-long learning and the skill development of event professionals throughout their entire careers. As platforms that help educate and train the next generation of outstanding industry experts and leaders, these education hubs will become vital institutions for the future development of the business events sector.

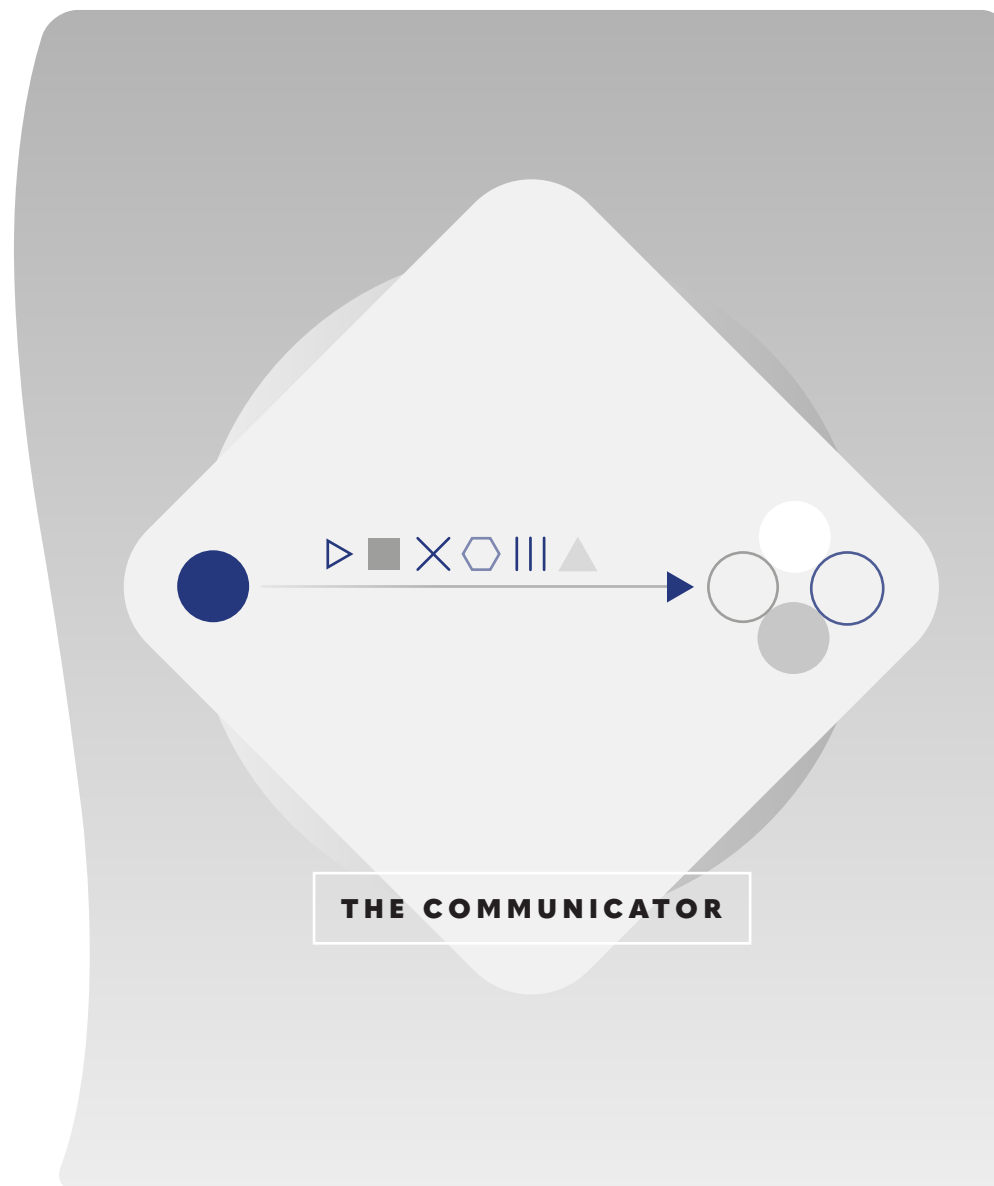
As advocates addressing a wide range of target groups inside and outside the professional events industry, NCVB will be able to set a special focus on fulfilling two essential communication goals:

- a) succeeding in explaining their own value, competencies and USPs in order to secure public support and legitimacy for the future; and
- b) succeeding in not only explaining, but demonstrating (e.g. using data & statistics on event legacy) the value and importance of business events to governments and other public and private stakeholders outside the meetings industry.



Educating and supporting the next generation of business events professionals – our young colleagues that will shape and lead our industry in the future – will be one of the essential tasks for us to prepare for.

Tobia Salvadori, Convention Bureau Italia





05 Roadmap: Challenges and opportunities

How can future risks be turned into advantages?

Between 2021 to 2030, NCVB will be facing a number of difficult challenges that need to be mastered by individual organisations and the business events industry at large. These challenges include anticipated factors such as the increasing technological acceleration and the pressures of climate change (see 03 Trends) as well as unforeseen events like the ongoing pandemic or potential consequences of geopolitical instability. In order to successfully and credibly take the role of industry leaders, and help convert risks into advantages, NCVB can proactively develop a set of strategies and actions along a shared roadmap that is outlined below.

Combining the strengths of all four roles and purposes – strategy, facilitation, expertise and communication – NCVB will be in a unique position to help navigate the meetings industry through the coming decade. Next to an update of their own self-image as industry stewards and agents of change, this step requires a clear departure from business-as-usual and a willingness to question old strategies, habits and assumptions. Instead of tackling these ambitious steps as individual organisations, intensified international collaboration between NCVB will enable national organisations to co-learn, share experiences, set joint KPIs and milestones, and collectively build the basis of a more resilient global business events ecosystem.

UNCONTROLLABLE EXTERNAL FACTORS

In the coming decade, NCVB will face a number of factors and challenges that are either partially or entirely outside of their control. This is particularly true for global market developments (e.g. consumer and travel behaviour in the wake of Covid-19) as well as for geopolitical trends. Other uncontrollable conditions in the future are caused by long-term global developments such as varying population growth, urbanisation and migration. While NCVB can and should take a stance towards these issues, they will not be in positions to affect global processes at such scale.

Their agency instead lies in the way they can set themselves and their stakeholders up for agility, low reaction times, resilience and adaptability to change. Next to devising strategies for future crisis preparedness and building stronger, connected ecosystems, one of their main tasks in this domain will be guiding technology adoption in the entire meetings industry, developing alternative and sustainable business models as well as broadly stimulating innovation and start-up activities.



National convention bureaux should act as a catalyst for structured approaches and aggregate various parties involved in the preparation of complex projects and offers.

Poll among PCMA members –
“How can NCVB support you in your future challenges?”

NEAR TERM CHALLENGES AND OPPORTUNITIES (2021–2024)

I **Rebuilding and developing after Covid-19: anticipating and mitigating its consequences on business events, markets, travel and consumer behaviour**

The pandemic came as a shock to the business events community and its devastating economic effects on businesses of all sizes are still painfully present. Mitigating further negative effects and supporting the repair and rebuilding of the business events industry is therefore a top priority in the coming months. By providing information, analysis and platforms for exchange across the events sector, NCVB can contribute to a swift recovery and the build-up of more resilient structures for the post-pandemic era.

II **Meeting technology and innovation: embracing and developing virtual and hybrid meeting technologies, novel forms of meeting design and programming innovation**

Accelerated by the pandemic, virtual and hybrid meeting formats replaced many of the traditional face-to-face events of the past. It has become clear by now that virtual and hybrid meetings are here to stay, and event technology is seeing unprecedented levels of attention and investment. NCVB can now play a significant role in supporting the successful adoption of event tech, but also contribute to the development of new forms of meeting design in virtual and hybrid domains. By highlighting the state of the art in meeting innovation and demonstrating inspiring use cases, they can support a fast, effective and industry-wide shift to the new mix of face-to-face, virtual and hybrid forms.

III **Climate change and sustainability: create awareness for the need to reach industry-wide carbon neutrality**

The most recent reports on the state of the global climate are unmistakably clear: we have a limited time window in which we can avoid the worst consequences of climate change and succeed in limiting global warming to 1.5 C above pre-industrial levels. Like all other industries, the events industry faces the challenge to become carbon neutral over a relatively short amount of time. NCVB can play a role in the ongoing transition by creating awareness for industry carbon targets as well as reduction frameworks and practical solutions. They can also highlight the unique opportunities of events becoming key drivers in the societal shift towards sustainability and position the MICE platform as essential partners for the UN Sustainable Development Goals.

IV **Communication and advocacy: show new opportunities to further develop national convention bureaux and business events**

In their transition to new roles and an updated self-image, NCVB have a unique opportunity to renew their own positioning, especially in relation to stakeholders outside the events industry. In future relationships with governments, business and the broader public, NCVB need to be proactive and clear in describing their activities, USPs and the value added to the events industry and domestic markets. The same is true for explaining the role of business events as a tool for change and progress. In both cases, business intelligence and data (e.g. on event legacy) can be used to not only explain, but demonstrate the value of business events and NCVB. Combining solid data and strengthened narratives, NCVB can further clarify their own profile and enhance their advocacy for the business events platform.

National convention bureaux should bring scientific stakeholders to the table and ensure that sustainability will be a pillar in all future activities.

Poll among PCMA members –
“How can NCVB support you in your future challenges?”

LONGER TERM CHALLENGES AND OPPORTUNITIES (2021–2030)

Resilience & future crisis preparedness: strategies for the next unforeseen events

While collectively rebuilding after Covid-19 is an immediate priority for the entire events sector, it has also become clear that we need to be prepared for predictable disruptions driven by global megatrends as well as for future crises and unforeseeable events. In order to build more resilient, crisis-proof systems and networks, the events industry will depend on collective initiatives, particularly in the domain of open data sharing. As facilitators and strategists, NCVB are in a strong position to provide impulses, gather stakeholder groups and coordinate conversations around future resilience. In driving the establishment of new data hubs and sharing models (see VII. and VIII.), they can also take a lead role in building the most important tools to tackle this challenge.

Technology adoption: anticipation and guidance in the next wave of technological disruption

As shown in the overview of relevant megatrends (03 Trends), there are several impending technological disruptions driven by science and industry developments in AI, IoT, Quantum Computing, VR/AR and biotechnology that will be converging in the next decade, affecting all aspects of life and business. Instead of merely reacting to latest technological trends, there are great benefits for the events sector in anticipating, proactively absorbing and shaping new technology in and for the meetings industry. NCVB now have the opportunity to inform and support technology readiness and adoption broadly across the full spectrum of physical, virtual and hybrid business events. In order to fulfil this role effectively, they need to stay on top of the latest developments and strengthen innovation networks with academic and startup ecosystems

Digitalisation of services and cooperation: Open data sharing (focus on legacy and business intelligence)

The expansion of the platform economy, virtual events and the digitalisation of services along the event user journey are unlocking large amounts of data on consumer behaviour, market preferences or the legacy of events. With the onset of IoT, 5G and smart sensors, among other developments, the next few years will see an exponential rise in data available to event planners, market researchers and strategists. Successfully leveraging the inherent potential of game-changing business intelligence

via big data analysis and data science is one of the key challenges facing NCVB and other industry players. The other challenge is to prevent the creation of data silos and instead build broad and open platforms for industry-wide data sharing. In their role as facilitators and strategists, NCVB can provide the critical impetus to push forward initiatives and promote open data sharing practices.

Ecosystem rebuild: Strategies for collective value creation and collaboration throughout the business events ecosystem (creation of a European Centre for Business Events Data & Knowledge)

International ecosystems are best created around joint action, collective initiatives as well as long-term strategies and commitment. On the road to a more resilient, collaborative, sustainable and economically successful business events sector, NCVB should focus on leading strategy and coordinating action around opportunities that would benefit all of its stakeholders. As highlighted in VII., harvesting, analysing and sharing open data is an area of mutual interest and a key asset for future business intelligence and value creation in the events industry. As a top strategic priority shared by the Strategic Alliance of the National Convention Bureaux of Europe and its partners, the open data domain is an ideal case for intensifying international cooperation and jointly building lasting structures and platforms. Over the course of the coming years, the Strategic Alliance will therefore engage with its international partners and explore the opportunity for creating a joint European Centre for Business Events Data & Knowledge.

Covid-19 has demonstrated that there is always a potential for unforeseen crises and events that can dramatically change our entire playing field. As a consequence, we need to be receptive to early warning signals, but also take preventive measures to make our industry more resilient and adaptive to negative disruptions.

Evelyne Bardyn, VISITFLANDERS



06 Changing ecosystems

How can convention bureaux create value through new relationships and collaboration?

In the course of redefining and expanding the business events ecosystem for future cooperation and value creation, NCVB can start by strategically mapping all relevant existing and future stakeholders. This mapping process can form the foundation for establishing new, valuable relationships, but also for highlighting weak connections to partners that have been overlooked in the past.

To leverage these opportunities and proactively update and reform their own stakeholder relationships, NCVB should make conscious and strategic efforts, invest time and resources. In their role as facilitators, they will become key drivers in the consolidation and integration of the business events ecosystem. The ultimate goal is not only to strengthen their own position as a network hub, but to purposefully work towards a harmonic interplay between all connected partners.

RECALIBRATING RELATIONSHIPS WITH EXISTING STAKEHOLDERS

When assessing and renewing partnerships with existing stakeholders, NCVB should focus on the key questions of

- a) how to communicate clearly the functions and benefits of relationships – not just among the partners, but also in relation to industry stakeholders and the wider public;
- b) how to formulate shared goals and processes for the relationship; and
- c) how to maximise value creation for the business events ecosystem through inclusion and collaboration.

Existing stakeholder groups are among others:

National and international planners, PCOs, associations

(Social) Media and news organisations

Domestic markets: suppliers, destinations, venues

Policymakers: national and regional governments

Regional and city convention bureaux

In my work with an international venues network, I always encourage our local teams to "set up camp" at their convention bureaux, i.e. be in contact with them every week, identify the main clusters inherent to their destination and approach stakeholders together locally and internationally.

Poll among PCMA members –
 "How can NCVB support you in your future challenges?"

LAUNCHING BENEFICIAL RELATIONSHIPS WITH NEW STAKEHOLDERS

Besides renewing the existing partnerships, NCVB will work with a range of new stakeholders in order to fulfil their strategic goals and their roles as drivers of innovation in the events landscape. These new connections should be fostered with the following questions in mind:

a) which sectors and organisations can support the future development of the business events space;

b) which partners are natural allies for increased political backing, financial investments, new business models, as well as technology, data and format innovation; and

c) how can future partnerships in this domain be based on a strong sense of purpose and contribute not only to industry growth, but also to sustainable and social impact.

The Triple Helix model of dynamic university-industry-government interactions can serve as a blueprint to build new ecosystems for knowledge production, entrepreneurship and innovation. Two other essential future target groups of NCVB will be delegates and citizens, with both groups requiring strategic, inclusive, stakeholder-centred and long-term approaches.

Prospective future stakeholder groups are among others:

Research, academia and education organisations

Corporates, start-ups and venture capitalists

Civic organisations, NGOs, citizen groups and citizens

International and supranational policy organisations such as the European Union and United Nations



If we want to succeed in reaching our ambitious goals, we need to build bridges to powerful players outside the traditional business events space. Tapping into startups for fast innovation, NGOs for purpose-driven initiatives and citizens for direct social impact, will bring new impulses and drive change.

Sònia Serracarbassa, Catalunya Convention Bureau



07 Skills and competencies

What skills are needed in the convention bureau of 2030?

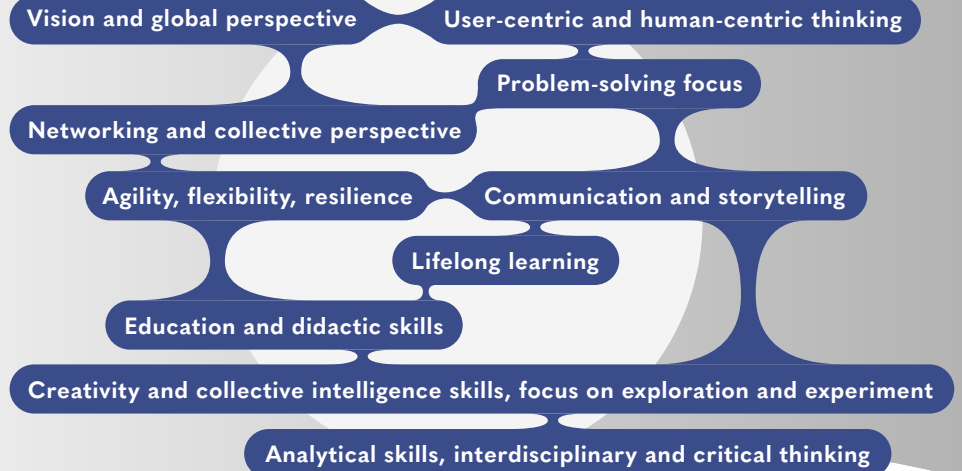
In their transition towards the future roles and purposes described above, NCVB themselves will require a range of new skills and competencies among their team members. In building new capacities and adopting new fields of expertise, they will be able to create a basis for their sustainable future development and for delivering successful missions along the strategic roadmap.

Next to a set of hard skills that cover future needs in the domains of strategy, policy, technology and communications, NCVB will benefit by focusing on specific soft skills that will positively affect outcomes and the cultural development inside and outside organisations.

10 most relevant hard skills



10 most relevant soft skills



There is no better way to prepare for future challenges than bringing the next generation of events professionals and innovation leaders on board and empowering them to reshape our industry. It is already clear today that the skills needed in the coming years will very much differ from what we looked for in the past.

Barbra Albrecht, Switzerland Convention & Incentive Bureau (SCIB)

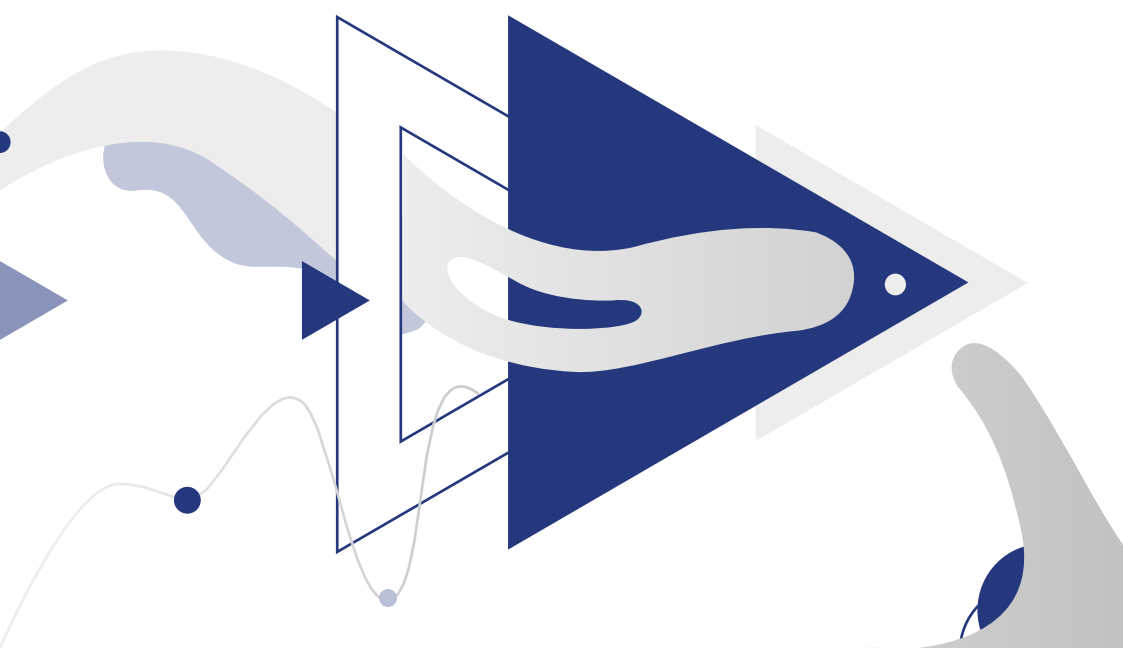


07 About us

The Strategic Alliance of the National Convention Bureaux of Europe

The Strategic Alliance of the National Convention Bureaux of Europe is a network of national destination marketing organisations. As a collaborative industry platform, it concentrates on strengthening Europe's position as a leading destination for international business events. The purpose of the Alliance is to create a beneficial working relationship amongst the NCVB of Europe in order to sustain and further develop the position of Europe.

The idea of creating synergies and establishing a joint platform for Europe as a destination for business events on the international stage continues to gain traction: Officially launched at IMEX 2014 in Las Vegas with nine founding countries, the Alliance is now a 28-member strong network that has steadily grown over the past couple of years. Since 2014, the Alliance has met twice a year in rotating host destinations.



THE STRATEGIC ALLIANCE OF THE
NATIONAL CONVENTION BUREAUX OF EUROPE

MEMBERS



ATOUT FRANCE
Sandie Meyniel



Austrian
Convention
Bureau
**Michaela
Schedlbauer-Zippusch**



Catalunya
Convention
Bureau
Sònia Serracarbassa



Croatian National
Tourist Board -
Convention Bureau
Mirjana Resner



Convention
Bureau
Italia
Tobia Salvadori



Czech
Convention
Bureau
Tereza Matějková



Estonian
Convention
Bureau
Kadri Karu



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