

business tourism and the role of convention bureaux **or** what makes for success or failure?

Dr John Heeley

Director

Best Destination Marketing

format

- the economic context
- why convention bureaux?
- convention bureau key parameters – people, size financing, and ‘culture’
- convention bureaux performance – what does ‘good’ look like?
- on being a successful convention destination – 7 success factors and a 5 variable model

1. economic context - 'end game' is business turnover and jobs



MPIF study EIUKMEI (2013)

- £59 billion to UK GDP (2.9%); 17th largest industry sector; 1 million jobs
- essentially a localised direct urban impact
 - London 362,000 £5.6 billion
 - Edinburgh 28,000 £601 million
 - Liverpool 19,000 £289 million

2. why convention bureaux?

win and help service meetings – MICE
or business tourism

variable effectiveness - much of it is a
'pretend industry'



destination image, profile, reputation and confidence

“We focussed in the late 1980’s on trying to get some meetings into the city. We put a lot of effort into that and made our own luck. Eventually we secured the congress of the World Association of Dentists . It meant that 1,000 dentists would be coming to Gothenburg from all over the world. ‘Are they really coming here?’, people asked. ‘Why’s that?’ It started many people thinking and feeling a bit proud.”

**Claes Bjerkne, former CEO of
Gothenburg & Co**



Gothenburg & Co convention department 2012 headline statistics

66 meetings €36 million

3,000 dental care specialists

16% of tourism turnover

2,700 FTEs



go:teborg

3. key convention bureau parameters people



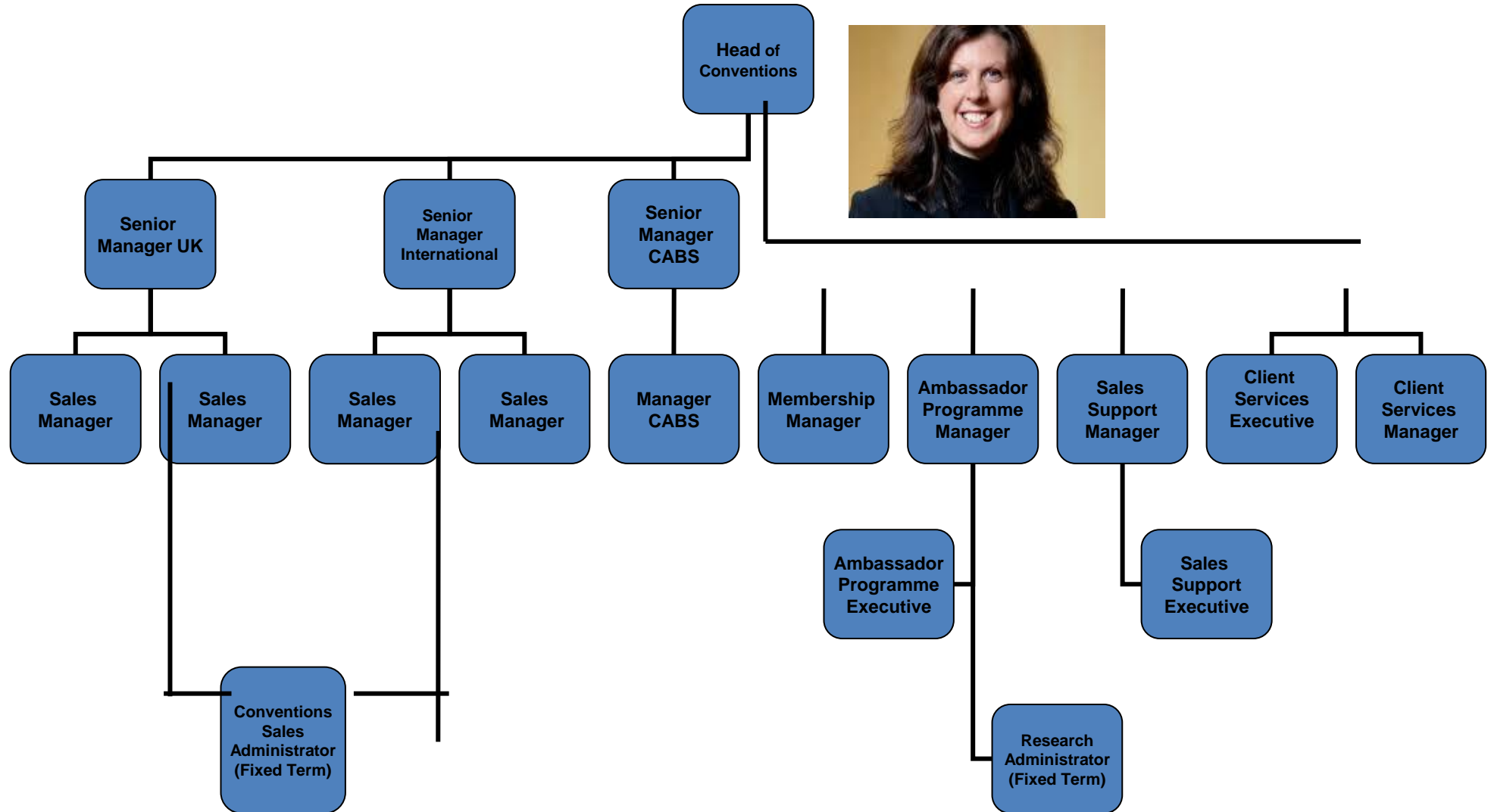


size

1-50 staff €30,000 – €10 million



18 strong *GCMB* convention department





Gdańsk Convention Bureau



Stockholm
The Capital of Scandinavia



just 1 or 2 staff and no main 'flagship' venues 'pretend' industry?

Visit York 2 convention staff

Marketing Sheffield 1 staff



financing

- no standard pattern or gearing
- 3 main sources and 5 sets income streams

principal income streams

city government
grant

tourist tax revenues
– consumer and/or
tourist trades

commercial
membership
schemes

commission on
booking revenues
8%-10%

other – standshare,
advertising charges,
sponsorship

financing

- no standard pattern or gearing
- 3 main sources and 5 sets income streams
- few towns or cities have recourse to tourist tax revenues
- ‘typically’ a mix of public sector grant and earned/private sector e.g. Glasgow

principal income streams

Glasgow City Marketing Bureau 2011/12

city government
grant
£1,600,000

tourist tax
revenues –
consumer and/or
tourist trades

commercial
membership
schemes
£165,000

commission on
booking revenues
£120,000

other – stand-
share, advertising
charges,
sponsorship

financing

- no standard pattern or gearing
- **3** main sources and **5** sets income streams
- few towns or cities have recourse to tourist tax revenues
- ‘typically’ a mix of public sector grant and earned/private sector e.g. Glasgow
- city grant funding and earned/private sector are problematic in different ways – ‘running out’ **v** loss of client focus and ‘difficult’ industry relationships
- ideal? - tax and government grant as bedrock (upwards of 95 %)

culture

“You can’t just wait for the phone to ring.....”
Aileen Crawford, Head of Conventions,
Glasgow City Marketing Bureau



business culture

“There are simple rules. One of them is that no telephone should ring three times or more before it is picked up. Whoever picks it up, everybody hears it. I do the same. There are no barriers. Everybody can call me direct. We have a very flat operating structure which is completely and one hundred percent service- oriented to the customer

Christian Mutschlechner, Director, *Vienna Convention Bureau*, 2013

research culture

“To win conferences, it takes a serious commitment to research. I recall ICCA conducted an analysis of the frequency that UK cities used their research database, and found that most cities never used what is at the end of the day is a critical, if ‘dry and dusty’, resource. The pretence of doing research has unintended consequences. The expectations of stakeholders and industry are falsely raised. Convention bureaux need to look at the resources they allocate to research and establish clear performance measures to ensure focus. The profile and skill-set of a researcher is completely different to that needed by a sales manager. Bureaux who fail to employ motivated people with the right skill-sets and business experience will always be behind the ones that do. The competition between bureaux for conference is as much about staff competency, skill and focus as it is about anything else”

Scott Taylor, Chief Executive, *Glasgow City Marketing Bureau* 2013

4. convention bureaux performance



*Wonderful Copenhagen
Convention Bureau 2011
performance*



HAGEN

Open for meetings

15 staff

budget €2.4 million

103 bids by the Bureau **in
that year**

50 confirmed

80,136 delegates

361,005 delegate days

€150 million

62 ROI/32% share



2011/12 performance

48 staff budget €9.1 million

75% public:25% private/earned

210 confirmed events during the
2011/12 year

84,000 delegates/258,000 delegate
days

€283.3 million **ROI 31**

84% international association

The logo for the Melbourne Convention Bureau is set against a red background with a pattern of overlapping, semi-transparent red triangles. The text 'MELBOURNE' is in large, bold, white, sans-serif capital letters. Below it, 'CONVENTION' and 'BUREAU' are stacked in smaller, white, sans-serif capital letters.

MELBOURNE
CONVENTION
BUREAU

5. on being a successful convention destination?

1. “Excellent data base and research skills”
2. “Experienced and consistent team who understand the requirements”
3. “Client focus”
4. “Accessibility, quality venues and an exceptional city offer ”
5. “Team approach across all the city partners - universities, venues, hotels and service providers”



1. accessibility

direct links



route bidding



2. quality and composition of meetings and hotel venues



3. strength of academic and medical communities



4. political commitment PPP



5. subsidy to event organisers

civic dinners

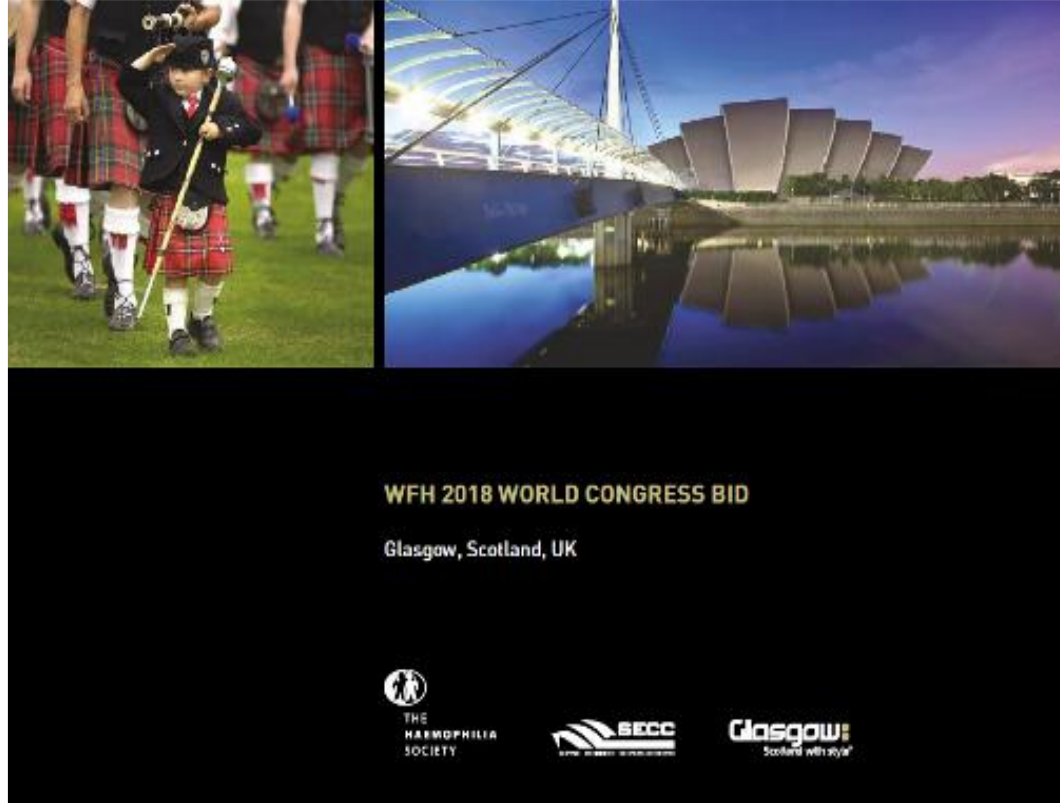


subvention



6. effective convention marketing

ICCA, site inspections, and bid documents



7. 1st class event hosting



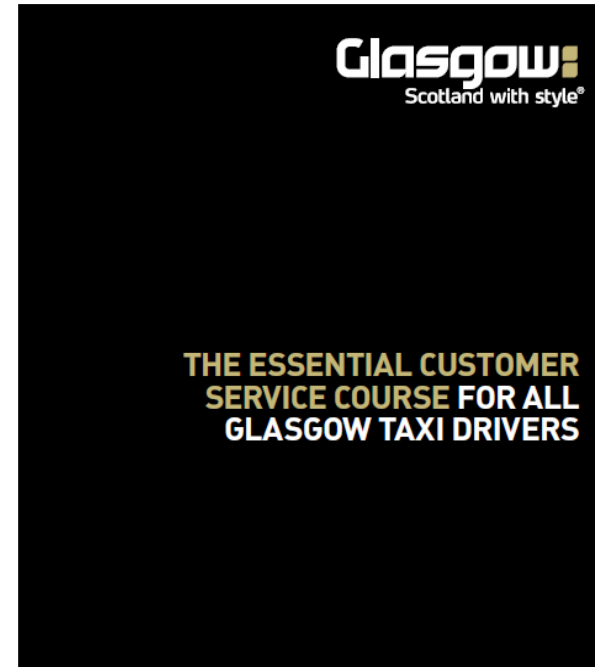
comprehensive and tailored event support packages



bannering and signage to welcome the conference delegates



briefing and training ‘frontliners’



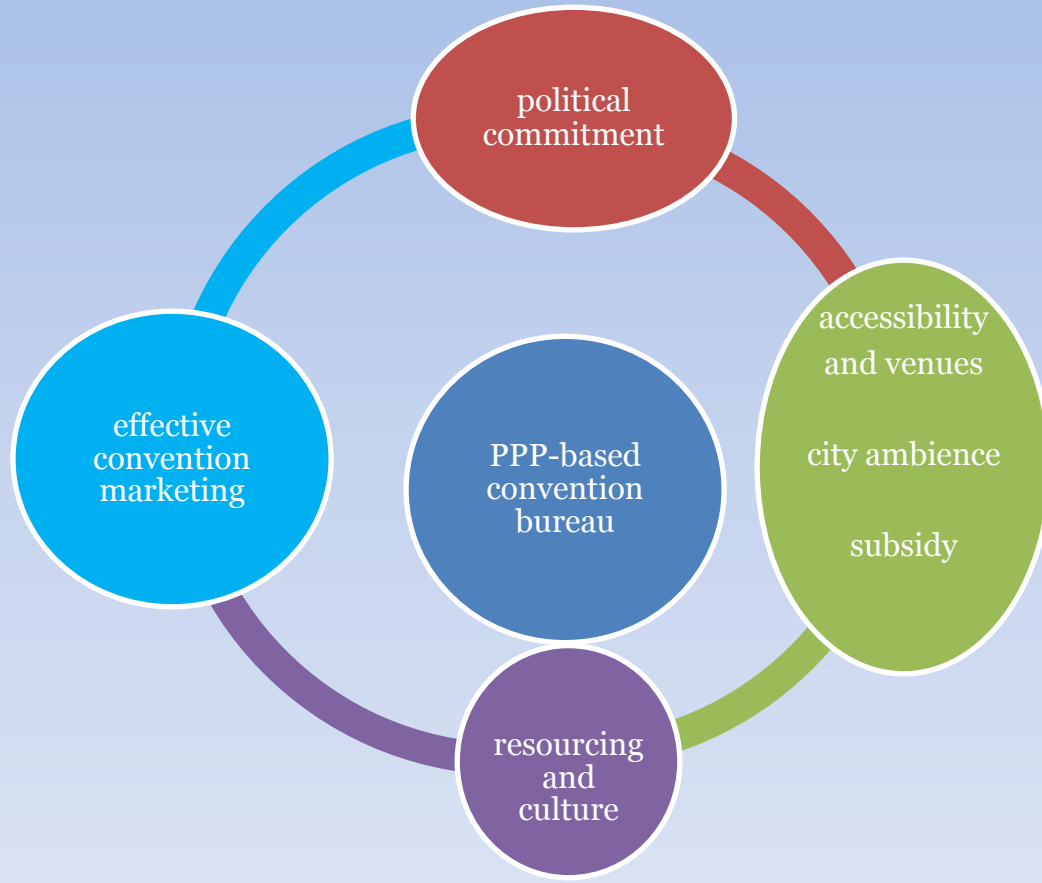
Glasgow service with style

Course delivered by
Glasgow TAXIS

bespoke smart phone apps



optimise the variables and out pops success!



dziekuje

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