

STRATEŠKE SMERNICE ZA INDUSTRIJO SREČANJ V LJUBLJANI 2022-2027

Povzetek ključnih ugotovitev
A summary of key findings

POV ZE TEK

KAKO BOMO
AKTIVIRALI SKRITI
POTENCIAL
INDUSTRIJE SREČANJ
V LJUBLJANI

Povzetek ključnih
ugotovitev



Prva krožna kongresna destinacija v Evropi, ki planetu vrača več kot mu jemlje

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S pripravo novih strateških smernic za industrijo srečanj smo si zadali ambiciozen cilj, da bo Ljubljana do leta 2027 postala prva krožna kongresna destinacija v Evropi.

V našem mestu znamo ustvarjati dogodke po meri človeka, družbe in okolja in Ljubljano vidimo kot idealen laboratorij za pospeševanje inovacij na tem področju. Hkrati dogodki delujejo kot gonilniki sprememb, ki jih v strategiji ne nagovarjamo zgolj z vidika nenehne rasti, temveč krožno – z vidika širših učinkov ali skupne blaginje.

Poleg potrošnje in multiplikativnih učinkov bomo v Ljubljani merili tudi regenerativne učinke dogodkov. Skupaj se moramo usmeriti na področja, ki lokalni industriji srečanj prinašajo najvišjo regenerativno vrednost in bodo prispevali k nadaljnjemu uravnoteženemu in trajnostnemu razvoju Ljubljane v pametno in zeleno mesto prihodnosti.

Izredne razmere zahtevajo izredne ukrepe

Izredne podnebne razmere

Ljubljano v strategiji razumemo kot mesto po meri človeka, kjer ustvarjamo **DOGODKE PO MERI ČLOVEKA**.

Kongresni urad Ljubljana prevzema **AKTIVNO IN VODILNO VLOGO** pri pokoronski tranziciji in trajnostni preobrazbi, ki bo zgled tudi v širšem prostoru.

Priprava dokumenta je potekala v izrednih razmerah, ki so najbolj prizadele prav industrijo srečanj. Od začetka koronakrize iščemo pravi odgovor na okoljske razmere ter podnebne in družbene spremembe.

Eno od pomembnih izhodišč strategije je dejstvo, da lahko v Ljubljani ustvarjamo dogodke po meri človeka, kar se kaže v različnih vidikih, kot so npr. uravnoteženost med hotelskimi in kongresnimi zmogljivostmi, dostopnost kongresnih zmogljivosti in visoka kakovost bivanja.

Te prednosti nam omogočajo hiter odziv na nenehne spremembe, ki pa je možen zgolj, če KUL nadaljuje svoje poslanstvo in prevzame vodilno vlogo ne samo v Ljubljani, temveč tudi v regiji. Kriza je namreč pokazala, kako pomembno vlogo imajo kongresni uradi kot nosilci razvoja.

*... za nov razvojni preboj potrebujemo
novo razvojni paradigmo ...*

Regenerativna paradigma

Dogodki v Ljubljani so **POSPEŠEVALCI** in **OJAČEVALCI** razvoja na področju znanosti, kulture, športa in gospodarstva.

Delujejo kot **GONILNIKI SPREMEMB**, ki jih v strategiji ne nagovarjamo zgolj z vidika nenehne rasti in multiplikativnih finančnih učinkov, temveč krožno, z vidika širših učinkov ali skupne blaginje, ki jo ustvarja organizacija dogodkov.

V okviru projekta smo premislili o trajnostnem kontekstu industrije srečanj – v strategiji 2011 smo se namreč osredotočili predvsem na ekonomski vidik.

V skladu z novo paradigmo pa bi se stavek iz strategije 2011 glasil: **Vsak evro, ustvarjen v industriji srečanj, sproži širok spekter medsebojnih ekonomskih, družbenih in okoljskih vplivov s pozitivnimi učinki za ljudi, planet in blaginjo Ljubljane.**

Cilj strategije torej ni zgolj povečati izmerjen multiplikativni učinek porabe kongresnih gostov na 3,5-kratnik porabe klasičnih turistov. KUL bo usmerjal in umerjal celotno industrijo v regenerativni smeri, kot jo prikazuje naslednji graf.

zato smo si zadali ambiciozen cilj ...

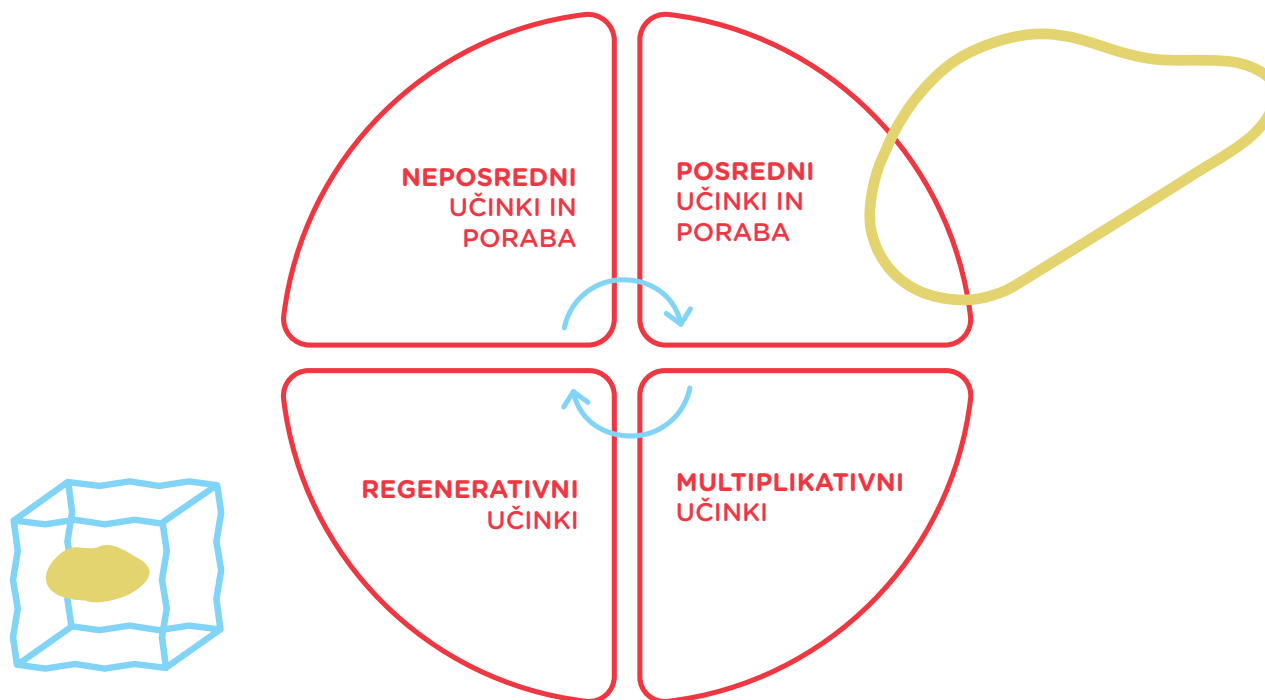
REGENERATIVNI UČINKI INDUSTRIJE SREČANJ V LJUBLJANI

Neposredna poraba

se nanaša na porabo v industrijah, ki so neposredno povezane s kongresno industrijo (specializirani organizatorji srečanj, kongresni centri, incentive in DMC agencije, kongresni uradi).

Posredna potrošnja

se navezuje na dobavitelje kongresnih industrij (ponudniki namestitve, prevoza, tehnične opreme, gostinskih storitev itd.), inducirana poraba pa izhaja iz porabe zaposlenih v kongresni industriji in njihovih ponudnikov.



Regenerativni učinki

so **znanstveni** (razvoj novih tehnologij in znanj ter spodbujanje strokovnega razvoja), **turistični** (ponoven obisk destinacije in sezonalizacija), **kulturni** (promocija lokalne kulture), **trajnostni** (podpora lokalne samooskrbe, zaščita lokalnih ekosistemov, trajnostna mobilnost itd.).

Multiplikativni učinki

so zaposlitve za poln ali skrajšan delavni čas, dohodki od dela ter davki na lokalni in nacionalni ravni (dohodnine, trošarine, DDV, davki od dohodkov pravnih oseb, itn.).

... postati laboratorij za krožno industrijo srečanj

In prva krožna kongresna destinacija v Evropi, ki planetu vrača več, kot mu vzame

Prototipi že obstajajo:

- **27. Bienale oblikovanja (BIO27)**
- **Conventa**
- **European Food Summit**

Ljubljana bo do leta 2027 postala prva krožna kongresna destinacija v Evropi.

Ljubljana je popoln laboratorij za pospeševanje inovacij na tem področju in ima kot zelena prestolnica Evrope tradicijo in znanje na področju zelenega prehoda.

Kongresni urad Ljubljana bo te aktivnosti povezoval in vzpostavil močno bazo strokovnjakov in podjetij, ki si bodo prizadevali za vzpostavljanje krožne industrije srečanj. Proces bo temeljil na že obstoječih projektih in izkušnjah različnih deležnikov.

... vrata v JV Evropo in Jadran

Kje smo, kje so ostali

Mednarodne lestvice in primerjave 2021

- **52. mesto** na lestvici mest, ocenjenih po metodi Intellectual Capital Study
- **45. mesto** na svetu po lestvici ICCA za leto 2021 (med 1.040 mesti po svetu)
- **34. mesto** v Evropi po lestvici ICCA za leto 2021 (med 520 mesti po Evropi)
- **22. mesto** med 118 destinacijami, ki smo jih ocenili po metodi doživljajskega indeksa kongresnih destinacij (Meeting Experience Index)

Ljubljano smo v raziskavi primerjali z 18 kongresnimi destinacijami po metodi doživljajskega indeksa kongresnih destinacij. V primerjavi z izbrano konkurenco je Ljubljana glede na končno oceno 4,51 uvrščena v ZLATO SREDINO (rang 4,41–4,70). V tej kategoriji je konkurenca največja in obstaja še veliko prostora za razvoj na vseh ocenjenih področjih.

Ljubljanska industrija srečanj glede na podrobne analize izkorišča približno 50 % vsega potenciala na področju dogodkov v živo, 40 % na področju hibridnih in 35 % na področju spletnih dogodkov.

Izstopamo na področjih varnosti, izjemnih naravnih in kulturnih dejavnikov ter marketinga destinacije. V primerjavi z ostalimi destinacijami zaostajamo na področju letalske dostopnosti, splošne in prometne infrastrukture ter hotelske ponudbe.

... in pametno izkoristili trenutno nosilno zmogljivost destinacije s ciljem postati ...

... kongresna destinacija po meri človeka

Višji srednji razred

Junij 2022: Trenutna največja nosilna kongresna zmogljivost Ljubljane znaša 1.696 kongresnih udeležencev.

Januar 2023: Glede na pričakovane nove hotelske sobe bo nosilna zmogljivost Ljubljane znašala 2.151 kongresnih udeležencev.

VEČNAMENSKA DVORANA

V Ljubljani manjka večnamenska dvorana velikosti vsaj 3.500 m².

79 POSEBNIH PRIZORIŠČ

Ponudbo večjih kongresnih prizorišč in hotelov dopolnjujejo tudi posebna prizorišča. Ti prostori so pomemben element konkurenčnosti Ljubljane.

V Ljubljani bomo lahko po odprtju novih hotelskih zmogljivosti gostili do 2.151 kongresnih udeležencev, kar je največja nosilna kongresna zmogljivost Ljubljane. Ta podatek je pomemben za ustrezno tržno pozicioniranje.

Velika večina primerjanih destinacij razpolaga z vsaj eno veliko večnamensko kongresno dvorano velikosti najmanj 3.500 m². S takšno dvorano bi bila destinacija še bolj konkurenčna, zlasti na področju banketov, ki so trenutno najbolj problematičen del ponudbe z vidika infrastrukture.

*Najv. nosilna zmogljivost destinacije se v praksi izračuna kot indeks 80 od skupnega števila sob, če to dopušča zmogljivost največje dvorane v kino postavitvi. To v Ljubljani pomeni 1.696 udeležencev glede na stanje 2021 in 2.151 glede na pričakovano število hotelskih sob konec leta 2022.

... naši kupci zlasti cenijo, da je v Ljubljani ...

... vse na doseg roke

Zato pričakujejo predvsem

KAKOŠT INFRAPRUKTURE s popolnim razmerjem med hotelskimi in kongresnimi zmogljivostmi ter raznoliko hotelsko ponudbo

PROFESIONALNOST s standardiziranimi ponudniki in vsemi rešitvami na enem mestu

ENOSTAVNO DOSTOPNOST z lego v središču Evrope, ki velja kot raj za pešce in kolesarje

VISOKO VREDNOST s konkurenčnimi cenami in transparentno cenovno politiko

VARNOST mesta v kombinaciji z visoko kakovostjo bivanja

V zvezi s pričakovanji naših kupcev velja posebej izpostaviti:

— **Kakovost infrastrukture:** Ljubljana ponuja namestitev in kongresne zmogljivosti za vse okuse in življenjske sloge, z odprtjem novih hotelov pa bo svoj položaj še izboljšala.

— **Profesionalnost:** Kongresni urad Ljubljana povezuje najboljše ponudnike v Ljubljani in ponuja rešitev »vse na enem mestu«, kar organizacijo dogodkov v Ljubljani močno olajša.

— **Enostavna dostopnost:** Ljubljana ima izjemen geostrateški položaj v središču regije Alpe-Jadran, zato je enostavno dostopna prek devetih letališč v neposredni bližini. V poletni sezoni 2022 lahko do Ljubljane prek teh letališč prispete z 227 destinacij, na katere leti 119 letalskih družb.

— **Mobilnost v mestu:** Malo je mest v Evropi, ki so pešcem in kolesarjem tako prijazna kot Ljubljana. Dobro je urejen tudi javni prevoz.

— **Visoka vrednost za denar:** Ljubljana ponuja primerljive in zelo razumne ter konkurenčne cene, primerljive z destinacijami v regiji.

— **Varnost:** Številni globalni indeksi uvrščajo Slovenijo med najvarnejše države na svetu.

... zato smo se pozorno posvetili segmentaciji kupcev in prišli do ...

... prave izbire kupcev

Ključni razvojni produkti prihodnosti

— **Skupina: ZDRUŽENJA**

- Znanstveni kongresi
- Politična srečanja

— **Skupina: KORPORACIJE**

- Poslovne konference
- Incentive potovanja
- Družabni dogodki
- Športni dogodki

— **Skupina: B2B DOGODKI**

- Poslovni sejmi
- Poslovne borze
- Poslovne delavnice

— **Skupina: POSEBNI DOGODKI**

- Festivali
- Tematski dogodki
- Večje prireditve

Izbrali smo jih na podlagi profiliranja kupcev, ki smo jih analizirali na delavnicah, in na osnovi spletne ankete, izvedene med tujimi organizatorji dogodkov.

Izdelani profili kupcev (persone) predstavljajo skupine kupcev, ki imajo podobne vzorce obnašanja pri odločanju o kongresnih destinacijah, izboru prizorišč, osebnih pričakovanjih in podobno. Persone nam na preprost način povedo, kdo je naš kupec, kako razmišlja, kje išče informacije in katere njegove bolečine odpravimo. Pri izdelavi person smo se izogibali stereotipom, splošnim informacijam in izdelavi person na podlagi enega kupca.

Profili so bili osnova za opredelitev ključnih razvojnih produktov do leta 2027. Združili smo jih v štiri skupine, ki so jih kot strateško pomembne potrdili tudi partnerji konzorcija KUL:

— **DOGODKI ZDRUŽENJ**

— **KORPORATIVNI DOGODKI**

— **B2B DOGODKI**

— **POSEBNI DOGODKI**

... spremenili bomo tudi našo čustveno in izkustveno obljubo in komunicirali Ljubljano kot ...

... srednjeevropsko prestolnico s sredozemskim značajem

— **ČUSTVENA OBLJUBA: Srednjeevropska prestolnica s sredozemskim značajem**
Sproščeno vzdušje, mesto, ki ga moram obvezno ponovno obiskati tudi zasebno ...

— **IZKUSTVENA OBLJUBA: Ustvarjalni dogodki po meri človeka, družbe in okolja**
Presenetljivi dogodki in pristna, sveža doživetja, kakršna bi organizirali tudi sami zase ...

V komunikacijski kampanji bo treba Ljubljano predstaviti v novem kontekstu, in ne več izključno kot prijazno, simpatično in prirčno destinacijo. Ljubljana bo gradila na:

— **VZNEMIRLJIVOSTI kot**

- DRZNA,
- DOMISELNA,
- ŽIVAHNA destinacija

— **KOMPETENTNOSTI kot**

- ZANESLJIVA,
- INTELIGENTNA,
- USPEŠNA destinacija

— **ISKRENOSTI kot**

- LJUBEZNIVA,
- POZITIVNA,
- STVARNA destinacija

— **SOFISTICIRANOSTI kot**

- OČARLJIVA destinacija

... Ljubljano bomo pozicionirali kot ...

POVZETEK

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5

... mesto, ki navdihuje in s katerim lahko vzpostaviš pristno prijateljstvo

Kje želimo biti v 2027

Pozicioniranje Ljubljane

VIDETI POMENI VERJETI – V Ljubljani se boste počutili kot v svoji dnevni sobi, ki jo je za vas soustvaril znameniti arhitekt Jože Plečnik.

USTVARJALNA REGENERACIJA – V Ljubljani bomo vaš dogodek ustvarjalno in trajnostno regenerirali.

USTVARJALNI KAPITAL – Ljubljana ima velik intelektualni in ustvarjalni kapital, ki bo nadgradil vaš dogodek.

PRETOK IDEJ IN INOVACIJ – Ustvarjalno jedro Ljubljane z nadarjenimi ljudmi, skritimi talenti in ustvarjalnimi profesionalci so razlog za barvitost in instagrabilnost mesta.

Ljubljana je mesto, ki navdihuje in s katerim lahko vzpostaviš pristno prijateljstvo. Vsi deležniki ljubljanske industrije srečanj smo ponosni, da lahko svoje prelepo mesto predstavimo organizatorjem dogodkov in navdušimo vsakega udeleženca. To utemeljujemo z naslednjimi argumenti:

- Ljubljana ima kot kongresna destinacije vse, kar imajo velike destinacije, zapakirano v izjemno privlačen in profesionalen paket.
- Ustvarjalnost celotne industrije srečanj, ki vam zagotavlja edinstveno doživetje v enem od najlepših mest v Evropi.
- Ljubljana ima izjemen ustvarjalni kapital, ki čaka, da ga odkrijejo evropski organizatorji dogodkov.
- Ustvarjalni posamezniki so razlog, da se organizatorji dogodkov zaljubijo v Ljubljano, zato se kongresni udeleženci v Ljubljano zaljubijo in vračajo. Ljubljana je mesto po meri udeležencev dogodkov.

... Ljubljano želimo predstaviti kot ...

... mesto, ki presega pričakovanja

Kje želimo biti v 2027

Vizija Ljubljane

Ljubljana je **COOL**, kar pomeni:



C-reative



O-pen



O-riginal



L-iveable

Ustvarjalna prestolnica Evrope za ustvarjalne dogodke, odgovorne do udeležencev, okolja in družbe, ali **COOL PLACE FOR CREATIVE EXPERIENCES**

Na osnovi pozicioniranja smo zasnovali VIZIJO industrije srečanj v Ljubljani, s katero primarno nagovarjamo arhetip **USTVARJALCEV, KREATIVCEV**.

Ta se najbolje počuti v koži umetnika, znanstvenika, izumitelja, podjetnika in inovatorja. Njegov cilj je ustvarjanje izvirnega, drugačnega. Verjame, da lahko s svojim delom spremeni svet na boljše. Ljubljana se zdi za takšen arhetip popolno mesto, saj udeleženci dogodkov niso zgolj gledalci, temveč soustvarjalci izkušnje, doživetja.

Tako zapisana vizija daje po naši oceni dovolj širok okvir za uspešno komuniciranje in se ujema s splošno vizijo turističnega razvoja Ljubljane.

... s takšnim sporočilom je dozorel čas ...

... za nov razvojni preboj konzorcija KUL

Kje želimo biti v 2027

Kongresni urad Ljubljane

POSLANSTVO KUL:

Ustvarjanje poslovnih priložnosti na mednarodnem in lokalnem trgu, zagovorništvo (advocacy) ter razvoj strateškega partnerstva celotne industrije srečanj v Ljubljani in osrednji Sloveniji.

VREDNOTE KUL:

- Profesionalnost in strokovnost
- Agilnost in pozitivno reševanje izzivov
- Skrb za okolje in spodbujanje k trajnostni organizaciji dogodkov
- Ustvarjalnost ali kreativnost
- Merljivo zadovoljstvo udeležencev in organizatorjev dogodkov

Eden izmed ciljev projekta je vzpostaviti nov, sodoben model razvoja in spodbujati aktivnosti, ki bodo delovale kratkoročno, predvsem pa srednje- in dolgoročno.

Pri izvajanju potrebujemo pomoč celotne skupnosti in tudi politike. Izjemno pomemben del projekta je torej zagovorništvo oziroma »advocacy« industrije. S tem se vloga Kongresnega urada Ljubljana, ki deluje v sklopu javnega zavoda Turizem Ljubljana, temeljito spreminja in iz operativne prehaja v strateško.

Za doseganje poslanstva pa bo treba temeljito nadgraditi obstoječo organizacijsko strukturo in hkrati intenzivno delati na digitalizaciji in prilagodljivosti novi hibridni realnosti. Končni cilj je napredna in v veliki meri digitalizirana marketinška in razvojna platforma celotne ljubljanske industrije srečanj.

... profesionalen, agilen, odgovoren in ustvarjalen Kongresni urad pa si je postavil ambiciozen cilj postati ...

... najboljši in najustvarjalnejši
Kongresni urad v Evropi

Glavni cilji KUL

Vzpostaviti **KONGRESNI SKLAD**, ki
bo v letih **2024–2027** podprl:

- 70–162 dogodkov v živo,
- 35–94 hibridnih dogodkov.

Kongresni sklad Ljubljana bo leta 2027 ustvaril najmanj 168.053 nočitev, kar je 7,5 % vseh v Ljubljani ustvarjenih nočitev leta 2019.

Ključni strateški cilj je povečati povprečno porabo poslovnih gostov za 10 %, tj. na 565 EUR na dan na udeleženca, oziroma povečati multiplikator porabe na 3,5-kratnik porabe klasičnih turistov.

Od leta 2024 želimo z različnimi ukrepi podpreti od 70 do 162 mednarodnih dogodkov v živo in od 35 do 94 mednarodnih hibridnih dogodkov.

S tem bomo leta 2027 ustvarili najmanj 168.053 nočitev, kar je 7,5 % vseh v Ljubljani ustvarjenih nočitev leta 2019.* Če upoštevamo, da je skupna poraba kongresnih gostov 3,3-kratnik porabe običajnih turistov,** pa lahko to pretvorimo tudi v 24,75 % vseh ustvarjenih nočitev.

*Število vseh nočitev v Ljubljani v letu 2019 je znašalo po podatkih SURS 2.229.511.

**Raziskava Turizma Ljubljana, Kongresni gostje, njihove navade in potrošnja 2019.

.. ambiciozni cilj pa se bo odražal
tudi na ...

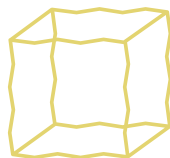
... uvrstitvi med 40 vodilnih
kongresnih destinacij na svetu po
lestvici ICCA

Dodatni cilji KUL

- Aktivno upravljanje dogodkov
- Usmerjanje dogodkov v nizko sezono
- Izbor dogodkov z visoko dodano vrednostjo
- 40 vodilnih na lestvici ICCA
- Med 15 vodilnih na lestvici MEEETINGS STAR

Dodatni cilji KUL so še:

- KUL bo aktivno upravljal dogodke na destinaciji.
- KUL bo usmerjal dogodke v nizko sezono (desezonalizacija).
- KUL bo ustvaril kongresne goste, ki dokazano ustvarjajo največjo dodano vrednost (segmentacija).
- Uvrstili se bomo med 30 vodilnih kongresnih destinacij na svetu po merilih lestvice ICCA (ICCA Worldwide ranking). Danes smo na 40. mestu med 1040 mesti po svetu.
- Uvrstili se bomo med 15 vodilnih kongresnih destinacij, ocenjenih po metodi doživljajskega indeksa kongresnih destinacij (Meeting Experience Index). Danes smo na 22. mestu med 125 ocenjenimi destinacijami.



... največjo spremembo predstavlja
Kongresni sklad, ki nam omogoča,
da pridemo ...

... hitreje do rezultatov

Kaj nas zares spremeni

KONGRESNI SKLAD 2024–2027

Sklad za subvencioniranje dogodkov, večjih od 50 udeležencev. S pomočjo sklada bomo sofinancirali dogodke v živo in hibridne dogodke.

Ključni del je **KONGRESNI SKLAD**, ki ga bo poganjal vsakoletni razpis za podporo dogodkom v Ljubljani. S tem se bo vloga Kongresnega urada močno okrepila, saj bo imel pregled nad ključnimi dogodki, hkrati pa bo vplival na usmeritev dogodkov v nizko turistično sezono. Multiplikativni učinki takšnega modela so merljivi in prinašajo koristi celotnemu ekosistemu industrije srečanj v Ljubljani.

Pogoji za sodelovanje:

- Najmanj 50 udeležencev v živo
- Trajanje dogodka najm. en cel kongresni dan
- Najmanj 50 % tujih udeležencev, ki bodo v Ljubljani prespali vsaj eno noč
- Največje financiranje je omejeno glede na število udeležencev in znaša od 1.200 do 12.800 EUR
- Financirajo se tudi hibridni dogodki, če je vsaj 40 % udeležencev prisotnih na dogodku v živo.

... pričakovani rezultati projekta
Kongresni sklad Ljubljana bodo ...

PRIČAKOVANI REZULTATI PROJEKTA KONGRESNI SKLAD LJUBLJANA

PRIČAKOVANI REZULTATI PROJEKTA KONGRESNI SKLAD LJUBLJANA

	2024	2025	2026	2027
Število vseh podprtih dogodkov	105	153	198	256
Število podprtih dogodkov v živo	70	104	136	162
Število podprtih hibridnih dogodkov	35	49	62	94
Število udeležencev dogodkov	28.700	44.160	57.350	80.025
Število hotelskih nočitev	60.270	118.510	120.435	168.053
Višina naložbe v Kongresni sklad	207.120 €	322.720 €	422.560 €	564.080 €
Ocena multiplikativnih prihodkov	41.500.200 €	63.855.360 €	82.928.100 €	115.716.150 €
Razmerje naložbe/ROI	0,50 %	0,51 %	0,51 %	0,49 %

POVZETEK

00.

... vzpostaviti pa nameravamo še enotno podporno točko KUL

Kaj nas zares spremeni

»ONE STOP SHOP« KUL, ki vključuje naslednje storitve:

- Brezplačna pomoč pri pridobivanju informacij o dovoljenjih
- Promocijska pomoč
- Destinacijski nasveti
- Podpora nacionalni garancijski shemi 2023–2027
- Informacije o davčnih olajšavah

Vse storitve bodo v največji meri digitalizirane!

Vse ključne storitve in podpore za organizatorje dogodkov bi povezali v enotno podporno točko, ki bo temeljila na naslednjih storitvah: Enotna točka za pridobivanje informacij o dovoljenjih, potrebnih za izvedbo dogodkov. Med drugim so to prijave prireditve, vloge za rabo javnih površin, dovoljenj za zaporo cest itd.

Pomoč v obliki brezplačnega promocijskega gradiva ter delnega kritja stroškov fam tripov in oglednih obiskov.

Brezplačno svetovanje na področju destinacijskih ponudnikov, predavateljev, ambasadorjev, storitev mestne uprave in logistična podpora (prevoz, incentive programi, posebna prizorišča).

Garancijska shema za zavarovanje dogodkov v negotovih časih po koronakrizi v obliki 80-% kritja stroškov v primeru odpovedi dogodkov in 60-% kritja stroškov zaradi omejene izvedbe dogodkov. Garancija se izvede kot nadgradnja projekta MGRT, ki je bil prvič izpeljan v letu 2021. Turizem Ljubljana si prizadeva za ponovno vzpostavitev nacionalne generacijske sheme.

... načrtovane cilje in rezultate bomo natančno merili s pomočjo ključnih kazalnikov, saj verjamemo, da ...

... kar lahko izmerimo, lahko
izboljšamo

Kako bomo merili uspeh

KLJUČNI KAZALNIKI:

- Rezultati Kongresnega sklada Ljubljane
- Število klasičnih kandidatur in povpraševanj
- Število novih kupcev (lead generation)
- Obisk na družbenih straneh
- Trajnostni kazalniki
- Regenerativni kazalniki

In pa izvedba dveh letnih raziskav:

- Kongresna statistika
- Analiza porabe kongresnih gostov

Za spremljanje rezultatov so izdelane matrike s kazalniki uspešnosti na šestih ključnih področjih.

Glavni cilj in hkrati glavno merilo bo ŠTEVILO DOGODKOV V LJUBLJANI. V ta namen bi svetovali tudi izvedbo projekta kongresne statistike oziroma spremljanja števila dogodkov v mestu.

... do ciljev vodi natančno izdelan
akcijski načrt, ki nam omogoča ...

... agilno obvladovanje sprememb

Kako bomo prišli do tja

NATANČEN AKCIJSKI NAČRT z
83 nujnimi in 59 manj nujnimi projekti

PARTNERSKI MARKETING
29 nujnih aktivnosti/32 manj nujnih aktivnosti

DIGITALNI IN VSEBINSKI MARKETING
18 nujnih aktivnosti/12 manj nujnih aktivnosti

NEPOSREDNI IN OSEBNI MARKETING
24 nujnih aktivnosti/13 manj nujnih aktivnosti

RAZVOJ IN INOVACIJE
12 nujnih aktivnosti/14 manj nujnih aktivnosti

Akcijski načrt smo izdelali na delavnici s partnerji, ki je potekala 9. junija 2022. Cilj delavnice je bil izdelati prototip komunikacijskega in akcijskega načrta, ki bo usmerjen v inovativno trženje in komunikacijsko razmišljanje izven okvirov. Akcijski načrt smo dodatno pregledali in dopolnili na dveh redakcijskih sestankih z ekipo Kongresnega urada Ljubljana 7. in 8. julija 2022.

Podroben akcijski načrt omogoča hitro realizacijo strategije in hkrati predstavlja strateško orodje za prilagajanje spremembam, predstavlja pa tudi okvir za usklajevanje s partnerskimi inštitucijami, zlasti s Kongresnim uradom Slovenije.

... aktivnosti bomo dosegli z vrhunsko
ekipo KUL, saj verjamemo, da ...

... sodelovanje vedno obrodi sadove

Kako se bomo organizirali

Leta 2027 bo ekipo **KUL** sestavljala **ekipa šestih profesionalnih sodelavcev**:

- Vodja kongresnega urada
- Manager Kongresnega sklada Ljubljana
- Manager trženja in komuniciranja
- Manager dogodkov združenj
- Manager korporativnih dogodkov
- Manager športnih dogodkov

V okviru strategije smo postavili ambiciozen akcijski načrt, ki bo zahteval tudi drugačno kadrovsko in organizacijsko sestavo. Glede na načrt bodo ključne aktivnosti konzorcija KUL:

- 40,0 %: marketing destinacije
- 30,0 %: prodaja destinacije skozi kongresne kandidature
- 20,0 %: management destinacije in zagovorništvo (advocacy)
- 10,0 %: razvoj in raziskave

Ključni sklopi aktivnosti bodo v veliki meri digitalizirani in povezani v napredno, inovativno marketinško platformo celotne ljubljanske industrije srečanj.

... zagotovljeno bo sistematično
financiranje KUL, saj se zavedamo,
da ...

... kar je redko, je dragoceno

Kako bomo merili uspeh

Možni viri financiranja:

- Okrepljeno javno financiranje
- Uvedba sistema članarin
- Marketinške storitve
- Kongresna taksa
- Drugi viri

Za ambiciozen načrt je treba poiskati nove vire financiranja. Obstaja več možnosti. Ena od možnosti je okrepljeno financiranje s strani ustanoviteljev, pridobitev dodatnih sredstev s strani države in prijave na evropske razpise v sodelovanju z javnim sektorjem.

Možnost, ki med partnerji konzorcija ni priljubljena, je uvedba sistema članarin po modelu primerljivih kongresnih uradov in trženje marketinških storitev partnerjem konzorcija KUL. Kot alternativna ideja se je pojavila tudi ideja kongresne takse ali kongresnega evra.

... če nam to uspe, bomo rasli kot ...

KAJ MORAMO ODPRAVITI:

- **FINANČNE OVIRE** za razvoj industrije
- **KADROVSKO** podhranjenost industrije
- **ZADRŽKE** za medsebojno sodelovanje
- **NEZNANJE** med ključnimi ponudniki
- **ZELENO ZAVAJANJE** posameznih ponudnikov

KAJ MORAMO ZMANJŠATI:

- **SLABO LETALSKO** dostopnost
- **SLABO ŽELEZNIŠKO** dostopnost
- **IMIDŽ** industrije srečanj po koronakrizi
- **NEAMBICIOZNOST** dela industrije
- **RAZPRŠENOST** ciljev posameznih deležnikov

Celotna industrija se mora osredotočiti na odpravo težav na področjih, na katera lahko vplivamo sami, kar pa lahko sproži celo reakcijo pozitivnih učinkov v celotni industriji.

Med drugim moramo:

- 1 Zagotoviti ustrezno plačilo in nagrajevanje zaposlenih
- 2 Zagotoviti usposabljanje in certificiranje sodelavcev
- 3 Spodbujati povezovanje partnerjev skozi različne sodobne platforme za sodelovanje
- 4 Vzpodbijati trajnostno in regenerativno organizacijo dogodkov
- 5 Nadgraditi imidž Ljubljane kot kongresne destinacije in biti ponosni na Ljubljano, saj je:

Ljubljana naše mesto, naš dom in ponos, pa tudi prostor, kjer z veseljem ustvarjamo svoje dogodke, zato nam ni vseeno, kaj se bo z njo dogajalo v prihodnosti.

... leta 2027 bomo ...

NA KATERIH PODROČJIH BOMO RASLI

- **ZDRUŽENJA** z znanstvenimi in političnimi dogodki
- **KORPORACIJE** s poslovnimi konferencami, incentive potovanji, družabnimi dogodki, športnimi dogodki in postavitvijo novih izdelkov na trg
- **B2B SEJMI** s poslovnimi sejmi, borzami in delavnicami
- **POSEBNI DOGODKI** s festivali, tematskimi dogodki in večjimi prireditvami

KAJ MORAMO RAZVIJATI

- **SISTEMATIČEN** model pridobivanja novih kongresov
- **KONGRESNI SKLAD** in druge ukrepe, predvidene v strategiji
- **POZICIONIRANJE** destinacije skozi intenzivno trženje
- **DIGITALIZACIJO** trženjskih aktivnosti
- **RAZVOJ** novih ustvarjalnih produktov
- **TRAJNOSTNO** organizacijo dogodkov

Skupaj se moramo usmeriti na področja, ki ljubljanski industriji srečanj prinašajo najvišjo dodano vrednost.

Ključno je, da so Strateške smernice zastavljene kot operativen dokument, in ne kot seznam želja, ki se pogosto ne uresničijo, zato je sestavni del projekta tudi zelo konkreten akcijski načrt. Eden izmed ciljev projekta je vzpostaviti nov, sodoben model razvoja in spodbujati aktivnosti, ki bodo delovale kratkoročno, predvsem pa srednje- in dolgoročno.

Pri izvajanju potrebujemo pomoč celotne skupnosti in tudi politike. Izjemno pomemben del projekta je torej zagovorništvo oziroma »advocacy« industrije. S tem se vloga Kongresnega urada Ljubljana, ki deluje v sklopu javnega zavoda Turizem Ljubljana, temeljito spreminja in iz operativne prehaja v strateško, kar omogoča nov razvojni korak ne samo v Ljubljani, temveč tudi v Sloveniji.

... dobrodošli na najbolj "COOL"
destinaciji Evrope

... da postanemo zeleno, zdravo,
varno in nestresno okolje za dogodke

... vodilna destinacija Nove Evrope

SUMMARY

HOW TO ACTIVATE THE HIDDEN POTENTIAL OF THE MEETINGS INDUSTRY IN LJUBLJANA

A summary of key findings



The first circular congress destination in Europe, giving back more to the planet than taking from it

M.Sc. Petra Stuček / Managing Director, Ljubljana Tourism

With the new meetings industry strategic guidelines we have set ourselves the ambitious goal of making Ljubljana the first circular congress destination in Europe by 2027.

In our city, we know how to create events tailored to people, society and the environment, and we see Ljubljana as an ideal laboratory for advancing innovation in this area. Events also act as drivers of change, which are addressed in the strategy both from the point of view of continuous growth and in a circular way – encompassing their legacy through broader impacts or common prosperity, too.

By measuring the regenerative impact of events in Ljubljana we intend to focus on areas that bring the highest regenerative value to the local meetings industry and will contribute to the further sustainable development of Ljubljana into a smart and green city of the future.

Desperate times call for desperate measures

Extreme climate conditions

The strategy recognises Ljubljana as a human-centric city where we create **HUMAN-CENTRIC EVENTS**.

Ljubljana Convention Bureau will take on **AN ACTIVE AND LEADING ROLE** in the post-corona transition period to transform sustainably and become a case example for other destinations.

The document was prepared in uncertain times when the meetings industry was severely affected. Since the start of the corona crisis, we have sought the right approach to oppose climate and social change.

One of the strategy's guiding principles is for Ljubljana to create human-centric events. That approach is reflected in multiple aspects, such as the balance between hotel and meeting capacities, the accessibility of meeting capacities and the high quality of living.

The mentioned advantages enable Ljubljana to react to omnipresent changes. However, that is only possible if Ljubljana Convention Bureau continues its mission and takes on the leading role in Ljubljana and regionally. The crisis has shown the importance of convention bureaus to spearhead change and development.

... we need a new paradigm to take a step further ...

The regenerative paradigm

Events in Ljubljana **FACILITATE AND BOOST** development in the field of science, culture, sports and economy.

Events play the role of **GAME CHANGERS**. The strategy sees them not only as a means to multiply financial benefits and achieve constant growth but identifies them as crucial for sustainable development and regeneration. Event organising based on a sustainable approach contributes to Ljubljana's prosperity and has multiplicative effects on the community.

Within the framework of the project, we reflected on the sustainable aspect of the meetings industry, as opposed to the strategy in 2011, where we focused on economic effects.

In line with the new paradigm, one sentence from the 2011 strategy would sound like this: **Every euro created in the meetings industry leads to a broad spectre of interconnected economic, social and environmental effects with a positive impact on people, the planet and Ljubljana's prosperity.**

The strategy thus aims not only to increase the measured multiplicative effects of tourism expenditure of congress guests by 3,5 times compared to classic tourists. Instead, Ljubljana Convention Bureau will direct and guide the meetings industry into regeneration. The following graph shows how Ljubljana will implement measures for regeneration.

... we have set ourselves an ambitious goal to ...

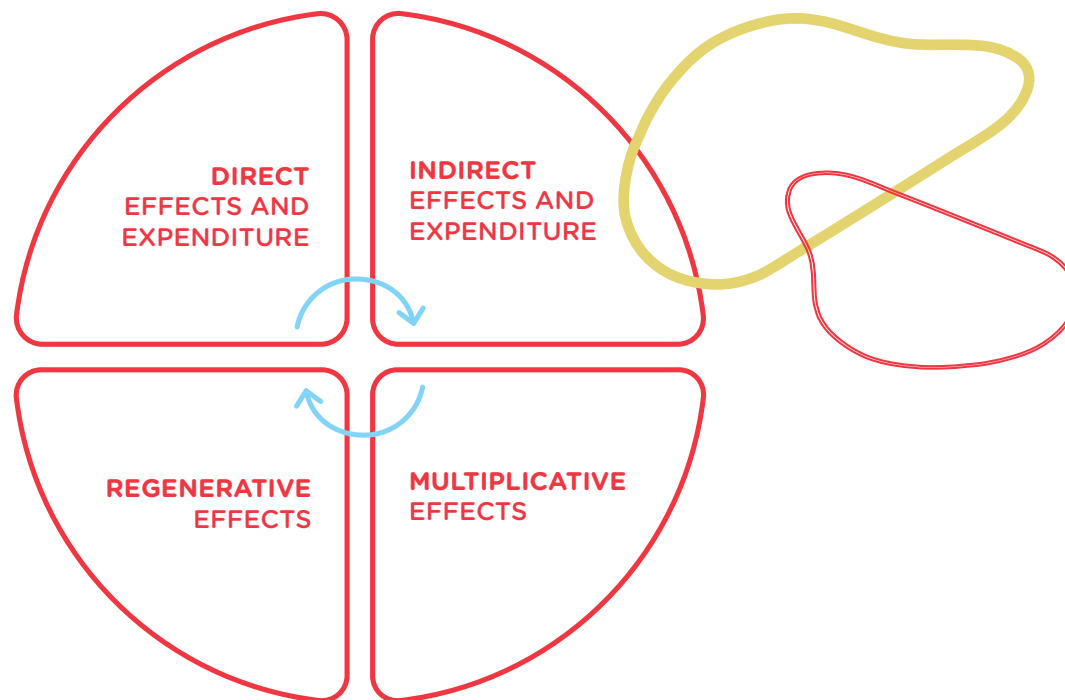
THE REGENERATIVE EFFECTS OF THE MEETINGS INDUSTRY IN LJUBLJANA

Direct expenditure

refers to expenditure in industries directly connected with the meetings industry (specialised event organisers, convention centres, incentive and DMC agencies and convention bureaus).

Indirect expenditure

refers to suppliers of the meeting industry (providers and suppliers of accommodation, transport, technical equipment, catering services etc.). Induced expenditure is generated from the consumption of employees in the meetings industry and their providers.



Regenerative effects

will be in **science** (the development of new technologies and know-how and scientific research), **tourism** (revisiting the destination and reducing seasonality), **culture** (promoting local culture), **sustainability** (supporting local self-sufficiency, protecting local ecosystems, sustainable mobility etc.).

Multiplicative effects

will provide full-time and part-time jobs, income generated from work and taxes on a local and national level (income tax, excise tax, VAT etc.)

... become a think-tank for the regenerative meetings industry

The first regenerative meeting destination in Europe - giving back to the planet more than it takes

Pioneering prototypes already exist:

- **The 27th Biennial of Design (BIO27)**
- **Conventa Show**
- **European Food Summit**

By 2027, Ljubljana will become the first regenerative meeting destination in Europe.

Ljubljana is the ideal think-tank for boosting innovation in this field. As the Green Capital of Europe, it has tradition and know-how in sustainable transformation.

Ljubljana Convention Bureau will connect activities to create an established network of experts and companies that will aim to create a regenerative meetings industry. The process will build on the experience of key stakeholders and existing projects.

... we must use the hidden potential of Ljubljana to develop into ...

... the gateway to South-East Europe and the Adriatic

Where we are and where others stand

International rankings and comparisons in 2021

— **52nd place** on the ranking of cities, evaluated by the Intellectual Capital Study

— **45th place** globally according to the ICCA Worldwide Ranking for 2021 (among 1040 cities worldwide)

— **34th place** according to the ICCA Europe Ranking for 2021 (among 520 cities across Europe)

— **22nd place** according to the Meeting Experience Index (among 125 destinations)

Our research compared Ljubljana with 18 meeting destinations according to the Meeting Experience Index. Compared with the competitors, Ljubljana's final mark of 4,51 ranks in the middle of the evaluation (rank: 4.41 - 4.70). In this category, competition is fierce. Therefore, Ljubljana can improve in all evaluated segments.

In light of the findings shown by our analysis, the meetings industry in Ljubljana is using only 50% of its potential for live events, 40% of its potential in hybrid events, and 35% of its full potential for online events.

Ljubljana edges out its competition because of its safety, exceptional natural and cultural factors and destination marketing. Compared to other destinations, we are still trailing in terms of air accessibility, general and traffic infrastructure and the hotel offer.

... and wisely use the current maximum holding capacity of the destination to become ...

... a human-centric meeting destination

Emerging destination

June 2022: The maximum holding capacity of Ljubljana was 1696 meeting attendees.

January 2023: Given the new hotel rooms expected to open, Ljubljana's holding capacity is 2151 meeting attendees.

MULTIFUNCTIONAL HALL

A multifunctional hall that will provide at least 3,500 m² is still missing in Ljubljana.

79 SPECIAL VENUES

The offer of large meeting venues and hotels is complemented by special venues. Such venues are an integral element of Ljubljana as a competitive destination.

Following the opening of new hotel capacities, Ljubljana will be able to host 2151 meeting attendees. This information is crucial for market positioning.

Most destinations in our comparison offer at least one multifunctional hall, which boasts at least 3,500 m². Such a hall would improve the competitiveness of Ljubljana, particularly when hosting banquets. Currently, this is most problematic in terms of infrastructure.

*The maximum holding capacity of a destination is calculated as an index of 80 from the overall number of rooms if the hall's theatre setting allows it. Thus, Ljubljana could host 1696 attendees in 2021, whereas in 2022, it could already host 2151, courtesy of newly-opened hotels.

... our clients appreciate that in Ljubljana ...

... everything is within spitting distance

Therefore, they expect

— **QUALITY INFRASTRUCTURE** with an ideal ratio between hotel and meeting capacities and a diverse hotel offer.

— **PROFESSIONALISM** of standardised providers and a one-stop shop for visitors.

— **EASY ACCESSIBILITY** in the heart of Europe. Ljubljana is renowned as a paradise for walking and bicycling.

— **GREAT VALUE FOR MONEY** that includes affordable prices and a transparent pricing policy.

— **SAFETY** in the city, alongside a high standard of living.

In light of clients' expectations, we must highlight

QUALITY INFRASTRUCTURE: Ljubljana offers accommodation and meeting capacities for all tastes and lifestyles. Ljubljana has further improved its image with recent hotel openings.

PROFESSIONALISM: Ljubljana Convention Bureau connects the best providers and suppliers in Ljubljana, offering a one-stop-shop solution. Event organising is thus much easier in Ljubljana.

EASY ACCESSIBILITY: Ljubljana has a favoured geostrategic position in the centre of the Alpe-Adria region. It is easily accessible from nine airports in its immediate vicinity. In the summer season, 119 airlines from 227 destinations fly to these airports.

URBAN MOBILITY: Only a handful of European cities are as friendly to bicyclists and pedestrians as Ljubljana. Public transport is well-managed too.

GREAT VALUE FOR MONEY: Ljubljana offers comparable, reasonable and competitive prices, similar to regional destinations.

SAFETY: Numerous global indexes place Slovenia among the safest counties worldwide.

... the right selection of clients

Key development products of the future

Group: ASSOCIATIONS

- Scientific congresses
- Intergovernmental meetings

Group: CORPORATIONS

- Business conferences
- Incentives
- Corporate hospitality events
- Sport events

Group: B2B EVENTS

- Business trade shows
- Business workshops
- Specialised fairs

Group: SPECIAL EVENTS

- Festivals
- Theme-inspired events
- Larger gatherings

We have selected individual groups based on profiling clients who attended our workshop and an online survey conducted among foreign event organisers.

The profiles (personas) of clients are segmented into client groups who have similar behavioural patterns when deciding on a meeting destination, a venue or share similar personal expectations. Personas tell us directly who our client is, how they think, where they seek information and what kind of problems we help them solve. When creating personas, we avoided stereotyping, generic information or making a persona based on only one client.

The profiles were the basis for defining core products that Ljubljana must develop by 2027. We have joined the products into four groups, which partners of the Ljubljana Convention Bureau

Consortium find strategically important:

- ASSOCIATION EVENTS
- CORPORATE EVENTS
- B2B EVENTS
- SPECIAL EVENTS

... we will also change our promises and communicate Ljubljana as ...

... a Central European capital with a Mediterranean spirit

EMOTIONAL PROMISE: Central European capital with a Mediterranean spirit

A relaxed atmosphere and a city you must visit.

EXPERIENCE PROMISE: Creative human-centric events tailored to the society and the environment

Ljubljana boasts memorable events and is full of authentic experiences you would want to organise for yourself.

The communication campaign will have to present Ljubljana in a new context, not only as a friendly, likeable and charming destination. Ljubljana will raise its reputation on:

EXCITEMENT as a

- BOLD
- INNOVATIVE
- LIVELY destination

COMPETENCE as a

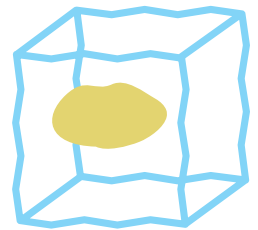
- RELIABLE
- SMART
- SUCCESSFUL destination

HONESTY as a

- LOVING
- POSITIVE
- AUTHENTIC destination

SOPHISTICATEDNESS as a

- CHARMING destination



... We will position Ljubljana as ...

.... so, we decided to take another look at the segmentation of clients and came up with ...

... We will position Ljubljana as ...

... a city that inspires and where friendships are forged

Where we wish to be by 2027 Positioning of Ljubljana

SEEING IS BELIEVING

In Ljubljana, you will feel like you are in your living room, co-created for you by the renowned architect Jože Plečnik.

CREATIVE REGENERATION

We will regenerate your event creatively and sustainably in Ljubljana.

CREATIVE CAPITAL

Ljubljana has tremendous intellectual and creative capital that enriches your event.

FLOW OF IDEAS AND INNOVATIONS

The creative heart of Ljubljana is home to brilliant minds, hidden talents and creative professionals that make the city colourful and Instagrammable.

Ljubljana is an inspiring city that lets you in on its secrets. All key stakeholders of the meetings industry in Ljubljana are immensely proud to present our beautiful city to event organisers and thrill every attendee. We justify the city's reputation with the following arguments:

- As a meeting destination, Ljubljana is packed into an enticing and professional package. The city offers everything that larger destinations do.
- The creativity of the entire meetings industry ensures you will have an unforgettable experience in one of Europe's most stunning cities.
- Ljubljana has an exceptional creative capital waiting to be discovered by European event organisers.
- Creative individuals are one of the reasons why event organisers fall in love with Ljubljana. Likewise, event attendees continue returning to our capital. Ljubljana is, above all, a human-centric city tailored to event attendees.

... we wish to present Ljubljana as a ...

... city that exceeds expectations

Where we wish to be by 2027 Ljubljana's vision

Ljubljana is **COOL**, which means that it is:



C-reative



O-pen



O-riginal



L-ivable

Ljubljana is the creative capital of Europe for innovative events, responsible to attendees, environment and society or a **“Cool Place for Creative Experiences”**.

Based on the positioning of Ljubljana, we have designed a **VISION** of the meetings industry in Ljubljana that will primarily appeal to the classic **CREATIVE PERSON**.

The typical creative person feels best as an artist, scientist, inventor, entrepreneur and innovator. Their goal is to create something original and different. They firmly believe that their work can change the world for the better. Ljubljana is ideal for such people, as event attendees are not only observers but co-creators of the experience.

In our estimate, the vision gives a broad framework to promote Ljubljana successfully. In addition, it goes hand in hand with the vision of general tourist development for Ljubljana.

... the time has come for ...

... further development of the Ljubljana Convention Bureau Consortium

Where we wish to be by 2027 Ljubljana Convention Bureau

MISSION: Creating business opportunities in the international and local market, advocacy and developing strategic partnerships within the meetings industry in Ljubljana and Central Europe.

CORE VALUES:

- professionalism
- agility and solving challenges effectively
- care for the environment and advocacy for sustainable event organisation
- creativity
- proficiency
- know-how to measure event attendees' and event organisers' satisfaction

One of the project's main goals is to establish a new, modern model for development and encourage activities that will have a short-term impact and, more importantly, long-term effects. The help of the entire community and the stakeholders is required to make the project a reality. A pivotal part of the project is also the advocacy of the industry. Hence, the role of the Ljubljana Convention Bureau, operating within the framework of Visit Ljubljana, is changing fundamentally. It is changing from an operative to a strategic organisation.

To reach our goal, we will have to comprehensively evolve the current organisational structure while continuing to digitalise and adapt to the new hybrid reality. Our ultimate goal is to develop a greatly digitalised marketing and development platform for the entire meetings industry in Ljubljana.

... the professional, agile, responsible and creative Ljubljana Convention Bureau has set the ambitious goal of becoming ...

*... the best and most creative
Convention Bureau in Europe*

Our main goals

To establish a **MEETING FUND** that will provide subsidies for 70 to 162 in-person events and 35 to 94 hybrid events from 2024 to 2027.

The Meeting Fund of Ljubljana will generate at least 168.053 overnight stays in 2027 - 7,5% of all overnight stays in 2019.

The core strategic objective is to increase the average daily expenditure of business guests by 10%. The amount will thus be 565 EUR per day per participant. In other words, we wish to increase their expenditure by 3,5 times compared to classic tourists.

From 2024 onwards, we wish to support 70 to 162 international in-person events and 35 to 94 international hybrid events by implementing various measures and providing subsidies.

In 2027, we will thus generate at least 168.053 overnight stays, which equals 7,5% of all overnight stays in Ljubljana in 2019*. Considering that the overall expenditure of congress guests is 3,3 times higher than average tourists**, we can expect to generate 24,75% of all overnight stays.

**The number of all overnight stays in Ljubljana in 2019 was 2,229,511, according to data gathered by the Statistical Office of the Republic of Slovenia.*

*** Study conducted by Ljubljana Tourism: Conference delegates, their customs and expenditure 2019.*

*... among the top 40 meeting
destinations according to the ICCA
Worldwide Index*

Our future goals

- active management of events
- redirecting events to be organised during the low season
- selecting events with added value
- TOP 40 according to the ICCA Worldwide Ranking
- TOP 15 according to the MEETINGS STAR ranking

Some of Ljubljana Convention Bureau's goals include:

- Ljubljana Convention Bureau will actively oversee events at the destination.
- Ljubljana Convention Bureau will try to direct events to be organised during the low season (reducing seasonality).
- Ljubljana Convention Bureau will advocate attracting congress guests to Ljubljana, as they have shown to create the most added value (segmentation).
- Ljubljana will rank among the 40 leading meeting destinations worldwide according to the ICCA Worldwide Ranking. Currently, Ljubljana ranks 45th among 1040 cities globally.
- We will rank among the 15 leading meeting destinations evaluated according to the Meeting Experience Index methodology. Currently, Ljubljana ranks 22nd among 125 evaluated destinations.

... accomplish goals faster

What sets us apart?

MEETING FUND 2024-2027

The fund will provide a subsidy for events with more than 50 attendees. The Meeting Fund will co-finance in-person and hybrid events.

An integral segment of the project is the **MEETING FUND**, which will be based on the annual tender for supporting events in Ljubljana. The fund will significantly raise the role and prominence of the Ljubljana Convention Bureau, as the organisation will overview main events and will be able to position events in the low tourist season. The multiplicative effects of such a model are measurable and bring benefits to the entire ecosystem of the meetings industry in Ljubljana.

Requirements to receive a subsidy:

- Minimum of 50 attendees in-person
- Length of the event must be at least one day
- There have to be at least 50% of foreign attendees that will stay in Ljubljana for at least one night
- The maximum subsidy is limited in regard to the number of attendees. It ranges from 1,200 EUR and 12,800 EUR.
- Hybrid events can receive a subsidy if 40% or more attendees join the event in person.

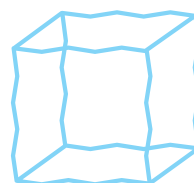
*... the ambitious objective will place
Ljubljana ...*

*... the most noticeable change will
be prompted by the Meeting Fund,
which will enable Ljubljana to ...*

*... The expected results of the
Ljubljana Meeting Fund will be*

EXPECTED RESULTS OF THE LJUBLJANA MEETING FUND

EXPECTED RESULTS OF THE LJUBLJANA MEETING FUND	2024	2025	2026	2027
Number of all subsidized events	105	153	198	256
Number of subsidized in-person events	70	104	136	162
Number of subsidized hybrid events	35	49	62	94
Number of event attendees	28,700	44,160	57,350	80,025
Number of overnight stays in hotels	60,270	118,510	120,435	168,053
Amount of investments into the Meeting Fund	207,120 €	322,720 €	422,560 €	564,080 €
Evaluation of multiplicative income	41,500,200 €	63,855,360 €	82,928,100 €	115,716,150 €
The ratio between investment/ROI	0,50 %	0,51 %	0,51 %	0,49 %



... we also plan to establish a one-stop-shop for Ljubljana Convention Bureau ...

What sets us apart?

LJUBLJANA CONVENTION BUREAU'S ONE-STOP-SHOP will include the following services:

- Free help in obtaining information regarding permits
- Promotional help
- Destination tips
- Support for the national Guarantee scheme 2023 – 2027
- Information regarding tax relief

All services will be digitalised as much as possible!

We wish to connect and intertwine all core services for event organisers into a unified one-stop-shop that will be based on the following services:

A unified point for obtaining information regarding permits needed to execute events. Such help includes information on filling out forms for event registration, information regarding public services, acquiring permits to temporarily close roads etc.

Assistance will take the form of free promotional materials and partial financial aid for covering the expenses of fam trips and guided tours.

Free counselling regarding destination providers, speakers, ambassadors, services offered by the Municipality of Ljubljana and logistical support (transport, incentive programmes, special venues).

A guarantee scheme will provide event insurance in uncertain times after the corona crisis. It will cover 80% of expenses in case of a cancelled event or 60% in case an event is organised to a limited extent. The guarantee will further advance the project created by the Slovenian Ministry of Economic Development and Technology in 2021. Ljubljana Tourism aims to support the renewal of the aid scheme.

... all planned goals and results will be measured precisely with key indexes, as we believe that ...

... what we can measure, we can improve

How will we measure success?

KEY INDEXES:

- Results of the Ljubljana Meeting Fund
- Number of classic bids and inquires
- Lead generation
- Social media traffic
- Sustainable indexes
- Regenerative indexes

Conducting two annual studies:

- Congress statistics
- Analysis of the expenditure of congress guests

To measure and follow results, we have created matrixes that show our success rate in six fields.

The ultimate goal and main criteria at the same time will be the NUMBER OF EVENTS IN LJUBLJANA. To get an insight into this field, we recommend conducting a study on the statistics of congresses or actively following the number of events in Ljubljana.

... stay agile and react to change swiftly

How will we get there?

DETAILED ACTION PLAN with 83 urgent and 59 less urgent projects

PARTNER MARKETING 29 urgent activities and 32 less urgent activities

DIGITAL AND CONTENT MARKETING 18 urgent activities and 12 less urgent activities

DIRECT AND PERSONAL MARKETING 24 urgent activities and 13 less urgent activities

DEVELOPMENT AND INNOVATION 12 urgent activities and 14 less urgent activities

The action plan was based on a workshop hosted with partners on 9 June 2022. The workshop aimed to create a prototype of a communication and action plan focused on innovative marketing and thinking outside the box. We made further corrections during two redaction meetings together with the team of Ljubljana Convention Bureau on 7 and 8 July 2022.

A detailed action plan enables the strategy to be realized swiftly. At the same time, it represents a strategic tool for adapting to ongoing changes in the industry. It represents the framework for coordination with partner institutions, particularly the Slovenian Convention Bureau.

... cooperation always bears fruit

How will we be organised?

In 2027, the Ljubljana Convention Bureau will comprise **a team of 6 professionals:**

- Head of the Convention Bureau
- Manager of the Ljubljana Meeting Fund
- Manager of Marketing and Communication
- Manager of Association Events
- Manager of Corporate Events
- Manager of Sports Events

As part of the strategy, we have set an ambitious action plan demanding a reorganised team.

In line with our plan, the core activities of the Ljubljana Convention Bureau will be:

- 40.0 % Destination Marketing
- 30.0 % Marketing the destination through congress bids
- 20.0 % Destination Management and Advocacy
- 10.0 % Development and Research

The key activities will be digitalised to a large extent and merged into an advanced, innovative marketing platform for the entire meetings industry in Ljubljana.

... a thought-out action plan will enable us to ...

... The world-class team of Ljubljana Convention Bureau will accomplish the set goals, as we believe that ...

... Ljubljana Convention Bureau will be ensured systematic financial support, as we are well aware that ...

... what is rare is precious

Our potential sources of funding

- Increased public funding
- Implementing a membership system
- Marketing services
- Congress tax
- Other sources

In order for the ambitious plan to become a reality, we must seek new funding sources. There are several possibilities at hand. One of them is to increase funding by the organisation's founders, seek more funding from the government or apply for European tenders in cooperation with the public sector.

An alternative, even though not popular among members of the Ljubljana Convention Bureau Consortium, is to create a membership system. It would include selling marketing services to partners of the Consortium and would be modelled on similar convention bureaus. Another idea suggests establishing a congress tax or congress euro.

... to become a ...

... green, healthy, safe and stress-free environment for events

WHAT WE NEED TO ELIMINATE:

- **FINANCIAL IMPEDIMENTS** to develop the industry
- **STAFF** shortage within the industry
- **RESTRAINTS** before cooperation
- **LACK OF KNOW-HOW** among key stakeholders
- **GREENWASHING** by individual providers

WHAT WE NEED TO IMPROVE:

- **POOR AIR** accessibility
- **POOR RAILWAY** accessibility
- **IMAGE** of the meetings industry after the corona crisis
- **AMBITIONLESS** part of the industry
- **DISPERSITY** of goals by individual stakeholders

The entire meetings industry must focus on solving issues in areas where we can make an impact. That can trigger a slew of positive effects for the industry.

Among other activities, we must:

- 1 Ensure suitable payment and benefits for employees
- 2 Ensure the education and certification of employees
- 3 Encourage collaboration among partners through various modern platforms
- 4 Encourage organising events in a sustainable and regenerative manner
- 5 Improve Ljubljana's image as a meeting destination and stay proud of our city because

Ljubljana is our city, home and pride - a destination where we love to create our events. That is why we care about what happens to Ljubljana in the future.

... the leading destination in New Europe

... in 2027, we will ...

WHERE WE WILL GROW:

- **ASSOCIATIONS** with scientific and political events
- **CORPORATIONS** with business conferences, incentive travel, new product launches, sports events and corporate hospitality events
- **B2B EVENTS** with business tradeshows, fairs and workshops
- **SPECIAL EVENTS** with festivals, thematic events and large gatherings

WHAT WE NEED TO DEVELOP:

- **SYSTEMATIC** model of bidding for new congresses and events
- **MEETING FUND** and other measures listed in the strategy
- **POSITIONING** the destination through extensive marketing
- **DIGITALISATION** of marketing activities
- **DEVELOPING** new sustainable products
- **SUSTAINABLE** event organising

Together, we must focus on segments that bring the meetings industry in Ljubljana the greatest added value.

It is imperative that the Strategic Guidelines become an operative document, not another wishlist that will not come true. For this purpose, an integral part of the project is a concrete action plan. One of the project goals is to establish a new, modern development model and bolster activities that will have short-term benefits and, more importantly, long-term effects.

To execute the plan, we need the help of the entire community. A crucial part of the project is the advocacy of the industry. The project foresees Ljubljana Convention Bureau's role to change thoroughly. It will transform from an operative to a strategic organisation, thus enabling Ljubljana and Slovenia to develop in the future.

WELCOME YOU TO THE COOLEST DESTINATION IN EUROPE

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Dokument je last Turizma Ljubljana. Razmnoževanje delov dokumenta ali dokumenta v celoti brez pisnega dovoljenja avtorjev ni dovoljeno.



Turizem Ljubljana

