

copen hagen means business

Meetingplace Wonderful Copenhagen
Strategy 2017-2020

GREATER
CoPENHAGEN



Vision

**“Our vision is to
deliver Copenhagen
as a leading
destination for
professional events
and inspiring
breaks”**

Mission

“We want to achieve this by maximizing the cooperation among all stakeholders to win more, and larger business events and achieve excellent outcomes for organizers, for our partners, for Copenhagen and for the better.”

copen hagen means business

Which is why we strive to be one of
the best, most professional and reliable
business event destinations in the world
– both for learning and as an inspiring
professional getaway.





the platform

Copenhagen's destination network model – Meetingplace – works within the congress and meeting industry in the Greater Copenhagen area.

Meetingplace was established in 1995 and is organized as an association governed by a board representing members within hotel, venue, agency, airport/airline and other suppliers in the industry.

Meetingplace is closely interlinked to Wonderful Copenhagen Convention Bureau and works for securing international business events to the destination.



the market

The international market for business events is rapidly changing, and competition is increasing. The hosts and planners of international associations and rotating congresses and meetings are under increasing economic pressure and are focused on securing stable income from membership, registration and sponsorships. As a response, destinations all over Europe and the rest of the world are introducing funding programs to support the industry.

International clients focus on close collaboration with local knowledge clusters and engaging with broad public/private partnerships. Those who will be successful will thrive because of strong client insight and the ability to present relevant and rewarding products to organizers. The organizers of business events are developing and advancing at a fast pace which places ever-increasing and changing demands on destinations. **Those who are ready to co-create, co-invest and maximize objectives of the delegates and planners will capitalize.** To take advantage of this you need to pledge resources and invest.

Our clients are becoming more focused, so suppliers must become more focused as well. The number of meetings and congresses is growing – but they are getting shorter. There is a growing number of world class suppliers and destinations, with top infrastructure and software – because big events mean big business.

The delegates are more in control. Hotel rooms are booked outside the official convention block. The line between business and pleasure is disappearing as work can be done from everywhere.

Delegates want experiences outside of meeting rooms, they want to involve the public, create legacies and use social networks to engage and share.

Who will win? Those who dare to stand apart, and who understand the clients but also their delegates; the progressive destinations who will join organizers in thinking big to explore the win-win objectives of the events; and those who move the conversation beyond dates, rates and space.

copenhagen today

In the previous strategic period (2013-2016) Copenhagen has maintained a position as one of the world's busiest and best-established congress destinations with an annual top 10-15 ranking with ICCA, and a growth in the number of won congress bids. The city's corporate M&I performance demonstrates steady results in won room nights and in the increase in number of delegates.

However, in the same period there has been a decline in the total room nights of won congress bids, challenging the overall results for the destination as well as the Meetingplace network model.

Fierce global competition, a broad spectrum of destinations with well-established funding programs, and the perceived high price level of Copenhagen are among the key challenges – resulting in loss of market shares in both short and long term.

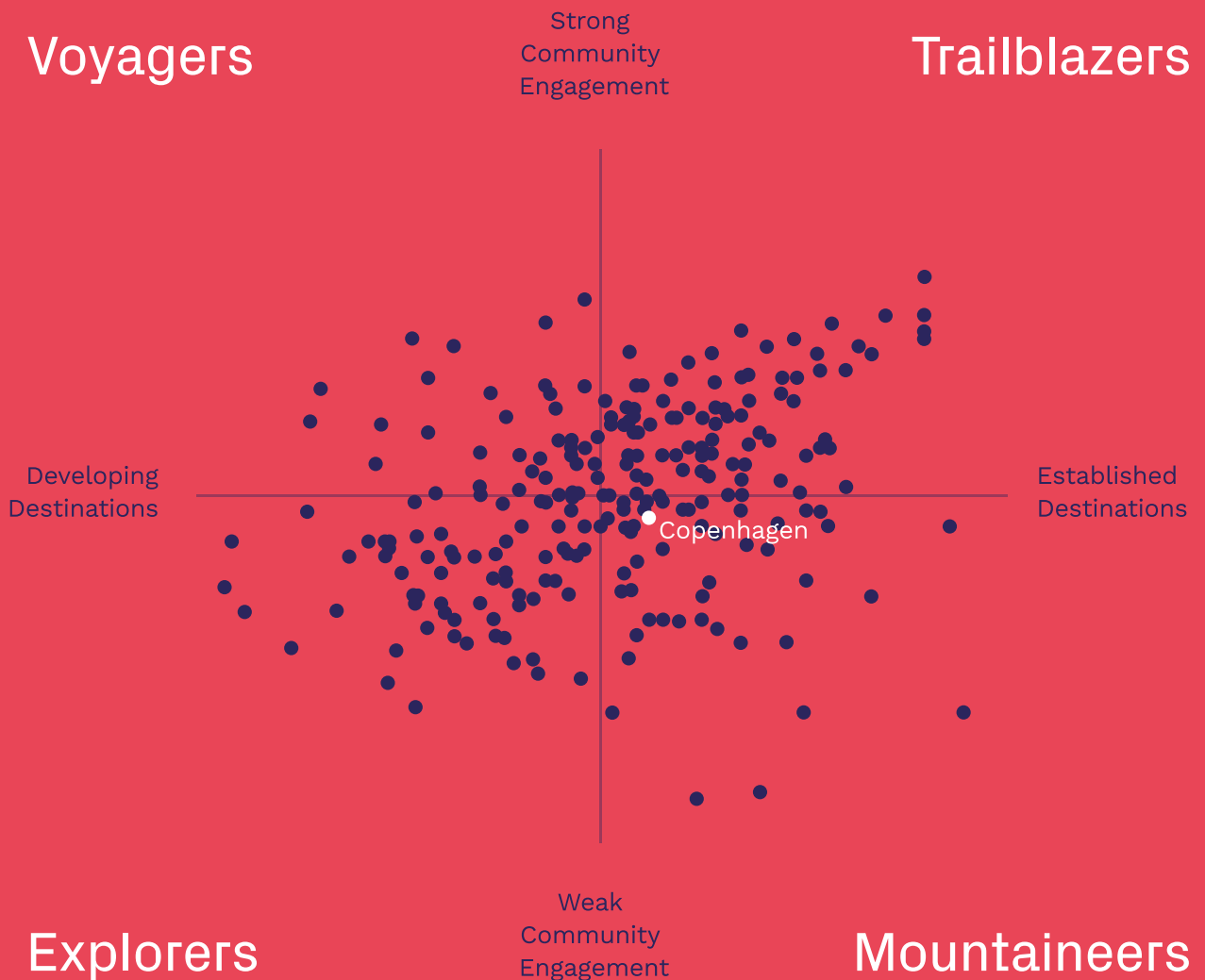
Overall, Copenhagen has been successful in establishing itself as one of the leading destinations for international meetings and congresses. About half of all potential congresses with over 5,000

delegates have either been in Copenhagen or are confirmed for the future. To convince these congresses to return requires an extra effort.

As the destination has achieved results, so have the partners. The partners of Meetingplace have invested in their own international sales initiatives targeting clients at all levels, resulting in direct business and supplementing Meetingplace in international sales.

During the development of the 2020 strategic plan for Meetingplace, a thorough benchmark analysis was conducted with all stakeholders within the network. Copenhagen was found to be a “mountaineer” destination with above average destination strength and slightly below average community support and engagement. The other key challenges for Copenhagen are low brand recognition and the lack of a strong funding program product.

copenhagen overall assessment



DestinationNext: Online diagnostic tool designed to assist DMOs complete an objective self-assessment which can help determine priorities and strategies for the future. The tool presents a framework that DMO leaders and communities can use to critically assess the destination.

DESTINATION
NEXT

copenhagen tomorrow

Our top strategic priority is to deliver on the needs of our clients, thus generating growth for our partners and for the metropolitan region, Greater Copenhagen, as a whole.

In order to achieve this we must do the following:

We will actively work with the internationally recognized mix of business and pleasure in **Copenhagen, one of the world's best cities in which to live and stay.**

We want our business visitors to make the most of this inspirational city. We will dare to target and activate delegates using our core values of a sustainable, liveable city in our branding and communication. This means maximizing and targeting the potential of the delegates.

We will juxtapose the emotional selling points with the traditional fact-based selling points of the destination.

We will broaden the scope of value creation to also include socio economic contribution, attraction of investment and talent, job creation in Greater Copenhagen as a whole.

We will understand the value of business events for the knowledge-based economy and the hosts better than anyone else.

We will reinforce and broaden the scope and awareness among client and stakeholder groups – including public partners and citizens - through outreach and broader involvement.

We will support organizers and associations with investment, and work with them to achieve their objectives.



We will leverage on technology and digital solutions to strengthen sales and campaigning.

We will extend our role beyond a mere network-, bidding- and sales organization into a platform enabling know-how and supporting the industry's own sales initiatives.

We will work hard with our partners to set Copenhagen apart from the competition.

We will collaborate for the clients, for the partners and for Copenhagen.

“The strong collaboration amongst Meetingplace partners is our key to success.”

GREATER CoPENHAGEN

Greater Copenhagen is a metropolitan region that spans Eastern Denmark and Southern Sweden, and includes a total of 79 municipalities and 4 million inhabitants.

The region offers world class research facilities and a creative business environment and aims to be the leading metropolis in Northern Europe in terms of attracting and retaining international investments, companies, tourism and talent. Greater Copenhagen is a benefit to our work.

Today and in the future Meetingplace will leverage the strengths of Greater Copenhagen in several ways:

- We use and collaborate with knowledge institutions and companies.
- We generate growth and jobs.
- We leverage the capacity of the whole greater metropolitan area for city wide congresses.

the plan

Our strategic plan is intended to strengthen Copenhagen's capability of attracting international business events. In order to succeed in the global competition, our plan outlines key strategic areas:

- 1 Revitalization of the destination brand
- 2 Increased conversion of business opportunities
- 3 Stronger community engagement

The strategic plan and the designated priorities indicate a clear direction for Copenhagen encapsulating the next four-year period 2017-2020.



the KPIs

The importance and value of Meetingplace and the destination's performance will be evaluated through this set of KPIs:



Economic contribution and job creation

Total economic contribution of attracted events to the destination DKK 1.1bn and job creation of around 2,000 full-time equivalents



Room nights won

Total number of room nights at 370,000 generated in the destination by 2020 (congresses, meetings and sporting events)



Conversion rate

Conversion rate of bids submitted at 40% by 2020



Pipeline

Pipeline of congress bids (by size and by room nights) of a sustained minimum of 450,000 room nights at any given time



City performance

Yearly performance of total number of meetings and congresses held in the destination. Will be developed as part of strategy



Membership

Overall performance, including satisfaction rate of at least 4.0 out of 5.0 and financial growth in base membership fee by 10% by 2020

the strategic priorities

1 Revitalization of the destination brand

Copenhagen wants to revitalize the business event brand of the destination incorporating **a focused delegate and leisure perspective** using relevant elements from the overall city brand. Key topics for the brand will be centered around the destination's **hardware** (knowledge industry, community, price perception, city facts etc.), and **software** (an inspiring professional getaway, delegate boosting, liveability, "stay & play" programs etc.).

Campaign initiatives will have clear definitions and distinct segmentation with primary focus on associations and delegates. An online brand tool box will be developed meaning all partners of Meetingplace will join the overall ongoing branding assignment.



2 Increased conversion of business opportunities

Increasing competition from previously immature destinations, as well as first tier destinations (megacities) with high brand appeal, call for an even more focused international sales approach. Intensified investment in fewer and more specialized trade shows, as well as relationship-enhancing workshops, are both necessary to strengthen the conversion rate of business opportunities to the destination.

Focused efforts

Sales focus will specifically be directed at events of a considerable size: 1,000+ for congresses and 100+ for corporate meetings.

Business events with a significant impact on the destination in terms of, for example, strongholds, economy and brand value will be targeted no matter their size. We will enable our partners to handle other business opportunities with assistance from Meetingplace.

Sales through enhanced membership engagement

We will focus on high-quality knowledge sessions within the network, strengthening members' ability to

secure international business alone or through Meetingplace. To encourage and initiate broad collaboration there will be a focus on leads exchange and networking between members.

Consequently, these activities will uphold a high satisfaction and retention rate in the membership base and in turn secure essential long term investment from all relevant private partners within the industry.

Increase conversion rates: Copenhagen Congress Development Program

In order to offer a competitive congress product and convert more congress bids, **Copenhagen will establish a flexible, agile and tailor-made funding program – Copenhagen Congress Development Program – targeting events between 1,500 and 6,000 delegates.**

We will also continuously work to enhance the support of congresses that deliver the performance our partners and destination seek.

3 Stronger community engagement

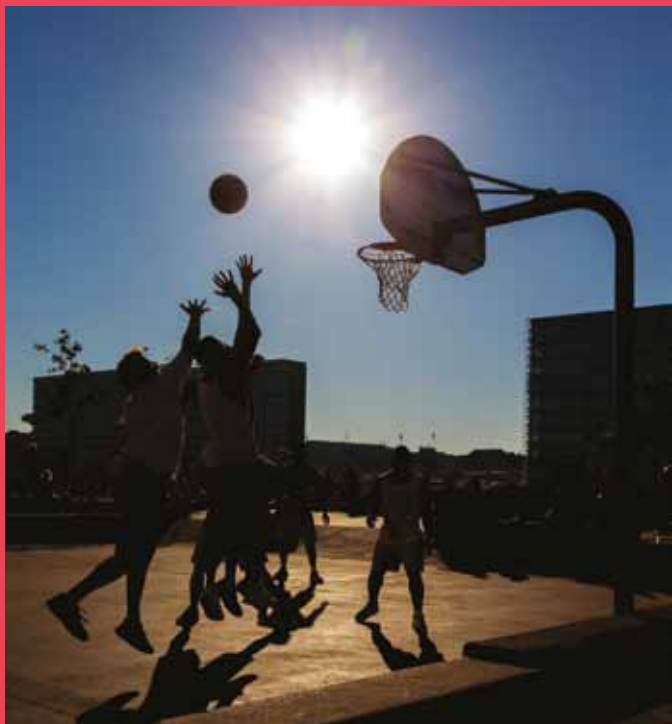
In order to continue to be a leading player in the market it is increasingly important to engage and involve stakeholders, as well as to secure basic commitment and funding for targeted congresses, and recruit local hosts.

A stronger, more strategic and continuous effort will be directed at three key stakeholder groups: the public (including citizens), the scientific community, and relevant foundations.

We will continue to support the effort to strengthen outreach programs which immerse congresses in the destination broadly. The engagement of citizens is an important aspect of Wonderful Copenhagen's new strategy. We will play a significant part in this.



"The strong
collaboration
amongst
Meetingplace
partners is
our key to
success"



"Copenhagen, one of the world's best cities in which to live and stay"

© Meetingplace Wonderful Copenhagen

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, write to meetings@woco.dk

Photographers: Martin Heiberg, Thomas Høyrup Christensen, 'Restaurant Bodil', Morten Jerichau, Kasper Thye, Thomas Rousing, Ty Stange

copenhagencvb.com

Meetingplace Wonderful Copenhagen, Nørregade 7B, 1165 Copenhagen K

GREATER
COPENHAGEN

WONDERFUL
COPENHAGEN
Meetingplace



BestCities
GLOBAL ALLIANCE



When the world wants to meet
we set the standard