

ENITED Thought Leadership

Becoming SMART | A Destinations' Journey

April 2021



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BUSINESS EVENTS INDUSTRY | Our understanding

Our business is a people-to-people business. Period.

It is all about building, maintaining and improving those personal business relationships, not only in times of difficulties. Those relationships are the key drivers for any interaction or engagement with all players in the world of business events, creating business opportunities and turning them into success stories.

The business events (BE) industry has been in a transformation process for quite some time. Ways of engagement have changed. Content, structure and formats of business events have evolved. “Live” and “virtual” channels have started to become one ... and then COVID-19 happened.

After a first phase of understanding and coping with the unprecedented situation and the complexity of its consequences, it became clear that COVID-19 acts, first & foremost, as an accelerator of this transformation, and not as its principal initiator.

Turning challenges into opportunities.

The COVID-19 pandemic has offered our industry a unique opportunity to finally dare and cleverly break old habits & structures.

It is levelling the “playing field” for all players in the international business events industry. And not necessarily the big ones but the SMART ones will be the “comeback” winners and become new leaders in that transformation process.

We are also convinced that our business events industry can become a fast & efficient driver in any economic recovery plan and journey.

Hence, now it's the unique moment and chance to re-think, re-define and re-design the purpose and value proposition of our business events industry. By doing so, we might also get finally rid of some very old and unfitting definition, wordings and alphabet soups.

But it's neither only about the so-called “virtual” revolution, nor the mere adaptation of the destinations' infrastructure, logistic & hospitality services to the current and post-COVID-19 market. And it's not about finding the new normal.

It's about the next normal.

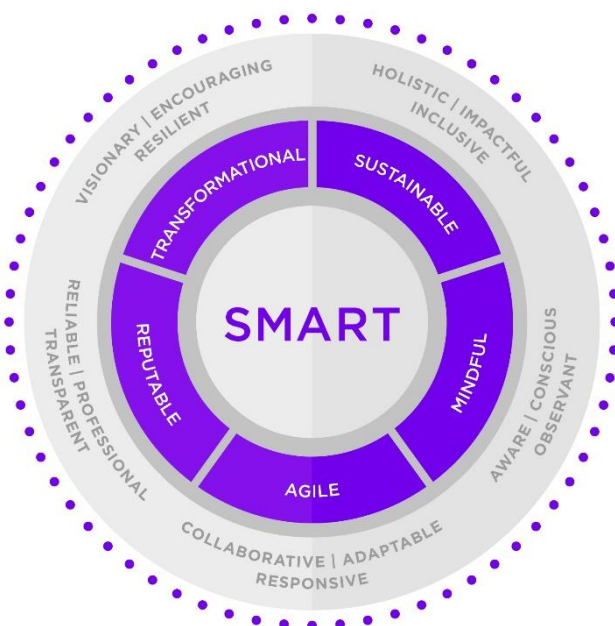
SMARTNESS | Our approach

The future belongs to the SMART ones.

The term **SMART** has, of course, great many definitions and meanings, as well as it depends on the context it is used in.

For example, as per European Unions' description, a **SMART city** is a place where traditional networks and services are made more efficient with the use of digital and tele-communication technologies for the benefit of its inhabitants and business. It means smarter urban transport networks, upgraded water supply and waste disposal facilities and more efficient ways to light and heat buildings. It also means a more interactive and responsive city administration, safer public spaces and meeting the needs of an ageing population.

Our understanding for **SMART** is best defined by the following adjectives assigned to each of the words' five letters and based on an original quote by our ENITED network of excellence partner, Gerrit Jessen.



In addition, to create more purpose and meaning, we have designed a set of 3 attributes for each of those adjectives.

- ✓ **Sustainable** = holistic, impactful, inclusive
- ✓ **Mindful** = aware, conscious, observant
- ✓ **Agile** = collaborative, adaptable, responsive
- ✓ **Reputable** = reliable, professional, transparent
- ✓ **Transformational** = visionary, encouraging, resilient

Our definition of SMART requires, most of all, **a change of mindset, of principles and of behaviour from destinations**, in its future involvement and engagement in the business events industry. That will naturally lead to a review and an adaption of the “business tool-set” currently in use, to create those mentioned, new business opportunities and success stories.

BUSINESS EVENTS DESTINATION | Our vision

Becoming a SMART destination.

Those destinations who have understood that they are part of the live communication industry. Those who market their destinations as live communication platforms & enablers, instead of geographically defined infrastructure and hospitality “locations”.



- ✓ It's all about values, emotions, storytelling, authenticity and trust.
- ✓ It's about building and engaging whole “communities” in a destination rather than continuing to market or sell products and services of a destination.
- ✓ The focus should be on the co-creation of an engaging “working” environment of exchanging information, sharing ideas, creating new knowledge and initiating solution-based action for the individual benefit of every involved participant.
- ✓ By widening the scope & scale of local involvement in the destination, beyond the infrastructure, logistic and hospitality providers, it will add value to every business event.
- ✓ It needs a new definition for the “Five Ps” and a better understanding for the principles of destination marketing (“SAVE”), in a VUCA (volatile, uncertain, complex, ambiguous) marketplace.
- ✓ Becoming a SMART destination is more than the adaptation of strategies & tactics or structure & processes. It needs the mentioned change in mindset, of principles and behaviours.

Consequently, it needs a new way of matching **clients' expectations** with **value propositions of destinations**, which

- breaks the current practice of “commodity traders” for infrastructure, spaces and services, based on existing demand & supply.
- aims to improve the many times inefficient, inaccurate and standardized process of buying & selling.
- leads to a new form of collaboration, with common goals and by joint efforts, beyond the rigid “client & supplier” relationships.

At the end of the day, it defines a new generation of **business events** by engaging both stakeholder “worlds” and by creating added value, together, for everybody involved.

A destination which **stays connected and be relevant** for all industry stakeholders, be it the local destination partners or the international (potential) clients.

Transforming the destination into a **communication platform of knowledge & experiences**, make use of business events as catalysts for development & growth and generate educational & economic legacy in the city, region or country.

And **creating a stage setting for the future of international business events**, where people come together in inspiring surroundings, experience new ideas and innovations, and engage in the design of solutions.

JOURNEY | Our roadmap

Leading the way.

To embark on this journey, it takes willingness and courage, daring to step out of the current “rats’ race” of selling destinations. And it needs a clear & practical roadmap.



In corporation with our ENITED network of excellence partner, Angeles Moreno from The Creative Dots® and based on her CX | Design Playbook, we have created an experience-based methodology, defining three major phases or stages in this evolution process.

STAGE ONE | Discovery

Why should you become a SMART destination?

- (1) **Assessment** | Using strengths-based methodologies, e.g., Voice of Customer (VoC), Voice of Employee (VoE), to embrace leadership development and organizational change and to understand the actual customer event journey, including stories of failure and success.
- (2) **Persona** | Defining for whom you build your value proposition. Empathize with and observe their problems.

STAGE TWO | Evolution

How do you become a SMART destination?

- (3) **Talent** | Identifying leaders of transformation within your organization, as well as in your external stakeholder world, to become agents of change and to build a winning team.
- (4) **Design** | Re-thinking your value proposition and re-designing the customer event journey (customer centric and after a segmentation process).

STAGE THREE | Transformation

What makes you a successful SMART destination?

- (5) **Implementation & Evaluation** | Making it happen & real with clearly defined guidelines and processes, through individually designed coaching sessions.

RESULTS | Our take

Demonstrating competence, showcasing excellence, documenting relevance.

The biggest challenge for every BE destination is the complexity of its own stakeholder world, made obvious by the diverse, individual definitions for purpose & goals (Why) and the different views on the rules of time (When).



Hence, any success story needs to include both the “quick wins” and the sustainable impact.

And becoming SMART also means a new way of measuring the success. It's needs a smart way of defining, collecting & analysing data, beyond the big data formulas (e.g., bed nights, coffee cups and individual spending).

So, what are some of the main benefits for becoming a SMART destination?

In our opinion, it will give those destinations who dare to set out on that journey, the decisive “edge” in a very competitive, international business events market.

It will create the needed differentiator for the BE destinations’ future value propositions and its success story.

- ✓ **Building new and stronger relationships across & beyond the rigid “client & supplier” definition.**
- ✓ **Creation of a “think tank” platform of decision makers & experts, generating concrete results.**
- ✓ **Demonstrating new ways of client engagement.**
- ✓ **Creating additional stakeholder value & involvement in the destination.**
- ✓ **(Re)Positioning the destination through thought leadership.**
- ✓ **(Re)Defining the value perception of the business events industry.**

ENITED business events | Our company

We're strategists, mentors, and stage managers. Sometimes all at once.

ENITED is our response to the challenges and trends of the market and the times. Increasing complexity is creating a need for clarity, simplicity and empathy. A fundamental requirement is in-depth knowledge of our customers' needs, markets and industries.

Our mission: Sharing the idea of excellence.

It means both sharing and passing on the aspiration to achieve excellence – to ambitious companies, active associations and up-and-coming destinations.

It also stands for engaging with people of all segments in our business, sharing our ideas and solutions and creating learning opportunities and new knowledge. We believe that bringing people and experts together in inspiring surroundings gives rise to new ideas and innovations.

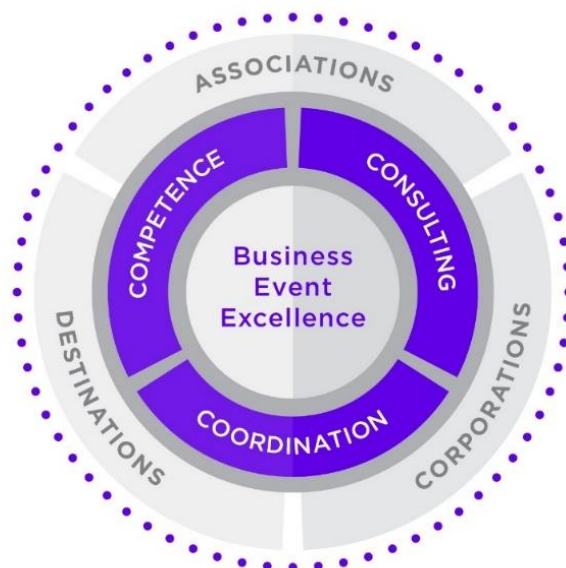
Our surroundings: ENITED network of Excellence.

We have been building continuously our extensive network, both by engaging in relevant international organisations and by inviting individual leading experts in their relevant fields to join us.

A network of knowledge and expertise with a global reach, connecting the dots in the business events industry.

In this context, ENITED introduces its latest thought leadership paper, **the SMART destination**, in collaboration with our network partner **The Creative Dots**®.

ENITED Excellent.C Model®



ENITED Solutions[®]

Our answers for tomorrow. Today.

ENITED stands for engaging with people of all segments in our business, sharing our ideas and solutions with our clients and creating learning opportunities and new knowledge.

Our ENITED solutions are based on that engagement, based on the continuous process of listening and learning about the needs amongst associations, corporations, destinations and other involved stakeholders.

Here is our current list of solutions we have been designing and implementing over the last years.

- Hands-on lectures, workshops and training sessions providing essential insights on major trends and recent developments in our business, along with tips on smart, efficient organization
- Innovative Survey & research tools as well as benchmark studies (e.g., Mystery shopping) for destinations, convention bureaus & venues
- Market-relevant functionality studies for the validation and planning of convention centres
- Agile strategies to improve stakeholder involvement and cooperation in a destination
- Useful guidance on structure and organisation for CVB's
- In-depth product development for business networks & alliances
- Reliable support of venues in their marketing & business planning
- Creation & customization of a unique information & communication platform for associations & destinations
- ENITED Matchmaker[®] solution for associations, corporations & destinations to successfully navigate the complex supply & demand side of the international business event market
- Development of our ENITED Association Academy[®]
- Foundation of our own ENITED Network of excellence[®]

ENITED Facts & Figures

Keeping a high profile. And leaving a lasting impression.

The advantages of collaborating with ENITED.

- More than 40 years of experience
- International orientation: more than 40 international destinations
- Headquarters in Vienna: access to important local business contacts
- Knowledge of many industries and segments
- 360° approach
- Flexible and individualized services
- Access to in-depth knowledge & expertise beyond our industry
- Some 1,000 business event projects planned and held since 1990
- Multilingual team of employees
- Top-quality worldwide partner network
- Member of 27NAMES | EMBA | ICCA
- ISO/IEC 17024 “Event Marketing Expert” certificate

Anything’s possible. If you take the first step.
Contact us.

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Sharing the idea of excellence.