

The Slovenian Convention Bureau **Meeting destination Slovenia**

Strategy 2025 – 2030

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Preface

Tomorrow's meetings won't just be organised; they'll be engineered for impact, regeneration, and global relevance.

Predicting the future is difficult in a world shaped by constant change. But with deep analysis, scenario planning, and broad consensus, strategy becomes more manageable. This is the most comprehensive strategic effort in the Slovenian Convention Bureau's 20-year history – grounded in data, science, and expert insight.

Like aviation, managing an events and meeting destination requires instruments, oversight, and long-term vision. Slovenia's meetings industry once outpaced the region but now faces structural challenges. This strategy addresses those problems, aiming to unlock the destination's full potential through clear goals, targeted investment, and political commitment.

Our strength lies in decades of knowledge. Let this strategy launch a bold, united journey to transform setbacks into opportunities and Slovenia's potential into a global success.

Slovenia has outstanding potential and the expertise to turn even its boldest dreams into reality.



Gorazd Čad

Toleranca marketing d.o.o.

In an ever-changing and unpredictable world, the global meetings industry is shifting away from traditional models and stereotypes towards purpose-driven and people-focused experiences.

Slovenia is seizing this moment to redefine itself as a forward-looking meeting destination grounded in agility, sustainability, and human connections.

As technology, global challenges and expectations evolve, Slovenia's industry stakeholders are embracing transformation and are eager to co-create impactful, future-ready solutions.

The next five years will redefine why, how, and where we meet, placing real value on innovation, inclusivity, and impact.

Those who act today, like Slovenia, will lead tomorrow. The future isn't just coming — it's calling.



Ivo J. Franschitz

ENITED Business Events GmbH

Introduction and Strategic Imperative – The Future is Calling

The meetings industry is no longer just about bringing people together—it's about moving the world forward.

Before Slovenia can rise as an event destination, it must separate the wheat from the chaff. The systemic challenges faced by Slovenia include financial constraints that are holding back the growth of the meetings industry, staff shortages and a lack of skilled professionals, fragmentation and the absence of a unified voice across the industry, unclear identity and outdated ways of communicating our value and a lack of strategic vision to drive breakthrough development. Furthermore, Slovenia's events industry faces reluctance to collaborate and a general distrust of institutions, paired with limited knowledge and expertise among key service providers.

Slovenia also needs to eliminate growth inhibitors. These include, but are not limited to, scattered promotional efforts lacking focus, low ambition within parts of the meetings industry, poor air and rail connectivity, limiting accessibility, and an uneven quality of service and infrastructure across different regions. Slovenia should stop underestimating the value of connectivity and collaboration and aim to improve its disconnected transport systems that hinder accessibility.

Luckily, there are areas with tremendous growth potential. Slovenia should aspire to become a regional leader, with initiatives like the Slovenia School of Events and Conventa. In addition, there is potential to organise regenerative association events with clear impact and lasting legacy, offer bespoke boutique corporate incentives, focused on excellence and a personal touch and host special events—from festivals and themed experiences to large-scale productions. In addition, Slovenia can begin developing top-tier digital infrastructure for world-class event delivery, organise international B2B events and trade fairs with strong global and regional relevance and foster mentorship and supportive professional communities.

Several trump cards need to be further developed to gain a foothold in the international events market. The country needs to develop a robust system for attracting international events, develop a regional network of modern event venues and congress centres, create a strong and recognisable national identity through a clear "Slovenia Meetings" narrative and advance its digital transformation using technologies like 5G and smart logistics. Not least, Slovenia must further develop professional training and certification programmes to raise standards across the industry and perhaps, most importantly, make sustainability the norm, not the exception. In line with its mission of becoming a premier destination for hosting regenerative and sustainable events that give more to the destination than they take, it should further develop innovative and regenerative incentive products.

1. Consortium Carum Rarum: Turning Strategy into Action

The following chapters transform vision into reality through a practical, expert-driven roadmap. Developed by ENITED Business Events GmbH and Toleranca Marketing, the strategy focuses on action, not aspirations. Backed by proven methods like the Future Maker^{©1} by Enited approach and Power to the Meetings^{©2} by Toleranca marketing, the process unites industry experts and stakeholders into a cohesive implementation force. The operational plan defines responsibilities, sets milestones, and introduces tools for early activation. A “dream team” of experts ensured the strategy is relevant, realistic, and measurable. This strategy is essential to ensure Slovenia’s meetings industry doesn’t just plan for 2030, but begins delivering today.

1.1 Methodology & Stakeholder Engagement

The next revolution in events won’t be technological—it will be emotional.

The strategy was created through national engagement projects. Regional workshops and expert feedback shaped a collaborative, implementable national meetings industry strategy. This ensured the strategy reflected real needs and secured buy-in. Most importantly, it rendered the strategy ripe for implementation on a national level.

This strategy is grounded in real collaboration. Initial analysis set the foundation, followed by talks with regional focus groups and workshops involving stakeholders from all six key regions. An initial digital transformation plan for the Slovenian Convention Bureau was also prepared to ensure future-proof implementation. To ensure quality and credibility, eight international experts reviewed the draft strategy. Feedback was gathered through surveys and a moderated online workshop. Finally, the strategy was presented to strategic national partners across all six regions to ensure buy-in. The final document is structured to serve diverse stakeholders with clear, actionable guidance.

The strategy was shaped by data, tools, and people, resulting in a future-ready strategy built with expert tools and real stakeholder voices from all Slovenian regions. The strategy was co-created using modern facilitation methods and deep engagement across the region. Building on data obtained in the first phase, the second phase incorporated the Golden Circle (WHY–HOW–WHAT), workshops using tools like the Eisenhower Matrix, IKIGAI, Quantum Marketing, the FAB model, and persona creation. Each tool ensured clarity, prioritisation, emotional relevance, and long-term focus. Over 100 stakeholders across six regions participated in live and digital formats. International expert feedback, creative methods like brand personification, and AI readiness assessments further shaped the content. The result is a dynamic, implementable roadmap that reflects Slovenia’s values, strengths, and future ambitions.

¹ The Future Maker[©] approach is a forward-looking strategic model grounded in engagement, co-creation, and foresight. It is guided by Simon Sinek’s “Golden Circle” framework, progressing from Why to How to What, thereby ensuring that every action is rooted in purpose and designed for long-term relevance. This methodology is shaped by a set of core principles: it emphasises strategic intentionality through purpose-led design; fosters human-centricity by prioritising relationships and empathy; applies adaptive thinking via iterative processes and feedback loops; encourages collaboration through inclusive and diverse stakeholder engagement; and maintains an outcome orientation by focusing on measurable, sustainable impact.

² Evolving from a pioneering event methodology into a comprehensive framework for destination and experience design, the Power to the Meetings[©] approach emphasises agility, dialogue, and purpose over routine logistics. Events are no longer seen as isolated moments but as living expressions of a destination’s values and identity. This approach is applied in various strategic areas, supporting destination branding through experience-driven storytelling, fostering co-creation with local stakeholders and authentic hosts, enabling the prototyping of new destination concepts with real-time audiences, and ensuring that sustainability, creativity, and inclusion are embedded into the very fabric of experience design.

³ Insights based on 32 comments and 16 recommendations from a survey of international organisers, complemented by strong recall ratings and endorsements from both external experts and local professionals interviewed.

One of the initial findings was the importance of Conventa³. No other destination in the comparison has a trade show like Conventa. After 18 consecutive editions, the trade show should become an integral part of the national tourist development strategy. According to our research, its recognition in the events industry is 2.4 times greater than the recognition of Slovenia. The reputation of the brand and the trade show is priceless. Conventa must not be taken for granted; it needs strategic, long-term support.

The key to the successful realisation of the strategy is to reinforce the role of Conventa as a catalyst for business that can unify the various interests of the Slovenian meetings industry and connect stakeholders to work toward a united vision.

Conventa matters to Slovenia because of its proven effectiveness - since 2009, Conventa has fostered over 56,000 business meetings that created numerous multiplicative effects and strengthened the network of the Slovenian meetings industry. Moreover, Conventa has convened 3,889 handpicked hosted buyers from 48 countries so far. No other regional platform has a similar access to the international market. Thanks to media partnerships and collaborations with associations, Conventa has created a promotional value amounting to 2.57 million EUR without direct financial costs. That is why Conventa is one of the most successful models for promoting Slovenia.

Between 2009 and 2019 alone, Conventa generated at least 11.5 million EUR in income. The Slovenian Tourist Board contributed just 2.66% of this sum. Every EUR invested in Conventa resulted in 35 EUR returned. Interestingly, the average mark of attendees' satisfaction and hosted buyers is higher than 4.5 (out of 5) every year. That shows attendees believe in quality over quantity and regularly return to the event.

The methodology started with several key activities in 2024. First, we conducted a comprehensive analysis of the current state of Slovenia's meetings industry, including benchmarking with 4 countries, across 6 regions and 4 product segments. This was followed by a market potential assessment of the Slovenian meetings industry in comparison with international benchmarks. Then, we carried out a perception study on Slovenia as a MICE destination, based on insights from 347 international event organisers. Finally, we conducted a stakeholder expectations analysis through 24 in-depth interviews with key representatives of the Slovenian meetings industry. In this first phase, we obtained a 360-degree analysis of all segments of the meetings industry in Slovenia.

The activities continued in 2025, with the first workshop entitled WHY Slovenia – Defining purpose and vision (organised on May 13, 2025). This was followed by a second workshop titled HOW Slovenia – Designing strategic pathways (organised on May 27, 2025). The final workshop was dubbed WHAT Slovenia – Shaping actionable priorities (organised on May 28, 2025). The workshops with key Slovenian event stakeholders were followed by an international expert review for strategic validation, the development of a digitalisation roadmap for the meetings industry and final editing and completion of the strategic document. The strategy will now be presented across Slovenia's key meeting destinations.

Phase 1: KEY ACTIVITIES IN 2024

1. Preparing a holistic analysis of the current state of the meetings industry, including 4 selected countries, 6 comparable destinations, and 4 key product segments.
2. An evaluation of the market potential of the Slovenian meetings industry compared to international competitors.
3. A survey on the perception of Slovenia as a meeting destination among 347 international event planners.
4. An analysis of stakeholders' expectations - 24 in-depth interviews with key representatives of the Slovenian meetings industry.

The result: A holistic 360° analysis of all segments of the Slovenian meetings industry.

Phase 2: KEY ACTIVITIES IN 2025

5. Workshop 1: WHY Slovenia? - identifying the purpose and vision (13 May 2025)
6. Workshop 2: HOW Slovenia? - outlining strategic priorities (27 May 2025)
7. Workshop 3: WHAT Slovenia? - outlining priorities for execution (28 May 2025)
8. Independent expert overview by international experts
9. Preparing a digitalisation plan for the Slovenian meetings industry
10. Final revision and confirmation of the strategic document
11. Presenting the strategy at key Slovenian event destinations (roadshow).

The result: A clear purpose and vision, a finalised strategy, and requirements to begin implementing the strategy.

2. Decoding Slovenia – Where we are versus where we could be

2.1 The Slovenian Meeting Mindset

The mindset of Slovenia as a destination was revealed through surveys that gave us insight into how others perceive us. We also conducted in-depth interviews with key stakeholders who revealed how Slovenian stakeholders perceive themselves. The findings of this research are key for understanding the key values of Slovenia as a destination and for shaping an authentic, strategically directed identity that will serve as the basis for effective communication, positioning and long-term development of the entire meetings industry.

2.1.1 Who we are and what others think of us

First, we wanted to discover what others think of us. Three keywords cropped up during this research: wisdom, vocation and leadership. In terms of wisdom, foreigners often see Slovenia as a “green gem” with a focus on sustainability, rich natural and cultural heritage and boutique character. Despite this, foreigners struggle to recognise our identity - we lack a narrative, symbolic continuity and a more decisive communication vision. Foreigners admire our wisdom but notice a lack of strategic confidence.

In terms of vocation, Slovenia is perceived as a destination with strong ethics and a commitment to sustainability, authenticity and maintaining an excellent quality of life. However, guests often fail to recognise a clear strategy. We are missing a story that would give Slovenia a leading role, one more important than just a “green setting for events”. Foreigners also wish to see a more recognisable identity that would connect our values with a standout position in the regional industry and beyond.

Foreigners do not perceive Slovenia as a leader, but as a follower. Slovenia is seen as a promising destination on the rise, but not a leading destination (follower). Guests often refer to our professionalism, innovative projects (including Conventa, Cankarjev dom, Planet Positive Event) and sustainability narrative, yet do not see our country as a leader. We are missing a strong national slogan, a clear vision and a recognisable leader or institution that would cement Slovenia’s position as a strategic global player.

We then wanted to learn the views of Slovenian experts on our values. We perceive ourselves as a refined, wise and co-natural destination that knows how to intertwine its green environment, culture, quality of life and boutique experiences. We are proud of our “silent power” and the content we produce, but we often misunderstand how foreigners perceive us. We must clearly and confidently articulate who we are in a language native to the global market.

There is a clear understanding of our vocation: we perceive ourselves as a destination that aims to improve the quality of life for both locals and visitors through experiences, events and know-how. We believe in the power of connecting nature, culture and people. Slovenia’s vocation is hidden but deeply integrated into its principles. We are well aware that we lack a recognisable identity and that we need more market presence and an improved overall image and content.

Finally, in terms of leadership, we believe we meet all the requirements to become market leaders - educated staff, innovative events, stunning natural environment and ethical and moral values. Nonetheless, we understand that we are limited by fragmentation, the small size of the market and a lack of national support. Leadership only appears locally and for individual projects in Slovenia. We hope the future brings more unity and confidence that will help Slovenia leave an impression on the international market.

2.1.2 How we appear abroad and how we appear to ourselves

To gain insight into how we function on the outside, we established three common denominators that set us apart from the

competition: trust, balance, and authenticity.

In terms of trust, foreigners often perceive Slovenia as a safe, peaceful and tidy country where the suppliers are professional and reliable. Yet, event organisers often criticise slow responsiveness, lack of clear information and non-transparent offerings. All these factors lower trust and instil a sense of unpredictability when planning events.

Foreigners emphasise that Slovenia knows how to balance nature and events. It blends urban dynamics, natural environment and authentic experiences. This “all-in-one” feature is often seen as a unique competitive advantage. Yet, we often ruin the holistic impression with inconsistent quality of services and different offerings across regions. That influences the experience of guests.

Foreigners consider Slovenian cuisine, hospitality and experiences incredibly authentic, personal and boutique, without superficialities. This authenticity is one of Slovenia’s most valued features as a destination. Yet, guests often miss a coherent story, visual branding and recognisable symbols or personality that would embody Slovenia’s authenticity and effectively present it to the world.

The view of Slovenian event organisers on trustworthiness within our industry is rather critical. Although we firmly believe we are trustworthy partners - loyal, fair and committed, we often fail to devote attention to timely, unambiguous and proactive communication. In the eyes of foreign clients, meeting standards is often more important than personal attachments. We recognise the importance of balance – and see our main advantage as diversity. In one country, we boast a scenic coast, evocative mountains, rolling wine regions, boutique towns and lush pastures. Still, we often overlook that this diversity appears unused and scattered without coordinated standards and governance.

As far as authenticity is concerned, we strongly believe in simple but quality experiences that stem from nature, culture and people. Unfortunately, we often settle on quiet presence, underestimating the importance of a structured story, professional presentation and consistent promotion. Our voice is still unheard, although we have the content that could make a global impression - “It is our nature”.

2.1.3 Archetypes of Slovenia as a meeting destination

We wanted to dive deeper into the perception of Slovenia as a meeting destination by foreigners and by our own industry. In this process, we concluded that there are two archetypes of Slovenia as an event and meeting hub: the Sage and the Caretaker⁴. The former is how foreigners perceive Slovenia: as a quiet, humble, yet extraordinarily beautiful and ethical destination. In the eyes of strangers, Slovenia is a “hidden gem” - full of potential, even though often invisible compared to other destinations. It has depth and wisdom (sustainability, boutique-ness, quality) but lacks a clear identity and leadership. Slovenia is like a sage who has profound knowledge but rarely shares it confidently or systematically.

One of the takeaways was that Slovenia is akin to a sage who impresses guests with quiet confidence, a trove of experiences and respect for nature. A destination that convinces with its content, not its loudness. Foreigners see us as a **“Green gem, but lacking a voice” and “authentic, but shy in communication”**⁵.

Our own view of Slovenia as a meeting destination is vastly different. We see ourselves as a destination with a respectful mission. We aspire to improve the quality of life for everyone whilst respecting nature and culture. Slovenia identifies itself as a caregiver who crafts quality experiences with wisdom and a humane and ethical approach. We should stop underestimating the power of our story and make sure our voice is heard around the world.

We are a destination with an admirable mission that helps improve the quality of life with respect for nature, know-how and unmatched hospitality. A destination where nature, community and events co-exist in harmony for the good of all involved. Our values should become humble confidence, authenticity, natural integrity, boutique-ness, human warmth and the power of content.

⁴ The archetypes of the Sage and the Caregiver are, in essence, related - they are both based on ethics, wisdom, respect and the desire to do good for others. Yet, the discrepancy between how others see us (as the quiet, ethical, yet invisible sage) and how we perceive ourselves (as the humane, hospitable caretaker with a mission) highlights a key challenge of branding Slovenia: our content strength is still blanketed by humbleness and quietness.

To position Slovenia as a leading, recognisable, and trustworthy destination for business events, it is essential to move beyond silence and fragmentation. We recommend uniting our voices into a cohesive national message, embracing greater confidence, and strengthening our strategic presence on the international stage.

The main takeaway of this comparison is that Slovenia must **create a recognisable narrative** that will blend the values of The Sage (know-how, depth, peace) with the warmth of The Caregiver (hospitality, ethics, care) and connect them into a coherent story. In addition, the Slovenian events industry must **appoint ambassadors** who will embody the values of Slovenia as a brand and become recognisable figures in the Slovenian meetings industry. We must also take on a leading role in the region through established projects (Conventa, Planet Positive Event). To further attract business, Slovenia must create a **unified visual and language identity** that will improve its credibility and enable Slovenia to present itself with confidence. Finally, Slovenia must **curate educational courses** to inform all stakeholders about the new communicational values and narrative of Slovenia.

2.2. A reality check of Slovenia's features

The project also examined the features of Slovenia that event organisers value most⁵. Based on their answers and collected data, we have created a matrix that outlines strategic steps Slovenia must take to succeed in the future. We compared the situation before the pandemic, the current state and the future vision (2030) for all features.

The first feature - quality of all accommodation – scores 4.59. In pre-pandemic times, the quality of accommodation was mixed – the offer was based on a balanced ratio between hotels, apartments and other types of accommodation. The hotels represented the backbone of the system, complemented by private apartments that boomed on online booking platforms. The quality of hotels was evaluated as satisfactory or good, although with noticeable regional differences. Following the economic crisis between 2008 and 2015, there were few investments, barring some in Ljubljana, Bled and Portorož. At this time, there were 66,000 registered properties.

Currently, boutique hotels are on the rise, but exclusive venues are declining. The number of accommodation facilities has increased by 5% compared to 2019. Hotels represented less than half of overnight stays. There has been a spike in boutique and specialised venues, especially outside main tourist centres.

The lack of five-star hotels remains a core challenge, particularly in destinations such as Celje and Maribor, where capacities are often insufficient for large events. The number of registered properties is 68,100.

Our future vision foresees several strategic investments and development incentives, which will help Slovenia acquire or renovate at least 10 hotels in the four and five-star categories by 2030. Half of these hotels will be located outside Ljubljana, strengthening the regional hospitality scene. The hotels will have flexible spaces adapted to various event formats. The “KUS Quality” project will contribute to the rise of standards, not only for hotels but also for other accommodation providers. The expected number of registered properties is poised to swell to 69,000.

The second feature was professionalism, scoring 4.57. In pre-pandemic times, Slovenia had solid staff numbers in all fields of the industry. In the capital and event hubs, professionalism was the norm, especially among PCOs, DMCs, event agencies and conference centres. The professionalism of the entire supply chain was ranked high, too, particularly among multimedia equipment providers. There were no educational programmes, however. Event agencies mostly took on the role of educators. After the pandemic, we faced staff shortages. The coronavirus pandemic decimated the number of professionals working in the industry. Many left the industry for good. The shortage of professionals has been halting the development of a quality offering. The lack of systemic education, bespoke educational programmes and certificates has led to a fluctuating, inconsistent quality of services. Professionalism in the industry should be based on systemic support, not individual initiatives.

In the future, we hope we will establish a national system of certifying professionalism in the meetings industry, which will

⁵ Interviews with Slovenian and foreign event experts

⁶ Part of the Analysis of foreign event organisers' perceptions of Slovenia as a MICE destination, 2024, n= 349.

include a multi-phase educational course, practical classes and independent evaluation. Slovenia will profit from regional networks of experts and mentors who will help facilitate knowledge exchange. This will help us gain recognition because of our experts in event organising, which will result in greater trust from clients and help improve services in all regions of Slovenia.

Thirdly, we compared the quality of hotels, which scored an average of 4.56 (out of 5). Pre-pandemic, the hotels were concentrated in tourist destinations, mainly in the four-star category. A considerable number of properties were outdated, built or last renovated between the 1970s and the 1990s. Following the global economic crisis between 2008 and 2015, only a handful of investments were directed at renovating hotels or building new ones, apart from Ljubljana. In 2019, many hotels featured poor infrastructure, unsuitable technical equipment and inflexible event spaces. The lack of systemic investments in hotel renovations led to stagnation and disharmony with the needs of business guests. At this time, the number of registered hotels was 360.

The number of high-quality boutique and business hotels has risen dramatically since then. Although three-star hotels still have the highest numbers, their competitiveness has been dropping. Most renovations and new investments have been aimed at four-star hotels (including business hotels in Maribor, mountain resorts, etc.). The five-star segment is stagnating: the absence of such hotels outside Ljubljana and Bled is a major gap. There are fewer than five trending hotels. Too few hotels enable the holistic organisation of events for more than 100 attendees. The total number of registered hotels rose to 390.

The strategy foresees that Slovenia will have more than 420 hotels and a balanced ratio between business, tourist and boutique properties. At least 50% of hotels will belong to the four-star category or higher. The number of five-star hotels will also increase in destinations such as Celje, Ptuj, Kranjska Gora and Rogaška Slatina, helping develop the incentive product. Each key region will have at least one hotel with a meeting hall capacity for 200 to 400 attendees and state-of-the-art technical equipment. At least 70% of hotels will have acquired environmental certificates (Green Key, EMAS, EU Ecolabel).

The next feature was the quality of gastronomy, scoring an average of 4.47. In 2019, Slovenian gastronomy was recognised for its authenticity, local ingredients and excellent value for money.

At the same time, the first boutique restaurants and chef's table concepts began developing, especially in Ljubljana, Goriška Brda, Bled and Bohinj. Leading catering companies helped maintain a close connection with the meetings industry. Although the Michelin Guide had not yet arrived in Slovenia, our potential was recognised. Despite the high local quality, international recognition was comparably low, while the cooperation between event organisers and catering providers was average.

In 2025, Slovenian gastronomy reached an enviable level of quality, particularly in gastronomic hubs such as Ljubljana, Bled, Goriška Brda, Kobarid and in specific wine regions. Michelin stars, recognition by Gault&Millau and the raising of local awareness about the importance of cultivating a gastronomic culture have played a key role in Slovenia's reputation as a gastronomic haven. Guests often emphasise the creative fusion of local and modern, seasonality, a sustainable approach and world-class presentation. We still lack a comprehensive strategy that incorporates gastronomy as an integral part of business events. Many venues still do not offer a specialised gastronomic menu for business guests. The standards of catering are still relatively low. Regionally, the differences are vast.

By 2030, gastronomy will become one of the central experiences in business tourism in Slovenia. Food will no longer be a side dish but an active ingredient of events - from gourmet tasting menus to themed dinners and exclusive chef performance programmes. We will establish a national system for certifying culinary providers who specialise in catering for the MICE industry. The system will evaluate criteria of quality, sustainability, local authenticity and logistical reliability. Every key MICE destination in Slovenia has at least one culinary ambassador - chef or property - that will become a part of the region's incentive offering. Gastronomy will be integrated into every segment of event organising - from themed menus to connecting with the local nature, culture and wine heritage.

We also wanted to learn more about the evolution of Slovenia's general infrastructure (with an average score of 4.46). In 2019, Slovenia boasted a developed physical infrastructure with a well-connected road network and reliable communal services. Air accessibility was poor after Adria Airways filed for bankruptcy, while the rail infrastructure was obsolete and unsuitable for business travel. Public transport was limited to the largest cities in the country. The digital infrastructure was solid in urban hubs, although without strategic support for the meetings industry. Uncoordinated institutional support

impeded the development of modern and competitive infrastructure for events.

In 2025, Slovenia has excellent road accessibility that connects it with the rest of the region. Air accessibility remains one of the key challenges, as the number of direct connections remains limited, and business guests often rely on foreign airports (Zagreb and Venice). Rail infrastructure is under renovation, yet it still cannot compete with neighbouring countries. Digital support for events is improving (WiF, 5G, digital registration), but remains unconnected. There are not enough modular spaces for events, apart from the largest venues in Ljubljana that are regularly full. Organisational support remains scattered, lacking a national strategy that would harmonise development, standards, and investments across each region.

By 2030, Slovenia will develop a balanced and modern general infrastructure that will support the needs of the meetings industry. Slovenia will establish multipurpose congress and cultural event spaces in key regions (Maribor, Kranj, Nova Gorica) to reduce dependence on Ljubljana. Air accessibility will improve thanks to new direct connections and hybrid transport solutions (train + shuttle). The Slovenian train system will become a competitive alternative thanks to fast connections between cities. The digital infrastructure (5G, smart platforms and data centres) will enable advanced logistics and event execution. Organisational support will be structured, and will include clear standards for MICE infrastructure, investments and coordinated cooperation between governmental, regional and private stakeholders. Infrastructure will thus become a key strategic advantage of Slovenia as a sustainable and smart MICE destination.

We also compared Slovenia's accessibility, which scored an average of 4.46. In 2019, Slovenia boasted excellent road connections to neighbouring countries, fostering easy access by car. Air accessibility, on the other hand, was poor, especially after Adria Airways filed for bankruptcy. Slovenia lost numerous connections with key European cities. Rail infrastructure was outdated and not competitive enough for business travellers. Outside large cities, public transport was limited. Regardless, Slovenia's general accessibility by car was effective for smaller and regional events.

In 2025, road accessibility remains excellent, with most Central European regions easily accessible. The overwhelming amount of traffic on the roads is concerning. Flight connections remain one of the biggest strategic challenges. Ljubljana has limited direct connections, and most business guests opt for the airports in Zagreb, Venice and Trieste. Rail infrastructure is being renovated, but it still does not enable travellers to reach their destination in a reasonable time. Slovenia is still missing a holistic hybrid transport model (train + shuttle + digital integration).

By 2030, Slovenia will establish new direct flight connections (at least ten new destinations), connecting the country with renowned European MICE hubs (Amsterdam, Frankfurt, Paris, Copenhagen). Slovenia will also develop intermodal access, including fast trains (connecting Ljubljana with Maribor in under one hour), electric shuttle transport, local public transport and digital booking systems. Ljubljana will thus become a regional crossroads for public transport, offering seamless MICE transfer services.

Safety of attendees was another feature we compared (average score of 4.44). In 2019, Slovenia was renowned as one of Europe's safest countries. This had a positive influence on attendees' well-being and sense of safety. Physical safety was ensured by venues that implemented basic security measures. Still, Slovenia had no unified standards for the MICE industry. The digital protection of data depended on individual event organisers. No systematic solution existed. There was no roadmap for preparing for crises, nor a national protocol. There was also no coordination with government bodies.

In 2025, Slovenia continues to maintain a high level of general safety, which remains one of its competitive advantages. Large venues are implementing modern safety and security systems (including evacuation plans and technical safety plans), but Slovenia still has no unified national standards for MICE events. Digital safety is improving with the use of online registration systems and following GDPR legislation. However, there is still no holistic solution. Individual destinations are connecting with local institutions, but national safety protocols remain only on paper.

By 2030, Slovenia will solidify its status as one of the safest MICE destinations in Europe. All meeting spaces will adhere to national security standards, including technical safety, evacuation plans and the presence of government services. Digital safety will be systematically arranged: from registration and data protection to network protection. Event attendees will have access to personalised security information. Regional security units will cooperate with government bodies and event organisers. Safety will become a key feature of trust in the Slovenian MICE offering.

Price-to-quality ratio was another feature that event organisers value (average score of 4.43). Before the pandemic, Slovenia

was regarded as one of the best MICE destinations in terms of prices. The quality of accommodation, professional service and authentic cuisine were accessible for considerably less compared to Western Europe. Event organisers often wrote that they got more value than they expected for their money. Despite the absence of standards, the personal approach filled the gap. The transport costs, venue rental and food prices were affordable, which made Slovenia one of the most attractive European destinations.

Today, Slovenia remains a competitive destination in terms of prices compared to Austria, Italy and the western markets. Due to inflation and the sharp rise in labour costs, prices have increased somewhat, yet the quality of services continues to exceed expectations. Local solutions, a personalised approach and accessible MICE services help event organisers optimise their budgets. The main challenge Slovenia faces is maintaining value in regions with boutique offerings. Despite the rise in prices, the value for money remains high. Slovenia is still considered a destination where the price goes hand in hand with the quality.

By 2030, Slovenia will establish itself as a smart value destination, where the quality of services and experiences grows quicker than the prices. Thanks to standardisation, certification and transparent communication on prices, event organisers will see that they get more for the same price. Digital tools and improved logistics will additionally reduce the costs of organising. Incentive programmes and sustainable solutions will be included in the basic packages. The value will no longer lie in the price, but also in the trust, effectiveness and quality of event execution in all Slovenian regions.

Public transport was not as highly ranked, receiving a score of 4.32. In 2019, Slovenia was famed for tidy road infrastructure and effective city transport in larger cities such as Ljubljana and Maribor. Nevertheless, connections between local towns were poor, the railroad network was slow and unconnected, and bus lines were often illogical. Flight connections were limited, especially regionally. There was no unified digital system for planning trips or integrating transport with events. MICE organisers had to improvise their transport solutions for attendees.

In 2025, Slovenia still has good road accessibility, but public transport remains fragmented. It still does not effectively connect the MICE sector. Train connections are under renovation, but most connections remain uncompetitive in terms of price and reliability. Bus connections have improved in individual regions, yet remain cut off from the railroad and airports. Digital tools for mobility are on the rise, although there is still no platform integrated with events. Event organisers still rely on private transport and shuttle services.

By 2030, Slovenia will reach a high level of sustainable and digital support for mobility tailored to the needs of the MICE industry. Slovenia will establish fast train connections between large cities, complemented by intermodal transport (train - shuttle - plane). Public transport in the cities will be based on electric and car-sharing mobility (e-shuttles, bicycles). Slovenia will have a unified national app for mobility that will be connected to events. Connections with airports will be effective and integrated into smart packages for attendees. Transport will become a key component of Slovenia as a smart and sustainable MICE destination.

The feature with the lowest score was conference centres (4.09). In 2019, two main conference centres, Cankarjev dom and Gospodarsko razstavišče, both equipped with state-of-the-art technical equipment and large meeting halls, were centred in Ljubljana. The only large conference centre outside Ljubljana was in Portorož (Bernardin). Elsewhere in Slovenia, options for organising large events were limited: spaces were often too small, technically outdated and dedicated to cultural or local events. Fortunately, most such halls could be adapted for events thanks to their modular design. The imbalance of conference centres across the regions meant logistical and organisational challenges for events taking place outside Ljubljana. The capital city thus hosted most large international conferences and events.

Today, Slovenia still has two main conference centres in Ljubljana and one in Portorož. All three are booked throughout the year. Regional infrastructure for large business events remains insufficient: many cities lack conference centres with spacious meeting halls, modern equipment or digital support. Modular spaces are on the rise, albeit without coordinated investments or systematic support. The lack of technical equipment and flexibility hinders competitiveness. Regional event organisers often face limitations. All this prevents Slovenia from decentralising its meetings industry.

By 2030, Slovenia will establish a network of smaller regional conference centres that will enrich the classic offering. At least five cities will have modern, modular and technically advanced venues for hosting events with over 500 attendees. By 2030, Ljubljana will have a spacious, multi-purpose hall that will accommodate up to 3,000 attendees. These conference

centres will be multi-purpose, flexible and digitally connected. Public and private investments will support the sustainable development of the infrastructure. Ljubljana will remain the key hub, but events will move to other regions as well. Slovenia will achieve a geographically balanced offering. This will boost regional development and improve accessibility for various target groups.

Quality of all accommodation

Score: 4.59/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
MIXED QUALITY: The offer was based on a balanced ratio between hotels, apartments and other types of accommodation. The hotels represented the backbone of the system, complemented by private apartments that boomed on online booking platforms. The quality of hotels was evaluated as satisfactory or good, although with noticeable regional differences. Following the economic crisis between 2008 and 2015, there were few investments, barring some in Ljubljana, Bled and Portorož. Number of registered properties: 66,000	BOUTIQUE HOTELS ARE ON THE RISE, BUT EXCLUSIVE VENUES ARE ON THE DECLINE: The number of accommodation facilities has increased by 5% compared to 2019. Hotels represented less than half of overnight stays. There has been a spike in boutique and specialised venues, especially outside main tourist centres. The lack of five-star hotels remains a core challenge, particularly in destinations such as Celje and Maribor, where capacities are often insufficient for large events. Number of registered properties: 68,100	BALANCED GROWTH AND QUALITY: Thanks to strategic investments and development incentives, Slovenia will acquire or renovate at least 10 hotels in the four and five-star categories by 2030. Half of these hotels will be located outside Ljubljana, strengthening the regional hospitality scene. The hotels will have flexible spaces adapted to various event formats. The “KUS Quality” project will contribute to the rise of standards, not only for hotels but also for other accommodation providers. Number of registered properties: 69,000

Professionalism

Score: 4.57/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
STAFF PROSPERITY: Slovenia had solid staff numbers in all fields of the industry. In the capital and event hubs, professionalism was the norm, especially among PCOs, DMCs, event agencies and conference centres. The professionalism of the entire supply chain was ranked high, too, particularly among multimedia equipment providers. There were no educational programmes, however. Event agencies mostly took on the role of educators.	POST-PANDEMIC STAFF SHORTAGES: The coronavirus pandemic decimated the number of professionals working in the industry. Many left the industry for good. The shortage of professionals has been halting the development of a quality offering. The lack of systemic education, bespoke educational programmes and certificates has led to a fluctuating, inconsistent quality of services. Professionalism in the industry should be based on systemic support, not individual initiatives.	CERTIFIED QUALITY: We will establish a national system of certifying professionalism in the meetings industry, which will include a multi-phase educational course, practical classes and independent evaluation. Slovenia will profit from regional networks of experts and mentors who will help facilitate knowledge exchange. This will help us gain recognition because of our experts in event organising, which will result in greater trust from clients and help improve services in all regions of Slovenia.

Quality of hotels

Score: 4.56/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
OUTDATED DESIGN, FLUCTUATING QUALITY: Hotels were concentrated in tourist destinations, mainly in the four-star category. A considerable number of properties were outdated, built or last renovated between the 1970s and the 1990s. Following the global economic crisis between 2008 and 2015, only a handful of investments were directed at renovating hotels or building new ones, apart from Ljubljana. In 2019, many hotels featured poor infrastructure, unsuitable technical equipment and inflexible event spaces. The lack of systemic investments in hotel renovations led to stagnation and disharmony with the needs of business guests. Number of registered hotels: 360	BOUTIQUE TREND: The number of high-quality boutique and business hotels has risen dramatically. Although three-star hotels still have the highest numbers, their competitiveness has been dropping. Most renovations and new investments have been aimed at four-star hotels (including business hotels in Maribor, mountain resorts, etc.). The five-star segment is stagnating: the absence of such hotels outside Ljubljana and Bled is a major gap. There are fewer than five trending hotels. Too few hotels enable the holistic organisation of events for more than 100 attendees. Number of registered hotels: 390	BALANCE AND REGENERATIVE DESIGN: Slovenia will have more than 420 hotels and a balanced ratio between business, tourist and boutique properties. At least 50% of hotels will belong to the four-star category or higher. The number of five-star hotels will also increase in destinations such as Celje, Ptuj, Kranjska Gora and Rogaska Slatina, helping develop the incentive product. Each key region will have at least one hotel with a meeting hall capacity for 200 to 400 attendees and state-of-the-art technical equipment. At least 70% of hotels will have acquired environmental certificates (Green Key, EMAS, EU Ecolabel). Number of registered hotels: 420

Quality of gastronomy

Score: 4.47/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
AUTHENTIC, BUT HIDDEN: In 2019, Slovenian gastronomy was recognised for its authenticity, local ingredients and excellent value for money. At the same time, the first boutique restaurants and chef's table concepts began developing, especially in Ljubljana, Goriška Brda, Bled and Bohinj. Leading catering companies helped maintain a close connection with the meetings industry. Although the Michelin Guide had not yet arrived in Slovenia, our potential was recognised. Despite the high local quality, international recognition was comparably low, while the cooperation between event organisers and catering providers was average.	THE MICHELIN EFFECT: In 2025, Slovenian gastronomy reached an enviable level of quality, particularly in gastronomic hubs such as Ljubljana, Bled, Goriška Brda, Kobarid and in specific wine regions. Michelin stars, recognition by Gault&Millau and the raising of local awareness about the importance of cultivating a gastronomic culture have played a key role in Slovenia's reputation as a gastronomic haven. Guests often emphasise the creative fusion of local and modern, seasonality, a sustainable approach and world-class presentation. We still lack a comprehensive strategy that incorporates gastronomy as an integral part of business events. Many venues still do not offer a specialised gastronomic menu for business guests. The standards of catering are still relatively low. Regionally, the differences are vast.	GASTRONOMY BECOMES A KEY PART OF EVENTS: By 2030, gastronomy will become one of the central experiences in business tourism in Slovenia. Food will no longer be a side dish but an active ingredient of events - from gourmet tasting menus to themed dinners and exclusive chef performance programmes. We will establish a national system for certifying culinary providers who specialise in catering for the MICE industry. The system will evaluate criteria of quality, sustainability, local authenticity and logistical reliability. Every key MICE destination in Slovenia has at least one culinary ambassador - chef or property - that will become a part of the region's incentive offering. Gastronomy will be integrated into every segment of event organising - from themed menus to connecting with the local nature, culture and wine heritage.

General infrastructure

Score: 4.46/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
FRAGMENTED INFRASTRUCTURE: In 2019, Slovenia boasted a developed physical infrastructure with a well-connected road network and reliable communal services. Air accessibility was poor after Adria Airways filed for bankruptcy, while the rail infrastructure was obsolete and unsuitable for business travel. Public transport was limited to the largest cities in the country. The digital infrastructure was solid in urban hubs, although without strategic support for the meetings industry. Uncoordinated institutional support impeded the development of modern and competitive infrastructure for events.	TECHNOLOGICAL ADVANCEMENT, ORGANISATIONAL SETBACK: In 2025, Slovenia still has excellent road accessibility that connects it with the rest of the region. Air accessibility remains one of the key challenges, as the number of direct connections remains limited, and business guests often rely on foreign airports (Zagreb and Venice). Rail infrastructure is under renovation, yet it still cannot compete with neighbouring countries. Digital support for events is improving (WiF, 5G, digital registration), but remains unconnected. There are not enough modular spaces for events, apart from the largest venues in Ljubljana that are regularly full. Organisational support remains scattered, lacking a national strategy that would harmonise development, standards, and investments across each region.	INFRASTRUCTURE AS A COMPETITIVE ADVANTAGE: By 2030, Slovenia will develop a balanced and modern general infrastructure that will support the needs of the meetings industry. Slovenia will establish multipurpose congress and cultural event spaces in key regions (Maribor, Kranj, Nova Gorica) to reduce dependence on Ljubljana. Air accessibility will improve thanks to new direct connections and hybrid transport solutions (train + shuttle). The Slovenian train system will become a competitive alternative thanks to fast connections between cities. The digital infrastructure (5G, smart platforms and data centres) will enable advanced logistics and event execution. Organisational support will be structured, and will include clear standards for MICE infrastructure, investments and coordinated cooperation between governmental, regional and private stakeholders. Infrastructure will thus become a key strategic advantage of Slovenia as a sustainable and smart MICE destination.

Accessibility

Score: 4.46/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
CLIPPED WINGS: In 2019, Slovenia boasted excellent road connections to neighbouring countries, fostering easy access by car. Air accessibility, on the other hand, was poor, especially after Adria Airways filed for bankruptcy. Slovenia lost numerous connections with key European cities. Rail infrastructure was outdated and not competitive enough for business travellers. Outside large cities, public transport was limited. Regardless, Slovenia's general accessibility by car was effective for smaller and regional events.	TOO MUCH TRAFFIC AND UNCONNECTED TRAVEL OPTIONS: In 2025, road accessibility remains excellent, with most Central European regions easily accessible. The overwhelming amount of traffic on the roads is concerning. Flight connections remain one of the biggest strategic challenges. Ljubljana has limited direct connections, and most business guests opt for the airports in Zagreb, Venice and Trieste. Rail infrastructure is being renovated, but it still does not enable travellers to reach their destination in a reasonable time. Slovenia is still missing a holistic hybrid transport model (train + shuttle + digital integration).	MULTIMODAL CENTRE OF EUROPE: By 2030, Slovenia will establish new direct flight connections (at least ten new destinations), connecting the country with renowned European MICE hubs (Amsterdam, Frankfurt, Paris, Copenhagen). Slovenia will also develop intermodal access, including fast trains (connecting Ljubljana with Maribor in under one hour), electric shuttle transport, local public transport and digital booking systems. Ljubljana will thus become a regional crossroads for public transport, offering seamless MICE transfer services.

Safety of Participants

Score: 4.44/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
SAFE, BUT UNPREPARED: In 2019, Slovenia was renowned as one of Europe's safest countries. This had a positive influence on attendees' well-being and sense of safety. Physical safety was ensured by venues that implemented basic security measures. Still, Slovenia had no unified standards for the MICE industry. The digital protection of data depended on individual event organisers. No systematic solution existed. There was no roadmap for preparing for crises, nor a national protocol. There was also no coordination with government bodies.	PROGRESS WITHOUT A FRAMEWORK: In 2025, Slovenia continues to maintain a high level of general safety, which remains one of its competitive advantages. Large venues are implementing modern safety and security systems (including evacuation plans and technical safety plans), but Slovenia still has no unified national standards for MICE events. Digital safety is improving with the use of online registration systems and following GDPR legislation. However, there is still no holistic solution. Individual destinations are connecting with local institutions, but national safety protocols remain only on paper.	SAFETY AS THE NEW STANDARD: In 2030, Slovenia will solidify its status as one of the safest MICE destinations in Europe. All meeting spaces will adhere to national security standards, including technical safety, evacuation plans and the presence of government services. Digital safety will be systematically arranged: from registration and data protection to network protection. Event attendees will have access to personalised security information. Regional security units will cooperate with government bodies and event organisers. Safety will become a key feature of trust in the Slovenian MICE offering.

Price-to-quality ratio

Score: 4.43/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
MORE FOR LESS: Slovenia was regarded as one of the best MICE destinations in terms of prices. The quality of accommodation, professional service and authentic cuisine were accessible for considerably less compared to Western Europe. Event organisers often wrote that they got more value than they expected for their money. Despite the absence of standards, the personal approach filled the gap. The transport costs, venue rental and food prices were affordable, which made Slovenia one of the most attractive European destinations.	DECENT VALUE FOR MONEY: Slovenia remains a competitive destination in terms of prices compared to Austria, Italy and the western markets. Due to inflation and the sharp rise in labour costs, prices have increased somewhat, yet the quality of services continues to exceed expectations. Local solutions, a personalised approach and accessible MICE services help event organisers optimise their budgets. The main challenge Slovenia faces is maintaining value in regions with boutique offerings. Despite the rise in prices, the value for money remains high. Slovenia is still considered a destination where the price goes hand in hand with the quality.	SMART VALUE: By 2030, Slovenia will establish itself as a smart value destination, where the quality of services and experiences grows quicker than the prices. Thanks to standardisation, certification and transparent communication on prices, event organisers will see that they get more for the same price. Digital tools and improved logistics will additionally reduce the costs of organising. Incentive programmes and sustainable solutions will be included in the basic packages. The value will no longer lie in the price, but also in the trust, effectiveness and quality of event execution in all Slovenian regions.

Public transport

Score: 4.32/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
MOBILITY IN PIECES: In 2019, Slovenia was famed for tidy road infrastructure and effective city transport in larger cities such as Ljubljana and Maribor. Nevertheless, connections between local towns were poor, the railroad network was slow and unconnected, and bus lines were often illogical. Flight connections were limited, especially regionally. There was no unified digital system for planning trips or integrating transport with events. MICE organisers had to improvise their transport solutions for attendees.	FRAGMENTED TRANSPORT MOSAIC: In 2025, Slovenia still has good road accessibility, but public transport remains fragmented. It still does not effectively connect the MICE sector. Train connections are under renovation, but most connections remain uncompetitive in terms of price and reliability. Bus connections have improved in individual regions, yet remain cut off from the railroad and airports. Digital tools for mobility are on the rise, although there is still no platform integrated with events. Event organisers still rely on private transport and shuttle services.	SMART AND SUSTAINABLE CONNECTIONS: By 2030, Slovenia will reach a high level of sustainable and digital support for mobility tailored to the needs of the MICE industry. Slovenia will establish fast train connections between large cities, complemented by intermodal transport (train - shuttle - plane). Public transport in the cities will be based on electric and car-sharing mobility (e-shuttles, bicycles). Slovenia will have a unified national app for mobility that will be connected to events. Connections with airports will be effective and integrated into smart packages for attendees. Transport will become a key component of Slovenia as a smart and sustainable MICE destination.

Conference centres

Score: 4.09/5.0

BEFORE (pre-COVID-19)	NOW (in 2025)	IN THE FUTURE (vision for 2030)
ALL ROADS LEAD TO LJUBLJANA: In 2019, two main conference centres, Cankarjev dom and Gospodarsko razstavišče, both equipped with state-of-the-art technical equipment and large meeting halls, were centred in Ljubljana. The only large conference centre outside Ljubljana was in Portorož (Bernardin). Elsewhere in Slovenia, options for organising large events were limited: spaces were often too small, technically outdated and dedicated to cultural or local events. Fortunately, most such halls could be adapted for events thanks to their modular design. The imbalance of conference centres across the regions meant logistical and organisational challenges for events taking place outside Ljubljana. The capital city thus hosted most large international conferences and events.	NOT ENOUGH SPACE FOR GROWTH: Slovenia still has two main conference centres in Ljubljana and one in Portorož. All three are booked throughout the year. Regional infrastructure for large business events remains insufficient: many cities lack conference centres with spacious meeting halls, modern equipment or digital support. Modular spaces are on the rise, albeit without coordinated investments or systematic support. The lack of technical equipment and flexibility hinders competitiveness. Regional event organisers often face limitations. All this prevents Slovenia from decentralising its meetings industry.	FUTURE NETWORK: By 2030, Slovenia will establish a network of smaller regional conference centres that will enrich the classic offering. At least five cities will have modern, modular and technically advanced venues for hosting events with over 500 attendees. By 2030, Ljubljana will have a spacious, multi-purpose hall that will accommodate up to 3,000 attendees. These conference centres will be multi-purpose, flexible and digitally connected. Public and private investments will support the sustainable development of the infrastructure. Ljubljana will remain the key hub, but events will move to other regions as well. Slovenia will achieve a geographically balanced offering. This will boost regional development and improve accessibility for various target groups.

Table 1: Slovenia's features valued by event organisers

2.3. A reality check of Slovenia's meetings infrastructure

An analysis of Slovenia's meetings industry infrastructure has shown a key gap in development: the inadequate carrying capacity of destinations is halting Slovenia from hosting high-impact events. Compared to four comparable destinations (see the Slovenia Benchmark research), Slovenia is lagging in almost all key infrastructure indices. That directly impacts its competitiveness and prospects of hosting large-scale events. In addition, this prevents Slovenia from further developing regions as sustainable event hubs.

Data has shown an imbalance compared to destinations in the benchmark (Austria, Denmark, Croatia, and Estonia). Event organisers hosting events in Slovenia can use:

- **27.76% less average capacities of four-star and five-star hotel rooms compared to four similar destinations (2111 rooms)**
- **30.77% less average number of hotels compared to four similar destinations (19.5 hotels)**
- **31.98% less maximum capacity for banquets compared to four similar destinations (736 attendees)**
- **32.48% less maximum capacity in theatre setting compared to four similar destinations (1552 attendees)**
- **34.48% less surface of the largest hall compared to four similar destinations (2358 square metres)**

These numbers attest to the fact that Slovenia lacks suitable infrastructure, especially in terms of large venues, top-tier hotels and modular (multifunctional) spaces for events.

For the first time since 2019, this gap was identified as a systematic problem the meetings industry faces. This opens up room for strategic intervention, especially in the form of goal-oriented investments that could transform Slovenia's infrastructure in the long term and enable it to enter the top league for international events.

Event

infrastructure Challenge

Possible measures

Carrying capacity of destinations	In terms of carrying capacities, Slovenia is lagging behind competitors in all fields. Event organisers can only use 32.48% of the maximum theatre capacity compared to four competing destinations.	Carefully planning the development of five regional centres of the meetings industry that will have a better ratio between event capacities and hotel accommodations.
A multifunctional hall measuring 3,000 square metres	Ljubljana is missing a central hall that would enable demanding business productions and larger banquets.	Building a multipurpose hall with a modular design and modern equipment in Ljubljana. Alternatively, abandoned, dilapidated venues can be repurposed for events.
Banquet capacities	81% of destinations lack suitable space for larger banquets. That prevents Slovenia from hosting events with a high added value.	Investing in multipurpose halls for banquets or revamping existing locations in larger cities (Maribor, Portorož, Ljubljana).
Hotel capacities	The lack of four and five-star hotels, especially in regional centres such as Celje, Ptuj and Kranjska Gora. There are limited opportunities for events with over 200 attendees.	Developing new, trendy hotels in higher hotel categories that will boast spaces that will adapt to market needs and not listen to advice from hotel developers.

Conference centres	The centralisation in Ljubljana and the outdated infrastructure of existing conference centres, coupled with the absence of multi-functional properties in Slovenian regions.	Slovenia should establish a network of regional conference centres with at least one hall for over 500 attendees and create a model of public-private partnerships.
Digital infrastructure	Slovenia faces the challenge of unconnected digital solutions and a lack of smart logistics.	We should consider creating a national digital platform for events, establishing 5G as the standard for key venues and implementing smart digital solutions for logistics.
Air accessibility	Slovenia has limited direct flight connections and is dependent on foreign airports (Venice, Zagreb).	By 2030, Slovenia should have at least ten additional direct connections and incentives for airlines.
Train accessibility	Slovenia cannot compete with other destinations in terms of travel time, also due to poor connectivity with airports.	Slovenia should aim to modernise its railroad tracks (connecting Maribor and Ljubljana in less than an hour) and include trains in intermodal transport packages (train + shuttle).
Public transport	Slovenia does not connect various modes of transport and lacks a holistic mobility strategy. Its regions remain unconnected.	Establishing an application for smart event mobility and connecting buses, trains and local systems.
Safety and crisis management	Slovenia is missing a national security protocol for events. Its digital safety is not systematically arranged.	We should implement a holistic system for the safety of events (evacuation, technical service and data protection) and cooperate with public services.

Table 2: List of event challenges and possible measures to improve infrastructure

Proposal for a public tender for investing in Slovenia meetings infrastructure

As infrastructure is poorly developed and a strategically critical area of the Slovenian meetings industry, we suggest that the Ministry of Economy, Tourism and Sport systematically begin investing in meetings infrastructure.

This area holds tremendous potential for developing events with added value, dispersing tourism across the regions and encouraging the sustainable and digital transformation of Slovenian destinations. That is why we suggest creating a public tender for investing in meeting infrastructure based on the current MGRT tenders for accommodations.

The purpose of the tender

Facilitating investments into establishing, evolving and renovating the infrastructure in Slovenia with the goal(s):

- to increase the carrying capacity (more spacious event spaces)
- to improve the technical equipment of meeting halls (digital connectivity, AV infrastructure, hybrid events)
- to achieve high energy and sustainability efficiency

The end goal is to improve the competitiveness of all Slovenian destinations internationally.

The subject of the tender

Segment 1: Renovation and evolution of existing conference centres (city halls, regional venues, cultural centres with high potential)

Segment 2: Renovation and evolution of existing hotels with congress facilities, including expansion of event spaces, technical refurbishment, and improvements in energy efficiency

Segment 3: Construction of new multifunctional, modular, and digitally supported congress facilities, including banquet halls, exhibition spaces, and large halls (minimum of 3,000 m² gross floor area for main events)

2.4. Power clusters vs. silent zones

We analysed two facets of Slovenia's competitiveness: in the context of international comparison and within the country itself. We included 54 destinations from five European countries in the comparison: Austria, Croatia, Denmark, Estonia and Slovenia. The benchmark provided us with unique insight into the structure of regions with an abundance of events (so-called "power clusters") and regions with fewer events (so-called "silent zones").

Additionally, we included the latest ranking of Slovenia on the ICCA Country and City Rankings for 2024, which shows Slovenia's position in light of international trends and its capabilities in organising international association events. Our holistic approach enables an in-depth understanding of the untapped potential and challenges for developing the Slovenian MICE infrastructure.

Comparison according to the meeting experience index⁷

Comparison according to icca's europe country & city rankings⁸

4.19 / 5.00 = Austria 4.02 / 5.00 = Denmark 3.79 / 5.00 = Estonia 3.67 / 5.00 = Croatia 3.61 / 5.00 = Slovenia 3.59 / 5.00 = Serbia Note: Destinations are ranked from 1 to 5	16th place: Austria 22nd place: Denmark 41st place: Slovenia 42nd place: Croatia 44th place: Estonia 49th place: Serbia Note: The rankings pertain to ICCA's Country and City Rankings for 2024
Compared to the pre-COVID period, Austria (4.19) and Denmark (4.02) have further strengthened their positions among the leading destinations in the "Champions League" of the meetings industry. Estonia maintains a stable and highly competitive level, positioning itself as a direct competitor to Slovenia and Croatia. In recent years, Croatia has made significant progress, primarily due to systematic investments in hotel infrastructure. Slovenia has also achieved some progress, but it still lags behind all the benchmarked countries. While the gap between Slovenia and the most competitive destinations is narrowing, it is doing so at a much slower pace than in most other countries, particularly when compared to Austria and Denmark.	In 2024, Slovenia ranked 41st among European countries in terms of the number and scale of international events included in the ICCA statistics (out of a total of 143 countries assessed). Both comparative analyses reveal a similar picture. Austria (16th) and Denmark (22nd) remain leaders in their category. Croatia (42nd) and Estonia (44th) are direct competitors to Slovenia, while Serbia (49th) rounds out this group, showing a noticeable upward trend, particularly in Belgrade. Slovenia is positioned just ahead of Croatia and Estonia, but the differences between these countries are minimal, indicating that there is realistic potential for improvement.

Table 3: Comparison of destinations according to the Meeting Experience Index and ICCA's rankings

2.4.1 Ranking of Slovenian destinations in 2025

For easier understanding, we marked individual destinations in Slovenia with stars. That makes the comparison easy to comprehend. We analysed 21 Slovenian destinations as part of the research.

5***** Destinations	4**** Destinations	3*** Destinations	2** Destinations	1* Destinations
Global competitiveness Ranking: 4.51 - 5.00	Regional competitiveness Ranking: 4.11 – 4.50	National competitiveness Ranking: 4.01 – 4.10	Local competitiveness Ranking: 3.51 – 4.00	Untapped potential Ranking: 3.01 – 3.50
4.50 Ljubljana	4.33 Maribor 4.20 Bled 4.19 Portorož 4.14 Kranjska Gora 4.13 Bohinj	4.09 Rogaška Slatina 4.08 Goriška Brda 4.08 Podčetrtek 4.05 Brežice 4.05 Kranj in Brdo 4.05 Nova Gorica 4.04 Izola 4.04 Vipavska dolina 4.03 Ptuj 4.02 Celje 4.01 Dolina Soče	3.93 Bela krajina 3.93 Laško 3.90 Savinjska dolina 3.88 Zeleni Kras	3.49 Kamnik 3.47 Novo mesto 3.35 Slovenj Gradec
Only Ljubljana is ranked among the top-tier destinations (4.50). Thanks to its developed infrastructure, international recognition and diverse offering of events, it is the only globally competitive destination in Slovenia.	The destinations competitive on a European or regional scale include Maribor, Bled, Portorož, Kranjska Gora and Bohinj. Their development is stable but often limited by the carrying capacity or infrastructure that cannot accommodate larger events.	Most Slovenian destinations belong to this group. Such destinations have an established offering, yet they only partially develop MICE tourism. These are destinations with immense growth potential.	These destinations do host events, but mostly on a local level. These are destinations with a smaller number of events, limited technical equipment and a lack of recognition in the broader region.	At the bottom of the ranking are destinations where the product has not been systematically developed. Kamnik, Novo mesto and Slovenj Gradec are destinations with untapped potential. They could gradually advance if they began investing in the MICE industry.

Table 4: Ranking of Slovenian destinations

⁷ Analysis of Slovenian meeting destinations according to the Meeting Experience Index.
⁸ International Congress and Convention Association (ICCA). ICCA Globe Watch: Business Analytics 2024 – Europe Country & City Rankings. ICCA, 2024. Accesible at: <https://www.iccaworld.org>.

2.4.2 Targeted ranking of Slovenian destinations in 2030

The rankings listed in the table below are based on current destination growth and projected increases resulting from the reorganisation of Slovenia's meetings industry.

5***** Destinations	4**** Destinations	3*** Destinations	2** Destinations	1* Destinations
Global competitiveness Ranking: 4.51 - 5.00	Regional competitiveness Ranking: 4.11 – 4.50	National competitiveness Ranking: 4.01 – 4.10	Local competitiveness Ranking: 3.51 – 4.00	Untapped potential Ranking: 3.01 – 3.50
4.59 Ljubljana 4.51 Maribor	4.39 Bled 4.38 Portorož 4.35 Celje 4.33 Kranjska Gora 4.32 Bohinj 4.21 Nova Gorica 4.18 Rogaška Slatina 4.17 Goriška Brda 4.16 Podčetrtek	4.10 Vipavska dolina 4.10 Ptuj 4.09 Brežice 4.09 Kranj in Brdo 4.08 Izola 4.06 Dolina Soče	3.99 Laško 3.97 Bela krajina 3.99 Savinjska dolina 3.89 Zeleni Kras 3.59 Kamnik	3.49 Novo mesto 3.41 Slovenj Gradec
The elite category expands, signalling that Slovenia will no longer rely solely on its capital for global visibility. Maribor's development is a milestone for regional balance.	Significant growth, with newcomers like Celje, Nova Gorica, and Podčetrtek moving up from lower tiers. Celje stands out, rising from 4.02 to 4.35 due to focused investment and positioning.	While the total number of destinations in this tier slightly decreases (due to promotion to higher ranks), the overall rating quality improves. Many have moved upward, confirming that this was a transition group with high potential in 2025.	Although many destinations remain in this tier, marginal improvements are visible. Laško and Bela krajina edge closer to the 4.00 threshold, while Kamnik improves from 3.49 to 3.59, entering the local competitiveness tier for the first time.	Kamnik improves enough to leave this lowest tier, while Novo mesto and Slovenj Gradec remain stagnant or improve too little to exit. These remain strategic development priorities with long-term potential.

Table 5: Expected ranking of Slovenian destinations in 2030

The 2030 projection presents a more balanced, resilient, and regionally diversified destination structure, enhancing Slovenia's profile on both European and global MICE maps. Continued focus should be placed on unlocking the potential of 1* and lower 2** destinations, while ensuring that 4**** destinations receive tailored support to bridge into global competitiveness.

During the preparation of the strategy, we came to an epiphany: most events in Slovenia are concentrated in an area resembling a half-moon between the Upper Carniola region (Bled, Bohinj, Kranjska Gora), Ljubljana and Portorož. On the so-called dark side of the moon, Maribor stands out, whilst other destinations remain in the dark for now.

Based on these findings and the workshop we conducted in May 2025, we had the idea to reorganise the destination structure of the meetings industry in Slovenia. We present this proposal in detail in the chapter Partnership and Collaboration. The consensus is that the existing regional model of the Slovenian Convention Bureau, based on the following regional segmentation, is outdated:

- Meetings in the Alps
- Meetings in the Cities

- Meetings on the Coast and the Karst region
- Meetings in Thermal Spas

The obsolete model does not effectively facilitate destination management. We also found the following drawbacks of the old model:

- Unconnectedness to the real work of destinations - the regions do not reflect actual cooperation or the natural gravitation of events;
- Lack of local responsibility - initiatives and responsibilities for developments often remain unclear or dispersed;
- Problems with strategic development - clear development goals for each segment are missing, which prevents long-term planning and investing.
- Uneven promotion - some destinations are overlooked, which fosters inequality and prevents balanced development across regions.
- Discrepancy with the new strategy of Slovenian tourism - the existing model is no longer aligned with the current guidelines for Slovenia's sustainable, regionally dispersed, and content-integrated tourism.

We thus suggest that we evolve the strategy to the new 6+4 (9+4) development model aligned with the new development strategy of Slovenian tourism, as shown in the table below:

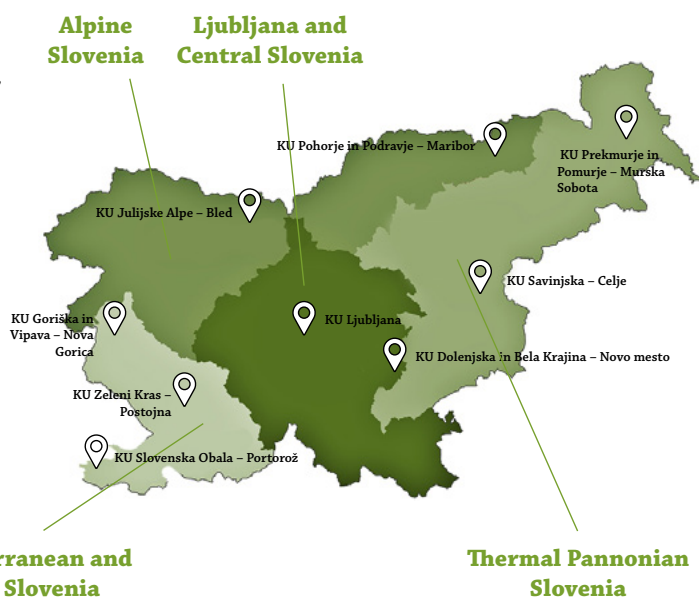
Macro organisation	Micro organisation
Level of regional Convention Bureaus	Level of local Convention Bureaus
Alpine Slovenia	Convention Bureau Julian Alps - Bled Convention Bureau Pohorje and Podravje – Maribor
Ljubljana & Central Slovenia	Convention Bureau Ljubljana Convention Bureau Dolenjska and Bela Krajina – Novo mesto
Thermal Pannonian Slovenia	Convention Bureau Savinjska - Celje Convention Bureau Prekmurje and Pomurje – Murska Sobota
Mediterranean & Karst Slovenia	Convention Bureau Coastal Slovenia – Portorož Convention Bureau Goriška and Vipava – Nova Gorica Convention Bureau Green Karst – Postojna

Table 6: Future 6+4 (9+4) development model of Slovenia's meetings industry

Important: For the system to function in its basic form, **the basic 6+4 model** should include the following local convention bureaus:

- Convention Bureau Julian Alps - Bled
- Convention Bureau Pohorje and Podravje – Maribor
- Convention Bureau Ljubljana
- Convention Bureau Savinjska - Celje
- Convention Bureau Slovenian Coast - Portorož
- Convention Bureau Goriška and Vipava - Nova Gorica

Other convention bureaus would be established later. You can read a more detailed explanation in the following chapters of the document.



2.5 Trends, challenges and innovation drivers

Based on in-depth analyses from the first phase of the project and the takeaways from the strategic workshop, we have curated a collection of key trends and challenges event organisers will face in the coming years. They are connected to global megatrends that have been reshaping the landscape of the meetings industry. At the same time, these megatrends will have direct effects on Slovenia's development as a competitive, sustainability-oriented and technologically advanced destination. The identified challenges represent the strategic cornerstone for preparing the national roadmap for 2030, which will coordinate investments, policymaking and the development of know-how within the industry. Below, we present the key challenges, connected megatrends, areas of impact, nature of the trends and the estimated impact on the Slovenian meetings industry.

Challenges for event organisers in 2025	Connected megatrend	Area of impact	Nature of the trend	Impact of the trend on Slovenia in 2030
Finding new customers	Hyperpersonalisation and data-driven sales	Destination sales and CRM	Positive	Investments will be necessary for upgrading CRM systems and adopting advanced analytical tools (including AI) that enable precise segmentation based on behaviour, preferences, and emotional patterns. Destinations with well-developed data platforms for personalised offerings and agile, real-time sales will gain a competitive advantage.
Finding new leads	Intelligent automatisations	Digital marketing and B2B communication	Positive	Generative artificial intelligence will enable the automated generation of high-quality leads by leveraging behavioural patterns, market signals, and open-source data. This will enhance the efficiency of identifying business opportunities in foreign markets.
Pitching for business	Value-based strategy	Business development and destination positioning	Positive	Providers who will align their offerings with sustainable values, local narratives, and measurable impact will have a competitive edge. Key competencies will include ESG communication, data-driven support, and narrative design.
Implementing technology	Data-driven event management	Preparing and executing events	Mixed (it depends)	Technology is becoming a critical component across all stages of an event – from planning, promotion, and registration to analytics, impact monitoring, and sustainability optimisation. Event organisers will need to actively invest in digital tools (AI, AR/VR, mobile apps, hybrid event platforms) and build internal capacities for their effective use.

Reaching marketing goals	Quantum experiential marketing (QEM)	Destination marketing	Positive	Quantum marketing will enable the hyper-personalisation of offerings based on the behavioural and emotional patterns of potential customers, as well as the execution of adaptive real-time campaigns that respond to user behaviour (e.g., during a visit to the destination).
Picking the right venue	Authentic event venues	Event planning	Positive	There is a growing interest in authentic venues with a story and a strong local identity. Slovenia has the opportunity to awaken lesser-known regions and integrate them into the offer of sustainably oriented events.
Climate crisis	Events moving north	Event planning	Mixed (it depends)	There is an opportunity to host events during previously "off-season" months. Slovenia can better capitalise on the low season by offering suitable products and supporting infrastructure.
Time management	Agile event management	Preparing and executing events	Positive	The increasing complexity of events is driving the need for efficient time management. The use of AI tools will reduce administrative burdens and enhance operational efficiency. Strengthening digital competencies will be essential.
Engaging customers live	Real-time event personalisation (RTP) and experience intelligence	Event management, marketing and sales	Positive	By leveraging interactive digital platforms, event organisers can create personalised experiences that enhance attendee satisfaction and long-term impact. The implementation of modern event-tech solutions and targeted staff training will be key.
Delivering good customer service	Emotional intelligence and UX design	All areas	Positive	Investment in education and the design of a holistic visitor experience, rooted in understanding the needs and emotions of participants, will be essential.
The power of AI	Exponential growth of AI	All areas	Mixed (it depends)	AI enables personalisation but also poses a risk of losing authenticity if not used suitably. Ethical practices and education will be necessary.
Budget	Financial insecurity and growing costs	All areas	Mixed (it depends)	Smart resource management and long-term ROI planning for events will be crucial. Innovative approaches to cost optimisation will be required.
Sustainable reporting	Measuring regenerative effects	All areas	Positive	Slovenia has the opportunity to become a role model in developing sustainability reporting standards for events and destinations.

Keeping track of the little things	Micromanagement and risk management	All areas	Negative	There is a growing demand for the digitalisation of support functions and the standardisation of processes to enhance resilience and transparency.
Health and safety	Post-pandemic sensitivity	All areas	Positive	Slovenia can position itself as a safe and responsible destination with high health and safety standards.
Selecting the right destination	Rise of lesser-known destinations	Business development and destination positioning	Positive	Increased focus on lesser-known regions (e.g., Bela Krajina, Koroška) presents new opportunities for local development and a differentiated offering.
Training employees	Digital literacy and lifelong learning	Staff and know-how	Positive	Programmes for upgrading digital skills and developing soft competencies to work with advanced technologies will be needed.
Wars	Geopolitical uncertainty	Safety and logistics	Negative	Geopolitical uncertainty can impact air connectivity and destination safety ratings. Greater flexibility and readiness for change will be required.
Anxiety	Mindfulness	All areas	Negative	There is a growing demand for content that includes psychological support. Natural environments and tranquillity are becoming vital competitive advantages.
Live vs hybrid events	Live is back / Digital fatigue	All areas	Mixed (it depends)	While technology enables hybrid events, participants increasingly value in-person events for authentic connections, collaboration, and trust. However, the need for hybrid solutions remains due to accessibility and the inclusion of broader audiences. Slovenia must develop a flexible infrastructure that supports both formats and offers technologically and content-wise enhanced venues to ensure greater global accessibility.
Supply chain challenges	Global logistical disruption	Logistics and procurement	Negative	Greater local self-sufficiency and resilience to global shocks will be necessary. This presents an opportunity to establish sustainable supply chains with local suppliers.

Table 7: Challenges, megatrends and impact of trends on Slovenia in 2030

We also present ten key trends we believe will shape the future of the meetings industry in Slovenia in the coming years. The trends are the result of comprehensive studies, fieldwork and workshops we organised as part of the project. The trends are key to preparing the action plan for 2030.

We divided the trends into three segments that represent the central strategic facets for future development: digital transformation, sustainability and local development, and quality of experiences.

2.5.1 Digital transformation trends

The first trend is personalisation with AI and data-driven analytics. AI and data are becoming the cornerstone of all work, from CRM to content and event experiences. In light of this, Slovenia must develop digital platforms and competencies for hyper-personalised sales, communication, and content experience.

Another trend is Data-driven event management. There is no more effective event management without digital tools, from planning to measuring sustainable effects. To remain relevant, Slovenia will need to invest in digital infrastructure (AI, AR/VR, event-tech), system integration, and enhancing organisers' competencies.

Digital literacy and lifelong learning for event organisers is a trend that will shape the future of the industry. It is impossible to use technological or sustainability trends without digital literacy and staff competencies. Slovenia will need to make systematic investments in training for new technologies, ESG, UX, data analytics, and emotional intelligence.

Also, Restructuring of the value of events - ROI & effectiveness is an ongoing trend. As budgets are being scrutinised, measurable ROI and ROE have become the standard. Slovenia will thus need to develop methodologies for evaluating event impacts and consultancy models for clients.

2.5.2 Sustainability and local development

In terms of sustainability, regeneration is becoming the new norm. The regenerative paradigm focuses on leaving a destination in a better state after an event ends. It addressed a slew of environmental and societal challenges. Slovenia must establish standards for sustainable reporting and the inclusion of local suppliers, as well as measure the actual positive impact of events.

Another trend is the restructuring of destinations - due to the pressures of over-tourism and event organisers seeking authentic experiences, less-developed regions will become trending. In this respect, Slovenia must promote regions outside the main hubs (e.g., Bela Krajina, Koroška) through infrastructure development, tailored products, and local storytelling.

Geopolitical unpredictability as the new normal is another trend affecting local development. Slovenia will need to develop resilience scenarios, establish short supply chains, involve DMCs and emphasise safety as a core part of the destination promise.

2.5.3 Quality of experiences

A noticeable trend in ensuring the quality of experiences is the reaffirmation of the importance of live events and hybrid flexibility. Live events are returning, yet hybrid formats remain key for accessibility and resilience. Slovenia must develop venues and events that support both formats whilst focusing on the quality of experiences and hybrid distribution.

Another trend is represented by new content models: experiences, emotions and creative storytelling. Attendees seek deeper meaning, belonging and authentic stories, not just information. Slovenia needs to develop tools for experience design, including local creators and tell sustainability stories.

The last trend is mindfulness and extreme regeneration: the well-being of attendees is not just a welcome addition but a new standard. Incorporating advanced wellness programmes, the natural environment, solitude, quietness and personalised care for the mind and body is the new trend, here to stay.

3. The Human Algorithm– who we are and who we serve

The future of meetings will be local in spirit, global in reach, and personal by design.

Slovenia is redefining what it means to host events—moving beyond logistics and categories to deliver meaningful, human-centred experiences. Rooted in the WHY-based workshop and brand personality work, Slovenia is now equipped to serve real people, not just market segments. This shift calls for designing with empathy, planning for emerging generations, and curating emotionally resonant, purpose-led encounters. In this evolving landscape, event professionals are no longer just organisers—they have become curators of connection, impact, and long-term transformation.

Slovenia’s success will depend on designing authentic, value-driven encounters that match evolving global expectations. The SCB 2025 industry survey revealed a strong alignment around core international markets. Germany, the USA, the UK, and Italy were ranked as the most important for current business. When asked where they would invest with an unlimited marketing budget, respondents again named the USA (23 votes), the UK (17), and Germany (11), followed by Scandinavia and Asia. This overlap indicates a shared strategic vision among stakeholders. Slovenia’s efforts should now focus on deepening presence, partnerships, and promotional efforts in these markets, using data-driven segmentation and storytelling to strengthen positioning and attract high-value events in the years to come.

Slovenia is designing experiences with purpose—tailored not for sectors, but for real people. By using the IKIGAI method and the Golden Circle framework, Slovenia has developed a set of personas that reflect its most strategic international audiences—from medical congress organisers and public sector leaders to automotive innovators and incentive strategists. These personas reveal not just what clients need, but why they choose Slovenia: for its trust, creativity, control, and authenticity. This values-based approach guides destination marketing, storytelling, and service design, enabling Slovenia to deliver meaningful, purpose-led experiences across all segments.

Below is a table showing the appeal of prospective markets ranked by representatives of the Slovenian meetings industry⁹:

Most important markets 2025	Most promising markets 2030
1. Germany 2. Slovenia 3. Croatia 3. Italy 5. Austria 5. USA 7. Hungary 8. France 9. Belgium 9. UK 10. Poland	1. USA 2. United Kingdom 3. Germany 4. Scandinavia 4. Asia 4. Benelux 7. France 8. Hungary 9. China 9. Switzerland 10. Italy

⁹ Online survey among KUS members in November 2024 and live voting via the Slido system at the Slovenian Convention Bureau Assembly, n=76.

Most important clusters 2025

Most promising clusters 2030

1. DACH Region Germany, Austria, Switzerland (1) 2. CEE (Central and Eastern Europe) Slovenia, Croatia, Hungary, the Czech Republic, Slovakia, Serbia, and Poland 3. Western Europe Italy, France, Belgium, UK, Netherlands 4. North America USA, Canada 5. Other / Emerging Spain, India, Sweden, Eastern Europe	1. Western Europe Germany, France, Switzerland, Benelux, Austria, Spain, Italy 2. Central & Eastern Europe (CEE) + Balkans Hungary, Poland, the Czech Republic, Slovakia, the Balkans, and Russia 3. North America USA, Canada 4. Asia-Pacific China, Singapore, Japan, Malaysia, Hong Kong 5. Nordic & Northern Europe Norway, Finland, Sweden, 6. Latin & South America Brazil, Mexico 7. Middle East UAE, Saudi Arabia
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Table 8: Most important markets for the Slovenian meetings industry

The survey shows Germany remains a stronghold across both timelines. The USA will rise from joint 5th in 2025 to 1st in 2030, showing high future potential. Slovenia, important domestically in 2025, drops from the 2030 list—indicating a more global shift.

To secure long-term competitiveness in the global meetings industry, Slovenia must adopt a dual-market strategy. Current data confirms that core Central European markets, including Germany, Austria, Hungary, and Croatia, remain critical pillars of business through 2025. However, projections toward 2030 reveal a strategic shift: the USA, UK, Asia, and Scandinavia are emerging as high-potential growth markets.

We recommend that Slovenia consolidate its leadership in the region while expanding brand presence in globally influential territories. This balanced investment—regional strength and global ambition—will position Slovenia as a resilient, relevant, and future-ready destination on the international stage.

4. Unwritten Futures – Vision, Mission, Purpose and Positioning

Silence, space, and slowness are the new luxuries in business events.

As part of the co-creation process for KUS 2030, five expert groups contributed key elements they believe define Slovenia as a leading future-oriented meetings destination. Ten core priorities emerged: a strong brand and identity; consistent quality; authentic local experiences; safety and trust; strategic destination intelligence; empowered local communities; sustainability; year-round offerings; innovation and adaptability; and institutional alignment. These elements were simplified into 10 easy-to-communicate criteria for practical use. The results show near-complete alignment across stakeholder inputs, confirming a shared vision for Slovenia as a smart, sustainable, and emotionally resonant destination for events.

Original vision, mission, purpose and positioning	Alternative vision, mission, purpose and positioning
Slovenia’s Vision 2030 Our vision is to become a globally recognised, sustainable and human-centric destination, where authentic experiences and smart innovation transform meetings into meaningful, high-impact encounters.	Slovenia’s Vision 2030 We aspire to become Europe’s most inspiring and trusted destination for sustainable, human-centric, and high-impact events.
Slovenia’s Mission 2030 Our mission is to empower communities and connect people, ideas and places by collaborating with local partners to create authentic, sustainable and innovative meeting experiences.	Slovenia’s Mission 2030 We want to connect people, ideas, and places through authentic, high-quality, and emotionally engaging meeting experiences—empowering communities and creating lasting impact.
Slovenia’s promise Our purpose is to enrich lives and drive positive change by creating meaningful and responsible meetings that connect people, stories and places, and deliver lasting value for communities and the planet.	Slovenia’s promise We inspire people and transform places by crafting events that are efficient, impactful, and emotionally rich—responsible and regenerative experiences that create space for meaningful change.
Slovenia’s positioning (the WHY) Slovenia is small in size but rich in nature, culture, and meaningful experiences, offering event participants a uniquely creative, safe, and sustainable destination.	Slovenia’s positioning (the WHY) Slovenia is a nature-rich, human-scale destination where authenticity meets operational excellence—offering a safe, sustainable, and inspiring setting for ideas that shape the future.

Table 9: Slovenia’s vision, mission, purpose and positioning

Slovenia brings calm and clarity to an industry often plagued by complexity. With short distances, clear pricing, and unified local support, it offers a uniquely reliable, high-value experience. This is where event planners find peace of mind, and attendees find inspiration. From natural wellness to high-tech venues, Slovenia’s compactness, professionalism, and authenticity create events that are not only effective but memorable. Emotional value meets logistical ease—this is Slovenia’s edge in the competitive global event space.

5. The Green Code

Sustainability is no longer a choice—it's our business model.

This chapter redefines what success means for Slovenia's meeting industry. Beyond metrics and mandates, we introduce a new performance paradigm where sustainability is not a side objective; it is the core operating system. From hard data to human emotion, from global benchmarks to local values, we measure what truly matters: impact that endures, inspires, and regenerates.

In the field of event sustainable management, it has long been understood that one can only manage what can also be measured. Any professional plan must begin with a baseline analysis. Subjective assessments are akin to fortune-telling. It is only through measurement and concrete figures that we reach the essence – the areas that require the most intensive sustainable efforts. Numbers mercilessly expose the truth, which is precisely why we tend to fear them. It is incomparably easier to live in denial than to honestly confront where we stand – let alone measure progress, which is invariably slower than we hope or expect. Deceiving ourselves into thinking we are improving when we are in fact stagnating does not address the challenges of the sustainability transition in the meetings industry. This may well explain the prevalence of greenwashing within our sector.

Sustainability is no longer a choice—it is the foundation of business resilience and relevance. Co-created with Slovenia's event visionaries, The Green Code redefines event strategy by embedding sustainability into the very core of planning, delivery, and legacy. It establishes low-carbon, community-driven, regulation-ready standards as the new baseline. This approach transforms Slovenia from a sustainable destination into a strategic partner for future-fit events. It aligns perfectly with rising ESG expectations and EU compliance frameworks, making sustainability not just a value but a verifiable competitive advantage.

Progress demands proof. That's why The Green Code is grounded in clear, science-based metrics. Slovenia's Planet Positive Event platform enables organisers to measure, report, and verify carbon emissions, ESG performance, and social impact. It ensures alignment with key frameworks such as ESRS, GRI, and the Oxford Principles. This measurable model transforms sustainability from a story into a system, allowing Slovenia to lead with credibility, accelerate innovation, and cultivate long-term trust in the international meetings industry.

Too much of the global meetings industry still operates on green claims without proof. Slovenia has taken a different path—one rooted in measurable action and transparent accountability. The Green Code introduces five interconnected phases that make sustainability operational: from carbon offsetting and compliance to legacy creation. This framework enables organisers to shift from assumptions to implementation, replacing slogans with structure. The result is a reliable roadmap that elevates Slovenia as a pioneer in authentic, regenerative event design.

5.1 Green Code philosophy for events in Slovenia

The Green Code for events in Slovenia is built on five interconnected pillars that support responsible, measurable, and forward-thinking event planning. They are explained in the table below:

Preventive management	Carbon management	Impact management	Compliance management	Offset management
Smart planning tools and a curated database of sustainable providers empower organisers to embed sustainability from the start.	Accurate tracking of event-related emissions using a dedicated carbon calculator aligned with the GHG Protocol ensures full transparency.	Strategic oversight of both immediate effects and long-term legacies—ensuring events deliver value without compromising the future.	Alignment with national and international sustainability standards and regulations guarantees credibility and trust.	Certified carbon offset projects—starting in Ljubljana and designed for national scale—support meaningful environmental restoration and emissions balancing.

Table 10: Five pillars of sustainable event management in Slovenia

For measurement, we use the Planet Positive Event tool – a global, Slovenian-based innovation enabling integrated management across four key pillars of sustainable event organisation. These include carbon management, where the event’s carbon footprint is calculated using a powerful tool aligned with the following international standards: GHG Protocol (The Greenhouse Gas Protocol), PAS 2050 (the international standard for assessing product carbon footprints across the entire life cycle) and ISO 14064 (standards for greenhouse gas accounting and verification).

The second pillar is compliance management, where a comprehensive ESRS sustainability report is automatically generated and externally verified by independent assessors. The report is audit-ready in accordance with ISO 9001, ensuring the highest standards of quality and compliance. Planet Positive Event fully adheres to the following frameworks: ESRS (European Sustainability Reporting Standards), CSRD (Corporate Sustainability Reporting Directive) and GRI (Global Reporting Initiative standards).

Impact management is equally important. Planet Positive Event makes an impact and regenerative performance score using an SDG and ESG matrix. An actionable project roadmap is developed, based on automatically generated sustainability recommendations.

This element is grounded in the following standards: SDG Impact Standards (a best-practice framework for achieving the Sustainable Development Goals) and SA8000 (the international social accountability standard).

Finally, offset management is aligned with the new European regulation for carbon removal. Planet Positive Event fully adheres to the following frameworks: CRFC (the EU Framework for Carbon Removal Certification) and Oxford Principles (Oxford’s guidelines for carbon offsetting in line with net-zero objectives).

This integrated approach enables events in Slovenia to be organised in accordance with the following five core sustainability principles:

Relevance: The calculation must reflect actual conditions and support decision-making, both within the organisation and among its suppliers.

- **Completeness:** All significant emission sources are included. Any exceptions or deviations are clearly documented.
- **Consistency:** A consistent methodology is used to allow comparability over time. Any changes to the methodology are transparently published.
- **Transparency:** Data must be transparent and traceable. Where primary data is not available, the methodology used is clearly described.
- **Accuracy:** Calculations are based on internationally recognised and verified emissions factors.

6. Radical Responsibility – Regenerative Future

If your event doesn't regenerate the destination, it's already outdated.

Slovenia is shifting from sustainability to regeneration—adopting a future-fit event model that restores, revitalises, and elevates both place and people. Regenerative events don't just reduce harm—they actively improve the destination. Supported by the Green Scheme and Planet Positive Event programme, Slovenia is setting new benchmarks in ESG compliance, sustainability reporting, and legacy creation. Standards include sourcing from local suppliers, measuring real impact, and ensuring events contribute to community wellbeing. Combined with Slovenia's natural strengths—clean air, drinkable tap water, thermal spas, and outdoor access—this regenerative approach positions Slovenia as a global model for responsible and healthy event design.

Slovenia's regenerative paradigm is a deliberate approach to fostering positive and regenerative impact on local communities, aligned with the principles of the circular economy. At the heart of the regenerative paradigm lies the dual focus on impact and legacy. The former is defined as short-term, measurable outcomes defined by SMART indicators, while the latter is defined as the long-term, positive effects on the local community.

Slovenia is internationally recognised as a pioneer in regenerative event transformation. Courtesy of the world's first centre for regenerative and creative event design, based in Ljubljana, Slovenia, now offers tools, expertise, and certification systems that support meaningful, future-fit meetings. Its experiential promise goes beyond sustainability, ensuring events are not only responsible toward nature and society but also actively improve the communities and ecosystems they touch. By blending local authenticity, creative formats, and legacy impact, Slovenia enables organisations to host events that matter—now and for generations to come. This unique value proposition is shaping Slovenia's identity as a next-generation destination.

The Regenerative Events Accelerator is a pioneering initiative in Slovenia, addressing the market gap in practical, measurable tools for sustainable and creative event transformation. Organisers gain access to education, expert mentorship, ESRS-compliant reporting, and tools like the Planet Positive Event (PPE). This ecosystem fosters real-time collaboration, measurable impact (ROE, ROS, ROC), and long-term legacy. The accelerator aligns with Slovenia's vision to become Europe's first circular meeting destination by 2030. Supported by existing platforms like Conventa, KUL, and strategic partners (MOL, MGRT, STO), this initiative positions Slovenia as a global leader in regenerative, human-centred event design and innovation.

6.1 The Golden Circle of Slovenia's regenerative accelerator

Event organisers are increasingly seeking to create experiences that are responsible – environmentally, socially, and ethically. Yet, despite widespread discussion, practical solutions remain scarce. What's missing is a central knowledge hub – a place where organisers can find tools for measuring impact and for driving the creative and regenerative transformation of events. The Slovenian Regenerative Event Accelerator provides expert guidance for the sustainable transformation and creative upgrade of events. We support organisers with reporting in line with the new ESRS legislation. Most importantly, using innovative tools, we help ensure the destination is left better than it was before – creating lasting, positive impacts for local communities.

There is a clear lack of comprehensive solutions for designing and delivering events that are regenerative for the environment and society – and creatively transformative for participants. We offer systematic support to event organisers in Slovenia on their journey toward regenerative and creative transformation, enabling the delivery of events with measurable regenerative outcomes. With this initiative, Slovenia will become a global centre of excellence for developing, educating, and measuring the impact of regenerative and creatively driven events – and a recognised leader in the international community.

Beyond the fact that Slovenia is the first country in the world to launch such a project, the internal goals of the Accelerator include:

1. To create an advanced business environment for the meetings industry in Slovenia
2. To enhance the competitiveness of partner companies in light of new EU legislation.
3. To leverage already established initiatives – such as Conventa – as project amplifiers.
4. To advocate for legislative developments that enable progress in this field.
5. To promote Slovenian and Ljubljana-based innovation on international markets.
6. To secure funding through European projects (such as Interreg, CREA, ST3ER Project, and others).

7. Slovenia – the Invitation

Data will drive decisions, but stories will drive value.

Based on the workshops, we created a matrix called “FABB”, which served as the basis for preparing compelling value propositions that will help us develop Slovenia’s brand and communication campaign. The matrix is explained below:

Features	Advantages	Benefits
1. Compactness	Short distances between diverse venues	Saves time and allows for convincing, seamless experiences
2. Authenticity	Local culture, food, and people	Emotional connection and lasting memories
3. Green & healthy environment	Fresh air, tap water, thermal water, and outdoor access	Physical wellbeing and mental clarity
4. Personalised service	Tailored experiences and flexible support	Trust, ease, and high satisfaction
5. Sustainability	Measurable positive impact, low footprint	Legacy creation and responsible branding

Table 11: Selection of the most important FABBs

After selecting features, advantages and benefits, we created a new value proposition based on Simon Sinek’s Golden Circle model. It outlines not only what we offer but why we offer it. We highlighted the purpose of the destination (the “why”), ways of realising our vision (the “how”) and what services and advantages we bring to the client (the “what”).

This approach will help create stronger emotional connections with clients and enable us to stand out in the competitive international environment. First, we focused on the **PAIN POINTS**:

Customer segment	Our proposition
1. Incoherent organisation and too many interlocutors	1. Reliable providers and the Slovenian Convention Bureau as a one-stop shop
Our solution: Slovenia will offer a unified contact point, verified local partners and the chance to manage events holistically (outsourcing), making event organising a piece of cake.	
2. Troubling logistics and limited accessibility	2. Superb infrastructure, excellent connectivity, compact geography
Our solution: Thanks to an effective mobility system, access to multiple airports and short distances between venues, Slovenia ensures swift and straightforward logistics.	
3. Short deadlines and high expectations	3. Professional on-site troubleshooting & support
Our solution: Events are often planned at the last minute. In Slovenia, event organisers will be greeted by professional technical teams who are adaptable and always have plans A & B.	

4. Vague costs and financial uncertainty	4. Transparent price policy - risk-free contracts
Our solution: Clear terms and conditions, transparent contracts, and stable prices ensure event organisers can plan their events and budgets without worrying about hidden costs and fine print.	
5. Fear of selecting lesser-known destinations	5. Membership in the EU, a high level of safety and natural appeal
Our solution: As a green, safe and regulated member of the EU, Slovenia instils a sense of trust and quality with its positive public image.	

Table 12: Slovenia's pain points and proposed solutions

We then focused on where we can **GAIN** the most as a meeting destination.

Customer segment

Our proposition

1. Reputation and expert acclaim	1. Become a Slovenian Congress Ambassador
Our solution: Key event organisers become Slovenian Congress Ambassadors.	
2. Effective logistics	2. A-Z Personal approach and trustworthy members of the Slovenian Convention Bureau
Our solution: Boutique, personalised experiences with high emotional value.	
3. A safe and stable environment for any event	3. Slovenia is one of the safest countries in the European Union
Our solution: As a member of the European Union, Slovenia provides reliable partners and detailed information for guests before they visit	
4. Quality-to-price ratio	4. True value for money
Our solution: High-quality services and diversity within short distances and low logistical costs.	
5. Willingness to cooperate and stay proactive	5. Flexibility and prompt replies
Our solution: Personal approach, reliable local partners and stunning nature.	

Table 13: Slovenia's gain creators

Lastly, we looked at customer **JOBS AND PRODUCTS** and services and proposed solutions for this segment.

Customer segment		Our proposition	
1. Unrivalled event execution		1. Superb infrastructure	
Our solution: Top-tier Slovenian venues enable the professional execution of any event.			
2. Satisfied attendees		2. Authentic local experience	
Our solution: Genuine local experiences help strengthen the positive impression and ensure attendees are satisfied.			
3. Brand reputation		3. Tried-and-tested sustainability approach	
Our solution: Meeting the sustainability standards and ESG goals of clients (Green Scheme and Planet Positive Event).			
4. Meeting business and communication goals		4. Expert teams with diverse experiences	
Our solution: A flexible, expert team with diverse experiences ensures support for complex projects.			
5. Practical location within the budget		5. One-hour logistical concept	
Our solution: Flawless logistics reduces stressful situations for event organisers and improves the user experience.			

Table 14: An overview of customer segments and proposed solutions for their development

Our summary lists key value propositions that can be tailored based on the target groups of potential clients, specific needs within industries, event types and regional markets. This flexible approach will enable us to curate our communication and prepare relevant and compelling offerings. These include reliable infrastructure with a human touch, championing high-quality venues, clear pricing, and professional staff to ensure seamless execution, whether for congresses, incentives, or launches. In addition, we will promote Slovenia as a compact country with unforgettable experiences, where we offer diverse landscapes, activities, and venues within short distances, maximising value, time, and impact. We will also aim to offer flexibility without the chaos, promote our destination as a safe, sustainable, and utterly professional destination and serve authentic local flavours, presented professionally.

7.1 Slovenia's Value Proposition

To further develop the brand promise, we also analysed the past and present development of Slovenia's value propositions to create a new brand promise. This new slogan, although only a draft, will help us visualise a new brand for Slovenia - a brand that will meet the expectations of B2B clients, implement our sustainable approach and leverage the emotional benefits guests seek.

The first value proposition started in 2005 and ended in 2015. It was all about Slovenian Energy, promising team flexibility, a 24h smile, personal touch and natural charm. The team's personal energy was at the core of the attendee experience. Overall, the tone was warm, informal and emotional. However, sustainability was only implicitly mentioned.

Between 2015 and 2020, the second value proposition was about People, Place and Purpose. Slovenia promoted itself as a destination that can be experienced through its people, regions and story. The tone of the campaign was structured and destination-focused. Sustainability was emphasised as a key value.

Our new value proposition is named As you Like it – a whole country as your stage. It will promote Slovenia as the ultimate stage for personal expression and emotional experiences. Sustainability will be the core promise of this inspiring, inclusive

and modern campaign. In Slovenia, guests can discover trust, wonder, balance, belonging, and joy – all in one compact, green, authentic country.

What will the new, third value proposition bring based on the slogan “As you like it”?:

- **Personal relevance (“As You Like It”):** Every visitor or client creates their own story; the offer adapts to their individual goals, needs, and values.
- **Balance between rational and emotional:** Compact logistics, safety, and efficiency are seamlessly combined with feelings of trust, joy, belonging, and inspiration.
- **Modern ESG orientation:** Incorporates sustainability, respect for local communities, and responsible global impact (e.g., Slovenia Green, Planet Positive Event).
- **Power of story and metaphor:** “A whole country is your stage” opens up space for creativity, imagination, and personalisation of experiences.
- **Rooted in real-user needs:** Based on analysis of customer jobs, pains, and gains, instead of merely listing the destination’s features.
- **Direct sales applicability:** The content structure allows for quick application in pitches, proposals, presentations, and personalised messages.
- **Clear link between offer and client expectations:** The value of the destination is concretely aligned with the challenges clients are trying to solve.

These principles are ideally suited for preparing a campaign brief as part of the refreshed positioning of Slovenia as a boutique, green and strategically relevant destination for business events. The campaign will clearly communicate the destination’s values, benefits, and emotional impact, tailored to specific target segments and markets.

7.2 The Campaign’s Golden Circle

Through several rounds of consultations, we prepared the client profiles and created the so-called Golden Circle based on the IKIGAI methodology. The methodology provides insight into their internal motivations, needs and values and helps us better understand why they would choose us. The Golden Circle is thus not only a tool for segmentation but a strategic foundation for crafting relevant messages, content and sales approaches aligned with the interests of each target group.

Below, we present the profiles of potential clients from various industries. The first two profiles include a medical congress organiser and a pharma events leader.

Giovanni RELATORE Medical Congress Organiser

Helga FORTHSCHIRTT Pharma Events Leader

Profile	
Nationality: Italian Age: 54 Head Office: Brussels Project: Congress of the European Academy of Neurology (EAN)	Nationality: German Age: 52 Head Office: Munich Project: Annual Global Pharmaceutical Company Meeting
Background	
Giovanni is a highly experienced congress organiser, overseeing prestigious scientific events for a major European medical association. With a strong academic and clinical network across Europe, he is known for delivering high-impact, content-driven conferences that demand precision, accessibility, and credibility. His decisions are guided by institutional protocol and committee structures, and his organisation is particularly sensitive to reputation, reliability, and compliance.	Helga is a veteran corporate event manager working with one of Europe’s leading pharma conglomerates. Her core strength lies in orchestrating large, complex annual gatherings that blend internal communication, media engagement, and product showcases. With a background in communications, she values control, clarity, and meticulous planning. Sustainability and public perception have become critical pillars in her recent event strategies.

Slovenia's purpose	
SCIENTIFIC CREDIBILITY: We must ensure a safe, accessible and scientifically credible environment for organising medical congresses on the highest level to support science, progress and cooperation.	360° APPROACH: Support a holistic, sustainable and regulated organisation of pharmaceutical events with the latest technologies and top professionals.
Slovenia's global role	
ACADEMIC EXCELLENCE: Slovenia has been establishing itself as a compact, strategic and academic powerhouse, ideal for organising medical and scientific conferences.	AUDIT-READY ESRS REPORT: We will measure an event's sustainability in line with the most rigorous standards Slovenia offers as part of the Planet Positive Event movement.
Slovenia's strength	
CERTIFIED VENUES: Slovenia offers high-quality, internationally certified venues that are fully equipped technically and standardised to host medical and scientific events.	NO HIDDEN COSTS OR FINE PRINT: Transparent and clear pricing policy supported by straightforward offers, fair terms, and full visibility into all phases of the project.
Slovenia's Soul	
KNOWLEDGE-FRIENDLY: Slovenia is a destination that respects and values science, supporting professional development, international collaboration, and credible knowledge exchange in a peaceful, safe, and inspiring environment.	A DESTINATION WITH PEERLESS REPUTATION: Ideal for sensitive industries where the impression is as important as the content. A destination that embodies the values of pharmaceutical companies.
Differentiating factor	
Connectivity with the region (SEE and CEE)	Excellent local support
SLOVENIA'S IKIGAI	
Delivering credible science with precision.	To orchestrate sustainable influence

Table 15: Profiles of a medical congress organiser and pharma events leader

The next two profiles are of a global EV launch executive and incentive programme strategist. Given Slovenia's potential for product and car launches and incentive programmes, these two groups of event organisers should not be overlooked.

Jimmy PAOCHE
Global EV Launch Executive

John INSPIRATION
Incentive Program Strategist

Profile	
Nationality: Chinese Age: 35 Head Office: Hangzhou Project: Global EV Launch + Dealer Conference	Nationality: American Age: 48 Head Office: St. Louis Project: Incentive Trip – Global IT Company
Background	
Jimmy is a high-level global marketing director responsible for international product rollouts in the electric vehicle sector. Based in China and working with strict corporate protocols, he orchestrates world-class launches that require coordination across borders, languages, and time zones. His events are media-heavy, security-sensitive, and technically demanding, requiring absolute control and flawless execution.	John is a seasoned corporate travel and incentive strategist for a major American incentive company. With over two decades of experience designing high-impact reward programs, he is attuned to what drives top-performing teams. His programs blend luxury, exclusivity, and purpose, often incorporating wellness, nature, and cultural immersion. John is data-driven yet deeply focused on emotion and engagement.

Slovenia's purpose	
SCENIC ROADS: Slovenia offers stunningly diverse and photogenic roads—ideal for test drives under real conditions and visually impressive automotive presentations.	UNFORGETTABLE EXPERIENCES: Inspiring experiences that connect teams through nature, technology, and authentic encounters — fostering greater innovation and reducing routine.
Slovenia's global role	
INSTAGRAMMABILITY: Slovenia is a visually appealing, safe, and strategically located destination, providing the perfect backdrop for showcasing new technologies with a global reach.	CREATIVE DESTINATION: A sustainable and inspiring location for incentive programs that leave an emotional imprint, strengthen team culture, and leave the destination in a better state than before.
Slovenia's strength	
OPERATIONAL EXCELLENCE: Proven road routes, governmental support, multilingual coordination, and technical sophistication ensure flawless event execution.	BOUTIQUE DIVERSITY: A unique combination of cultural and natural richness, easy accessibility, and complete personalisation within an authentic environment.
Slovenia's Soul	
PRESTIGIOUS AND SAFE: A destination that conveys orderliness, trust, and precision—values embodied by your new vehicle.	AUTHENTICITY: Inspiring nature and genuine people create a sense of belonging and high value.
Differentiating factor	
Exclusivity	No mass tourism / Off the beaten track
SLOVENIA'S IKIGAI	
Launch with prestige and control	Design memories that drive motivation

Table 16: Profiles of a global EV launch executive and incentive programme strategies

The next two profile groups are important target groups for the Slovenian meetings industry, too. These are a creative festival organiser and automotive launch manager.

Luc DE FEU
Creative Festival Curator

Marieke TIRES
Automotive Launch Manager

Profile	
Nationality: Belgian Age: 29 Head Office: Antwerp Project: European Festival of Creative Industries	Nationality: Dutch Age: 41 Head Office: The Hague Project: European Premiere of All-Season Tyre
Background	
Luc is a creative industry curator and cultural entrepreneur, best known for staging large-scale festivals that fuse design, technology, and performance. His projects are collaborative, open-format, and often stretch across city districts. He values flexibility, visual aesthetics, and local creative energy. A maverick in the event world, Luc sees destinations not as venues, but as partners in expression.	Marieke is a sharp, fast-moving marketing executive specialising in automotive product launches across Europe. Known for her ability to handle logistically complex roadshows, she thrives in environments where every detail matters—from test-drive safety to press coverage. With a passion for innovation and brand storytelling, she is constantly searching for fresh locations that align with her clients' environmental values and performance demands.

Slovenia's purpose	
CREATIVE FREEDOM: Offering a venue without limits for bold, collective artistic expression.	FOUR SEASONS: One of the few destinations where you can experience all four seasons in a short time—from sunshine to snow.
Slovenia's global role	
STAGE FOR INNOVATION: Slovenia as an experimental and supportive space for contemporary art.	THE WHOLE COUNTRY AS A STAGE: In Slovenia, every corner, from the cities to the mountains, can become a unique venue for your event.
Slovenia's strength	
BOUNDLESS VENUES: Unconventional locations, an artistic community, and urban flexibility.	VENUES THAT MAKE A BIG IMPRESSION: A combination of visual appeal and robust technical support—Slovenia as both a backdrop and a test lab.
Slovenia's Soul	
ART-FRIENDLY: A space where creativity breathes and is truly valued.	TESTING GROUND: Slovenia offers naturally diverse and controlled driving conditions that act as a living test track—ideal for realistic simulation of various seasons, roads, and vehicle responses.
Differentiating factor	
Privacy and easy logistics	Agility
SLOVENIA'S IKIGAI	
To shine, learn, and grow	Turn roads into storylines

Table 17: Profiles of a creative festival curator and automotive launch manager

Collaborating with academics to bring events to Slovenia is a top priority for the Slovenian Convention Bureau, as is hosting large-scale international trade fairs. That is why we present two additional profiles – that of an academic chair and trade fair director.

Olga PROFESSOR
Academic Chair

Olivia BOND
Trade Fair Director

Profile	
Nationality: Slovenian Age: 59 Head Office: Ljubljana Project: Regional Psychiatry Conference	Nationality: British Age: 39 Head Office: London Project: B2B Aviation Trade Fair
Background	
Olga is a respected academic in the field of psychiatry, often leading scientific committees and overseeing the curation of regional medical symposia. Grounded in academia and science, she values substance over spectacle. Her events are modest in scale but rigorous in content, with an emphasis on peer exchange, ethical dialogue, and a serene environment conducive to professional focus.	Olivia is a results-driven exhibition director managing international trade fairs within the aviation and aerospace sectors. She is known for her operational rigour, stakeholder diplomacy, and ability to create well-oiled trade platforms. Her priorities include easy global access, safety, regulatory clarity, and exhibitor ROI. Olivia favours destinations that can demonstrate experience with large-format events and seamless logistics.

Slovenia’s purpose	
PEACEFUL DESTINATION FOR KNOWLEDGE EXCHANGE: A destination where knowledge can flourish in a calm, respectful, and professionally supported environment.	AT THE CROSSROADS OF SEE AND CEE: Strategically located at the intersection of Southeast and Central Europe—ideal for connecting diverse market regions.
Slovenia’s global role	
ACADEMIC HAVEN: A peaceful, credible, and accessible country with an established network of experts and institutions.	FLEXIBLE AND AGILE: A destination with infrastructure that easily adapts to various formats, from niche trade fairs to global platforms.
Slovenia’s strength	
ACADEMIC ETHICS: Discreet, esteemed venues where professionalism and personal integrity intertwine.	EXHIBITION INFRASTRUCTURE: Efficient, transparent, and supported by reliable partners—Slovenia excels at executing B2B events smoothly.
Slovenia’s Soul	
RESPECTFUL: The quiet power of knowledge creates space for focus, dialogue, and professional growth.	WELL-ORGANISED: Reliable, structured, and prepared—with clear processes, audited providers, and support every step of the way.
Differentiating factor	
Human-sized	Trustworthiness
SLOVENIA’S IKIGAI	
Nurture science with respect and clarity	Enable seamless global exchange

Table 18: Profiles of an academic chair and trade fair director

Lastly, we selected two profiles that have the potential to bring huge events to Slovenia – a public sector health leader and HR engagement manager.

Peter MINISTER
Public Sector Health Leader

Sonja FIRMA
HR Engagement Manager

Profile	
Nationality: Slovenian Age: 58 Head Office: Ljubljana Project: National Health Conference	Nationality: Slovenian Age: 38 Head Office: Ljubljana Project: Bank Team-building Programme
Background	
Peter is a senior official in the Slovenian public health sector, responsible for organising national-level professional events that shape healthcare policy and practice. With decades of experience in administration and policy coordination, he approaches events with a strategic mindset, prioritising stakeholder inclusion, institutional visibility, and accurate information dissemination. His work is shaped by public-sector protocols and a strong sense of civic responsibility.	Sonja is an experienced HR executive responsible for employee engagement and internal branding in a fast-growing Slovenian Bank. She is focused on fostering team culture through meaningful, active, and emotionally resonant experiences. Sonja brings a pragmatic mindset to her events, seeking creative yet reliable formats that deliver value and strengthen employee loyalty.

Slovenia's purpose	
CREDIBILITY: Events that carry weight—transparent, inclusive, and expertly designed in the public interest.	GROWTH THROUGH EXPERIENCE: Culture and connection are built through genuine, local experiences that carry meaning and leave a lasting impression.
Slovenia's global role	
TOLERANCE: A space for open, respectful, and constructive dialogue on key societal issues.	BLEISURE DESTINATIONS: A safe, creative, and inspiring location where work and relaxation meet perfectly.
Slovenia's strength	
PROTOCOL EXCELLENCE: A destination with extensive protocol experience and proven reliability.	AUTHENTICITY AND ENERGY: Genuine environments, local creators, and vibrant experiences that foster openness, team energy, and shared stories.
Slovenia's Soul	
TRUSTWORTHY: Slovenia is a neutral, safe, and reputable host for public domain events.	ATTENDEE-FRIENDLY: A place where every participant feels included, valued, and connected, with room for personal and team growth.
Differentiating factor	
Safety	Local character
SLOVENIA'S IKIGAI	
Host with purpose and integrity	Empower teams through experience

Table 19: Profiles of a public sector health leader and HR engagement manager

We analysed all the answers from the workshop that took place on 27 May 2025 and formed the IKIGAI matrix that summarises the key values, needs and advantages of Slovenia as a destination for various event types. The matrix serves as a tool for creating clear, goal-oriented communication and strategic guidelines internationally.

What people love about Slovenia	AUTHENTICITY: Inspiring nature, a sense of safety, and genuine human connection. A culture that respects knowledge, creativity, and compassion.
What the world needs that Slovenia offers	TRUST: A safe, credible, and sustainably oriented destination for professional, cultural, and motivational events with a global reach.
What Slovenia can be paid for	RELIABILITY: High professionalism, operational excellence, transparent organisation, and flexibility—all with a strong sense of authenticity.
What Slovenia is good at	COMPETENCE: Expertise in organising complex events of all types, delivering high technical or emotional added value, and efficiently leveraging local resources and know-how.
Slovenia's purpose	INSPIRATION: Creating a space where knowledge, creativity, and emotional impact converge—for people and ideas that change the world.
Slovenia's global role	CONNECTIVITY: A neutral, inspiring, and strategically located destination enabling sustainable solutions and regional connections.
Slovenia's strength	EFFECTIVENESS: A combination of technical sophistication, adaptable infrastructure, dedicated local support, and unique experiences above and below ground.
Slovenia's soul	HUMANE APPROACH: A destination that respects people, knowledge, and nature, providing a safe, warm, and authentic environment for individual and group growth
SLOVENIA'S IKIGAI	BALANCE: Slovenia is a human-scale, trusted destination where science, innovation, and inspiration come together in nature and precision to create meaningful events that move people and ideas.

Table 20: Slovenia's IKIGAI matrix

7.3 Slovenia's Communication and Experience Funnel

Toleranca marketing's original methodology combines two key areas - communication and experiences. It is based on two interconnected concepts: the communication and experience funnels. The practical, ready-to-use matrix helps event organisers craft authentic and relevant experiences.

Through effective communication, we shape expectations that the destination has to live up to with actual experiences. The experience funnel guides event organisers to craft experiences in accordance with attendees' expectations - on a sensory, emotional and cognitive level. All levels are interconnected and together contribute to an unforgettable experience, both for clients and attendees. This funnel advocates a holistic approach that connects all phases of the experience into an authentic and balanced whole.

Below is a communication funnel for Slovenia's meetings industry.

¹⁰ Each activity is designed to reflect Slovenia's values (IKIGAI-ISH), build on sustainability and emotional credibility and facilitate modern, adaptable experience marketing.

¹¹ The activities are designed to allow event organisers to adapt them according to event type (scientific congress, teambuilding, incentive event or creative retreat), group size and location. They can be included in the event itinerary, mobile app or participant journey map. Many could become a standard service within the Slovenian meetings industry.

Communication Funnel

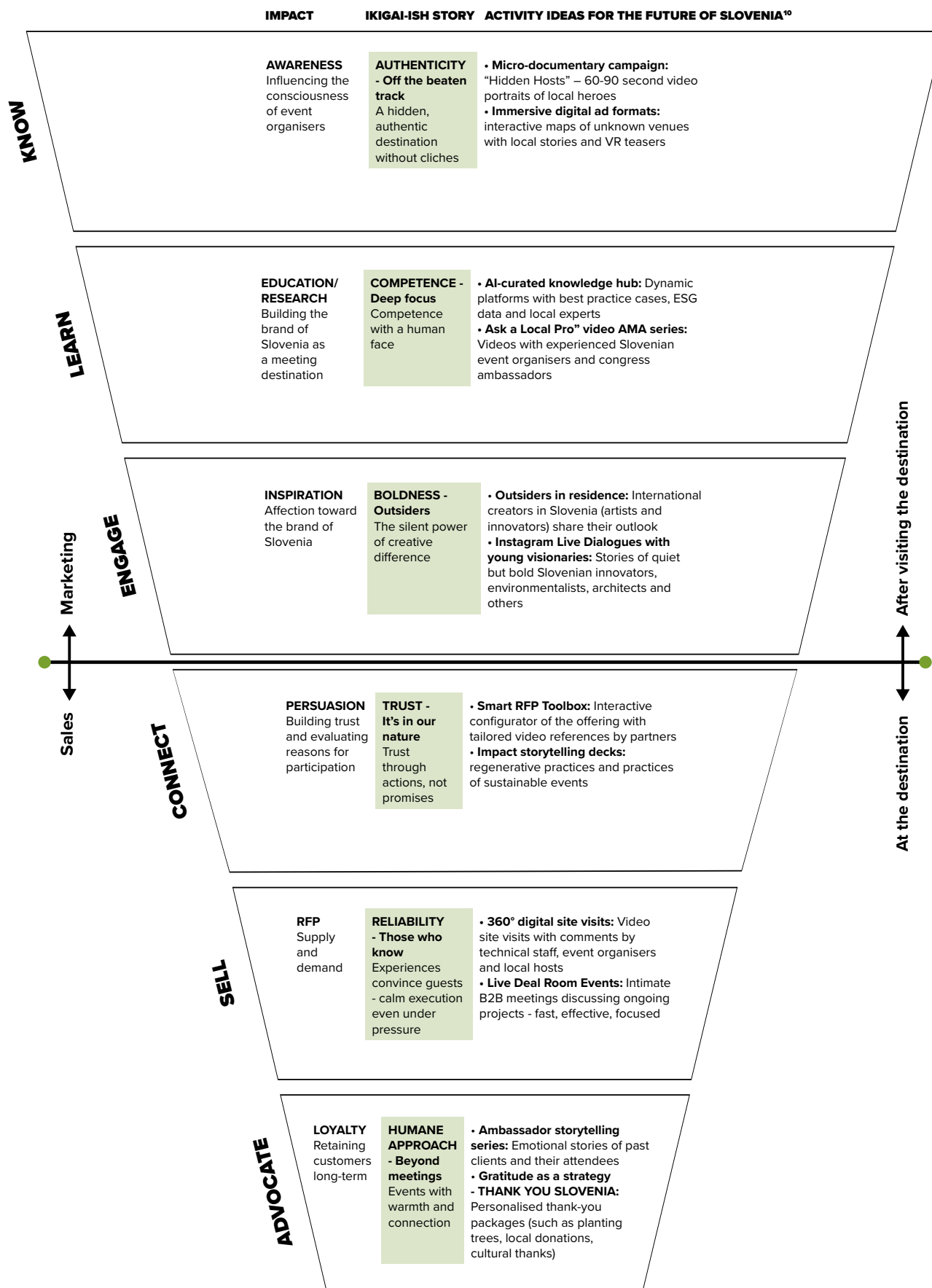


Table 21: Slovenia's Communication Funnel

Experience Funnel

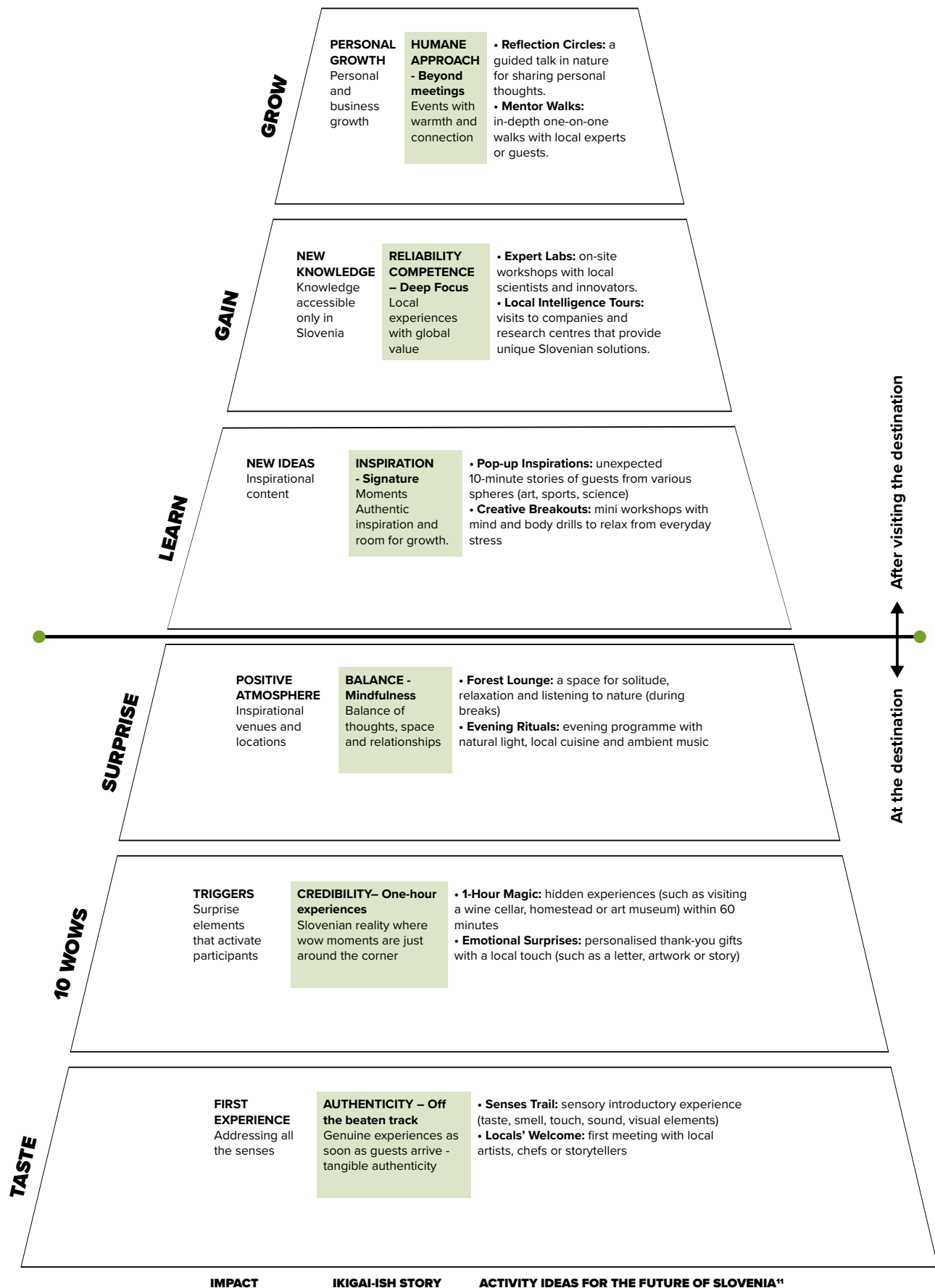


Table 22: Slovenia's Experience Funnel

7.4 Campaign Roadmap – Bringing the Narrative to Life

Understanding the mechanisms and triggers of communication and marketing used in the Slovenian meetings industry thus far is crucial for preparing the creative brief for Slovenia's new campaign. The new campaign must be based on a bold and innovative approach that will use emotional and cognitive levers to address Gen Z and Gen Alpha. These include a disruptive approach that incorporates more silence, boldness, and unpredictability into the story of the destination. The next approach is altercasting, where the attendee is not just a passive observer but co-creates the experience. Finally, using FOMO highlights the uniqueness of the moment and reminds attendees that this is a once-in-a-lifetime opportunity.

The preliminary slogan - *"As You Like It - The Whole Country is Your Stage"* - highlights personal expression, balance and inner fulfilment - emotions that classic marketing can only promise. We must enable our guests to experience and share these experiences.

Disruption can be used to tell unexpected stories, change dynamics, and include more silence. Slovenia is not a loud destination. Its power does not lie in spectacle but in moments that seem as if time stopped. Disruption does not mean shock - it means consciously cancelling out predictable, screaming and instant communication that has been flooding the meetings industry. Slovenia will use disruption to reject noisy and predictable communication. Instead, we will offer silence, space, retreat and natural rhythm. The possible concepts include a silent venue or a slow meeting.

Altercasting will allow event organisers to become the co-creators of the experience. Instead of passive visitors and attendees, Slovenia enables attendees to become active co-creators of events that help write the final story. The attendees are not here to watch - they are here to play the leading role. Possible concepts include personalised user experiences and joint experiences where attendees leave their mark (such as group cooking classes with locals, creating the sustainable message of an event, etc.).

FOMO (fear of missing out) will be used to highlight moments nobody wants to miss. Slovenia offers a plethora of experiences that cannot be found anywhere else, thanks to unique locations, seasons, boutique design and intimate settings. In Slovenia, FOMO is not based on glitz and glamour but on a sense of privilege. "One-time-only" programmes will include hidden venues, charming local hosts, and exclusive events. Slovenia will also develop a Map of lost opportunities - visualising experiences that were only organised once (and became a local legend). Events will be organised to promote exclusivity: "Only 12 seats. No livestream. No second chance." In the words of colleagues who joined the workshop: "Slovenia - by invitation only".

We propose that, based on the outlined points, we develop a creative brief with the goal of boldly and freshly repositioning Slovenia as a unique destination for meetings, events, conferences and incentives. The purpose of the brief is to guide the development of a modern communication platform that aligns with global trends, expresses Slovenia's uniqueness, and fosters authentic and creative engagement with selected target groups.

Over the past two decades, Slovenia has built its reputation in the meetings industry through various value propositions – from emphasising human warmth (Slovenian Energy), through an emotionally credible storytelling approach (People, Place, Purpose), to the present moment, which calls for a bolder, more courageous, and more inclusive narrative. The new campaign should position Slovenia as a place for personal expression and emotional experience – a destination where the entire country becomes a stage (preliminary slogan: *"As You Like It – A whole country as your stage"*).

The purpose of the campaign will be to position Slovenia as an intimate, intelligent, green, and emotionally connected destination for all kinds of events. Furthermore, the campaign will appeal to new generations (Gen Z, Gen Alpha), who seek not only a destination but a sense of belonging, authenticity, and personalisation. Lastly, the campaign will leverage advanced psychological triggers in a way that builds meaningful relationships, not through manipulation, but through emotional resonance.

The campaign should evolve Slovenia's current image, shifting from an informative to a more intuitive, emotional, and symbolic mode of communication. To create a resonating, modern, multi-channel communication platform that builds on and enhances the prototype slogan, *As You Like It*, connects psychological triggers with Slovenia's natural advantages, is

inclusive, boutique, and universally understandable, and supports sustainable development and international adaptability (versions for different markets). The brief is designed to allow flexible adaptation based on specific project and communication needs.

Disruption

As You Like It – A whole country as your stage
Unexpected stories, changing dynamics, more silence
Slovenia rejects noise and spectacle—embracing silence, space, and natural rhythm. Disruption here means slowing down, creating a quiet impact through retreat, reflection, and consciously unexpected experiences.

Altercasting

The Regenerator
Participants become the co-creators of the experience
In Slovenia, events strike a balance, inviting participants to step out of passive roles and into active co-creation and regeneration. Here, every participant becomes a storyteller, shaping the experience through meaningful, hands-on involvement that transforms each event into a personal journey.

FOMO

Slovenia - by invitation only
Unique moments you don’t want to miss
In Slovenia, FOMO means privilege, not spectacle. Intimate, one-time-only experiences in hidden venues create lasting legends. No livestreams, no encores—just exclusive moments shared with a lucky few.

8. We, not me, not them - Collaborative Governance & Organising the Industry

Smart tech powers destinations; smart people make them matter.

In the meetings industry, changes happen in the long run. Destination stakeholders take risks together in the hope of developing a meeting destination with added value that stands out from the competition. In Slovenia, we decided to embark on this journey on 19 April 2004. The encouragement to establish the Slovenian Convention Bureau arose from the European tender for industrial clusters, which we won. The tender defined the future of the convention bureau as a public-private institution.

In this chapter, we present the challenges we faced when establishing the convention bureau in 2004 and share a comparison of the challenges in 2025.

Analysis of challenges in 2004	Analysis of impacts in 2004	Situation in 2025
Low level of cooperation among Slovenian Convention Bureau members and other stakeholders in the Slovenian meetings industry	The division of tasks and responsibilities in the meetings industry was unclear (the relationship between the Slovenian Convention Bureau, the Slovenian Tourist Board and other partners and associations)	Although conditions are gradually improving, there is still a lack of a long-term strategic framework that would enable effective and coordinated collaboration among key stakeholders. This results in regional disparities in development and the so-called “dark side of the moon” effect – an imbalance in the growth of the meetings industry between central and peripheral parts of the country.
Poor cooperation on projects – in terms of human resources, funding, ideas, and more	Fragmented and short-term interests prevailed.	Although individual initiatives are emerging, they often bypass the Slovenian Convention Bureau, which reduces their reach and impact. Synergies between key stakeholders are not yet systematically established – a clear example being the lack of coordinated cooperation with organisations such as SPIRIT.
Human resource potential – structural mismatch in the labour market	There were no systematic education and training programs	Some programs do exist, primarily through Conventa (e.g., Conventa Crossover) and the Slovenian Convention Bureau’s annual educational programmes and workshops. However, there is still no comprehensive, long-term human resource strategy for developing MICE expertise. The sector’s low career appeal further hinders the recruitment and retention of qualified personnel.

No secured systemic source of funding	The public-private partnership was not contractually agreed upon or based on annual plans.	Funding still mainly depends on individual projects, with no long-term financial mechanisms or contractual commitments between the public and private sectors. The current situation calls for a reorganisation of the Slovenian Convention Bureau, which should become an inclusive platform for the entire meetings industry, regardless of region.
Lack of statistical tracking of business tourism	Inadequate methodology for monitoring tourism flows at the national level	Despite some efforts, there is still no unified methodology for measuring the impact of the meetings industry. Continuous, data-supported projects are absent. A major step forward is the analysis of financial indicators of the entire industry, carried out within the framework of this project, which reveals tremendous potential. This needs to be conducted on an annual basis.
Fragmentation of interests among key development stakeholders	Ineffectiveness of communication tools among stakeholders	While some networks and partnerships are forming, there is still a lack of systemic collaboration models with clearly defined roles, responsibilities, and goals. A shared knowledge base is also missing – one that would enable continuous learning, sharing of best practices, and aligned strategic planning across the entire industry.
Insufficient incentives for joint applications to European projects	Fragmented and local interests dominated	Although the number of EU funding applications by individual companies is increasing, without central coordination, strategic guidance, and advisory support, the outcomes fall short of the actual potential. Despite more than two decades of operation, the Slovenian Convention Bureau has not yet prepared or successfully acquired a single independent EU-funded project, highlighting a significant untapped opportunity for sector-wide development and financing.
Lack of clear development guidelines and directions	There was no strategic development plan for business tourism	While Slovenia's national tourism strategy recognises the meetings industry as one of the key development pillars, there is still a lack of an operational plan to implement this vision in practice. This document represents a significant step in that direction and opens opportunities for further development, which must be strategically extended to the level of individual micro-regions.

Unclear, inconsistent, and partly inadequate market offering	Lack of international standards and weak, unsystematic marketing	The offer is gradually improving but remains fragmented and poorly coordinated. A unified, strategically led platform for international positioning and differentiation of Slovenia as a competitive destination is missing. A particular challenge is digitalisation, where Slovenia significantly lags, both in technological infrastructure and user-oriented solutions for event organisers.
Providers largely focused on the local market.	Unplanned use of marketing communication tools in key markets and insufficient global promotion efforts	In this area, the situation is almost reversed: serious investments in international promotion have yielded visible results, significantly supported by the Slovenian Tourist Board's campaigns. However, the local and regional markets have been largely neglected, lacking ambitious, strategically driven approaches that would ensure a lasting presence and active engagement in the domestic market.
Defining the model for public-private partnership	There was no existing model for a public-private partnership.	The cooperation model between stakeholders has not been formalised; most activities are conducted ad hoc, depending on individual projects, initiators, and available resources. For long-term success, it is essential to establish an institutional agreement that clearly defines roles, responsibilities, and funding mechanisms. Local communities' commitment is also key to actively supporting the strategy and contributing to the continued development of the meetings industry in all regions.

Table 23: Challenges in 2004 and situation in 2025

In 2025, collaboration among stakeholders remains weakly institutionalised – most connections rely on personal relationships and individual projects, lacking a solid organisational model or long-term funding. The meetings industry is recognised in the national strategy, but without a concrete operational plan, which hinders its holistic development and regional implementation. Human resources and expertise remain underdeveloped – there is a lack of specialised educational programs and promotion of the sector as an alluring career opportunity. Also, statistics and data support are insufficient – without a unified methodology and regular impact monitoring, the industry lacks a solid foundation for decision-making and investment justification. Not least, digital and market presence is unbalanced – while investments have been made to improve international visibility, domestic markets and digital transformation remain undervalued.

We propose to establish a formal public-private partnership model: a contractual framework between the Slovenian Convention Bureau, the Slovenian Tourist Board, municipalities, and associations, with clearly defined roles, objectives, and funding. We also suggest developing and implementing an operational action plan: Including regional breakdowns, clearly defined KPIs, timelines, and responsibilities. Moreover, we recommend creating a national data platform for the meetings industry: standardised event measurement, impact analysis, and annual reporting in line with ICCA/UNWTO best practices.

Another important step is to establish a MICE talent hub/academy in cooperation with universities, Conventa, professional associations, and international partners. Finally, we want to develop a sustainable digital communication platform for unified positioning, personalised marketing, and the inclusion of all key MICE stakeholders in domestic and international markets.

Before creating a new model of partnerships, we took another look at various organisational possibilities for the Slovenian Convention Bureau that have been discussed in the past. We analysed their advantages, drawbacks and possibilities for realisation.

	Option A: Public-private partnership of the Slovenian Convention Bureau	Option B: Merging the Slovenian Convention Bureau and the Slovenian Tourist Board	Option C: Independence of the Slovenian Convention Bureau
Pros	+ Active involvement of the business sector + Centralised and coordinated marketing + Partner product development + Exchange of knowledge and competencies + Optimal use of resources and services + Shared risk-taking + A coalition of key stakeholders + Long-term stability + Transparency + Inclusion of civil society + Ability to influence strategic and legislative development	+ Centralised marketing + Secured funding for marketing activities + Access to the Slovenia Tourist Board's support services + Long-term institutional support + Unified presence and communication channels + Shared brand ("I feel Slovenia") + Reduction of operational costs	+ Independence and professional focus + Flexibility + Maintaining a network of international contacts + Direct contact with service providers + Faster decision-making
Cons	– Complex formation and conclusion of public-private partnerships (PPPs) – Burdensome oversight and reporting systems – Public procurement procedures may limit agility – Requires a strong coordinating body (cross-sector coordination)	– Reduced influence of professionals and the business sector – Weak connection with the meetings industry in the field – Strong political influence – Limited human and content capacity within the Slovenian Tourist Board – Reduced innovation – Weakened decision-making agility	– Financial uncertainty – Under-resourced human capital environment – Limited visibility – Low standing within the tourism system – Challenging competitive positioning – Limited access to national funding – Unrealistic expectations without systemic support
Evaluation	WIN-WIN The most balanced model that demands coordination but enables long-term stability and development	LOSE-WIN Stable, institutional solution, but one that causes a loss of influence and connection to practice	WIN-LOSE Independence without systemic support leads to long-term ineffectiveness

Table 24: Various organisational possibilities for the Slovenian Convention Bureau

Based on a comparison of possible partnership models for the Slovenian Convention Bureau, we recommend the establishment of a public-private partnership (Option A) as the most balanced, sustainable, and inclusive solution. Such a model enables the active involvement of the private sector, ensures long-term stability, promotes transparent operations, and fosters greater strategic alignment across the entire meetings industry. The key to success will lie in the precise definition of roles, the establishment of a coordination mechanism, and stable funding that goes beyond a project-based logic.

8.2 Proposal for a new governance model of the Slovenian Convention Bureau

The current organisation and governance of the Slovenian Convention Bureau is based on membership and standardisation through a unique model of certification that guarantees quality and upholds professional standards.

The backbone of the organisation is represented by members of the Slovenian Convention Bureau. They are segmented into founding members - flagship companies, which include the founders of key support functions that played a leading role in developing partnerships, coordination and broadening the network of participating companies and organisations in the industry. Flagship companies play key roles in the functioning of the bureau, help one another, and thus contribute to the faster development of the Slovenian Convention Bureau.

The next group includes regular members - supporting and partner companies. These are partner companies and organisations included in various value chains of the bureau with their services. These members include companies and organisations that specialise in providing tailored services and represent a key part of the MICE industry. The final group includes affiliated members - support companies, comprising institutions, associations and organisations that often leverage the bureau's services to help co-finance and provide support.

In recent years, the number of members has been fluctuating between 10 and 20% on an annual basis, which shows a level of instability in membership. Current annual income from membership fees amounts to approximately 70,000 EUR. This reaffirms the need for a long-term model that will strengthen the appeal of becoming a member and increase the stability of the financing system.

We came up with the proposal at the workshop on 28 May 2025. We refer to it as the 6+4 development model or the future 9+4 model. It is summarised in the table below. In practice, the 6+4 model ensures one national consultancy and governing body (the Slovenian Convention Bureau in partnership with the Slovenian Tourist Board), four regional products (overseen by the main body), and 6 local/regional convention bureaus with clearly defined centres (the possibility to expand them to 9 local units).

8.2.1 The 6+4 model - a national framework for coordination and impact

The organisational model addresses the key challenges of the Slovenian meetings industry by eliminating imbalances in development (the “dark side of the Moon” effect). It will also help establish local offices with a main seat, lead organisation, while minimum staffing ensures a balanced presence and development of MICE activities across the entire country.

It will also address staff shortages and help improve professionalism. The model includes minimum staffing standards (19 personnel in the initial phase), enabling the formation of functional teams for marketing, coordination, and content development within the regions. In addition, the new model will establish a clear and transparent system of responsibility and collaboration, and divide roles between the national, product, and local levels to prevent uncertainties and redundancy within the system.

Most importantly, the new model enables operational implementation of the umbrella strategy at the regional and local levels. Once the strategy is adopted, each region will develop its own operational plan with development and marketing projects, ensuring local relevance and feasibility. It will include destination organisations as drivers of change and include existing institutions and associations (e.g., Ljubljana Tourism and Bled Tourist Board), allowing for better anchoring of

activities within current development structures.

The proposed model represents a visible step toward a decentralised, inclusive, and professionally supported management structure for Slovenia's meetings industry. It marks a transition from fragmented and project-limited approaches to a strategically driven, long-term, sustainable system with the potential to enhance competitiveness at the European level.

Effective functioning of such a system will require significant investments and ongoing coordination among key stakeholders. In forming the strategy, the following fundamental principles must be taken into account: collaboration and transparency. All existing Slovenian Convention Bureau members must participate in the preparation, approval, and implementation of the agreed-upon model. Interest must be transparent, fostering open dialogue, the strengthening of trust, and the development of optimal solutions for all involved. Below is a table detailing the 6+4 model.

Strategic level	Convention Bureau	Company	Task	Staff needed by 2030	Minimum costs of functioning
NATIONAL LEVEL - LEADERSHIP AND COORDINATION	SLOVENIAN CONVENTION BUREAU	Slovenian Convention Bureau and the Slovenian Tourist Board	Destination Marketing & Development		
REGIONAL LEVEL – SUPPORTING THE NATIONAL CVB	CONVENTION BUREAU JULIAN ALPS Seat: Bled	Bled Tourist Board	Destination marketing	2	69,600.00 €
	CONVENTION BUREAU POHORJE AND PODRAVJE Seat: Maribor	Maribor Tourist Board	Destination marketing	2	69,600.00 €
	LJUBLJANA CONVENTION BUREAU Seat: Ljubljana	Ljubljana Tourism	Destination marketing	6	208,800.00 €
	CONVENTION BUREAU SAVINJSKA AND CELJE Seat: Celje	ZKP Tourism Celeia Celje	Destination marketing	2	69,600.00 €
	CONVENTION BUREAU SLOVENIAN COAST Seat: Portorož	Portorož Tourist Board	Destination marketing	2	69,600.00 €
	CONVENTION BUREAU GORIŠKA AND VIPAVSKA Seat: Nova Gorica	Tourist Board Nova Gorica and Vipava Valley	Destination marketing	2	69,600.00 €

REGIONAL SUPPORT	ALPINE SLOVENIA	Bled Tourist Board	Destination Development	1	34,800.00 €
	LJUBLJANA AND CENTRAL SLOVENIA	Ljubljana Tourism	Destination Development	1	34,800.00 €
	THERMAL AND PANNONIAN SLOVENIA	ZKP Tourism Celeia Celje	Destination Development	1	34,800.00 €
	MEDITERRANEAN AND KARST SLOVENIA	Portorož Tourist Board	Destination Development	1	34,800.00 €
TOTAL:				20	696,000.00 €

Table 25: The new 6+4 model

8.3 Standardisation and a new model of membership fees

The core of the new model will continue to be based on a standardisation system for members to ensure professionalism, quality and overview within the meetings industry. Financing will remain based on membership fees that are in dire need of restructuring.

As the model below indicates, the greatest novelty will be the further inclusion of local providers who will become actively involved in the system through local convention bureaus. Membership would thus revolve around a decentralised yet expert-based structure.

The requirement to join the system remains successful standardisation in one of the following categories:

Category A: Local and regional tourist organisations

Category B: Professional congress organisers (PCOs)

Category C: DMCs and incentive agencies

Category D: Event agencies

Category E: Conference and exhibition centres

Category F: Conference hotels

Category G: Hotels with conference facilities

Category H: Providers of additional congress services (translation and technical companies, etc.)

Category I: Special venues

According to the new model, the process of standardisation would be made in partnership between local convention bureaus and the Slovenian Convention Bureau to increase adaptability to local conditions and boost the accessibility of standardisation.

A core change will affect how membership fees are collected: instead of directly charging individual members, the Slovenian Convention Bureau will issue membership fees to local convention bureaus. Given their status, they could then offer membership to their members free of charge (destination financing) or for a fee, according to the model of the Ljubljana Convention Bureau.

This approach would enable expanding the membership to currently neglected or passive regions, reducing administrative hurdles for smaller providers and strengthening the role of local convention bureaus as coordinators and drivers of change in the regions.

By adopting this model, the Slovenian Convention Bureau would expand, professionalise and decentralise its membership system. At the same time, the strategic influence of local environments, currently underrepresented, would be strengthened.

Based on the new system, we would define indices to divide local convention bureaus into various classes and set the membership fees based on individual members of the Slovenian Convention Bureau. Here is a prototype of such a model:

Type of Convention Bureau	Minimum number of members	Membership fee	Discounted membership fee	Number of Convention Bureaus*	Estimated income	Estimated number of members
XL convention bureau	30 - 50 members	45,000.00 €	40,500.00 €	1	40,500.00 €	30
L convention bureau	20 – 29 members	30,000.00 €	27,000.00 €	3	81,000.00 €	60
M convention bureau	11 – 19 members	20,000.00 €	18,000.00 €	1	18,000.00 €	15
S convention bureau	10	15,000.00 €	15,000.00 €	1	15,000.00 €	10
TOTAL:				6	154,500.00 €	115

Table 26: Prototype of the division of convention bureaus

The convention bureaus would be structured into four groups: XL convention bureaus, L convention bureaus, M convention bureaus and S convention bureaus. XL convention bureaus would include the Ljubljana Convention Bureau, while L convention bureaus would include the Convention Bureau Julian Alps, the Convention Bureau Pohorje and Podravje and the Convention Bureau Slovenian Coast. The M category would include the Convention Bureau Savinja Valley and Celje, while the smallest, S category, would include the Convention Bureau Goriška and Vipava.

The proposed model represents a significant shift toward a more functional, transparent, and inclusive membership structure within the Slovenian Convention Bureau system. It is based on a systematic classification of local convention bureaus into categories according to the size of their membership and operational scope (XL, L, M, S). This ensures alignment between membership fees and the capacity of each region.

The advantages of the model include easy delegation of membership responsibility to local/regional bureaus, which have better insight into their environment and greater autonomy in decision-making. It will also facilitate the decentralisation of decision-making and financing, enabling regions to take a more active role and ownership in developing their local ecosystems. Not least, the model will reduce the administrative burden on individual members and improve transparency for the national convention bureau. Finally, the model will increase engagement of less active regions, which have so far been underrepresented within the system.

A model with six offices (1 XL, 3 L, 1 M, 1 S) and approximately 115 members in total is projected to generate an annual revenue of 154,500 EUR, providing a stable foundation for the long-term operation and development of the Slovenian Convention Bureau.

We propose that the 4+6 model with the outlined membership fee structure be formally approved as a pilot membership system for the period 2025–2027.

During this time, the model should be monitored according to the following indicators:

- Stability of membership and number of participating members
- Functioning of local convention bureaus
- Effectiveness and transparency of the financial model

- Role of the bureaus in implementing operational tasks and promotion

Based on the analysis of results, the model can then be adapted and expanded to a 4+9 structure, which would provide Slovenia with a MICE destination management system comparable to those across Europe.

8.4 Staff reorganisation of the Slovenian Convention Bureau

The current governance and organisational structure of the Slovenian Convention Bureau is described below:

Body	Area of jurisdiction and responsibility
Slovenian Convention Bureau's Executive Board	Suggests and accepts rules and other general acts of the institution, programmes of work and development, and monitors their implementation; determines the financial plan and adopts the annual financial statement; proposes to the founder any changes or expansions of the institution's activities; provides proposals and opinions to the founder and the director of the institution on specific matters; and performs other tasks as defined by law, the founding act, and the rules.
Expert Council	Addresses matters related to the professional activities of the institution, decides on professional issues within the scope of authority defined by the statute or internal rules, provides opinions and proposals regarding work organisation and conditions for the development of activities, and performs other tasks as stipulated by law or the founding act.
Director of the Slovenian Convention Bureau	Responsible for planning, organising, directing, and overseeing marketing processes, agreed areas of cooperation and coordination, as well as work areas defined in the business plan.
Project Manager 1	Responsible for carrying out project activities as assigned by the director.
Project Manager 2	Responsible for carrying out project activities as assigned by the director.

Table 27: Current governance model of the Slovenian Convention Bureau

As part of the renewed strategy, we are setting out an ambitious action plan, which will also require a revised staffing and organisational structure for the Slovenian Convention Bureau. The new structure is based on a clear division of key functions, supported by appropriate professional profiles and resources.

Key operational areas of the Slovenian Convention Bureau will be destination marketing (40%) - national and international promotional activities, digital marketing, trade fair participation, media cooperation, content creation, and communication tools. The next large area is destination management & advocacy (25%) - managing partnerships, coordinating regional offices, and representing the meetings industry's interests to decision-makers. Analytics and data management (15%) will also be important - monitoring performance indicators, preparing reports, evaluations, benchmarking, and supporting materials for strategic decision-making.

Development and research (10%) will include strategic studies, human resource development, innovative collaboration models, sustainable approaches, and transfer of international best practices. The final area is operational support and administration (10%), which includes office operations, legal and HR support, internal processes, and administrative coordination across the structure.

Here are the proposed staffing profiles for plan implementation:

- **Director** - leads the office, liaises with decision-makers, and advocates for the sector.
- **Head of Marketing & B2B Promotion** - marketing campaigns, trade fair presence, and partnership development.
- **Digital and Content Marketing Specialist** - manages digital platforms, social media, and content creation.

- **Head of Destination Management & Regions** - coordinates regional offices (4+6 or 4+9 structure) and develops regional plans.
- **Association Manager** - works with international associations, attracts congresses.
- **Corporate Manager** - engages companies, B2B networking, and acquires corporate events.
- **Analyst / Data Specialist** - statistics, performance indicators, and trend analysis.
- **Project Manager for Development and Research** - EU projects, innovation, product development, and sustainability.
- **Administrative Support** - operations, calls for proposals, team support, and back-office work.

To execute the planned tasks and transform the Slovenian Convention Bureau into a modern, professional, and nationally coordinated office, a team of nine full-time experts is required. This represents a 200% increase compared to the current team (from 3 to 9 people), which is fully justified by the new destination management structure, greater operational demands, and the requirements of modern marketing in the meetings industry.

9. Boosting Slovenia – Funding and Financial Resources

The current annual budget of the Slovenian Convention Bureau amounts to approximately 425,000.00 EUR. Below, we present the structuring of the annual budget and the somewhat limited options for optimisation. By implementing feasible measures, the budget could be increased by around 20%. However, this is the maximum given the current organisational structure. One of the key challenges is the dependence on cooperation with the Slovenian Tourist Board, as nearly 75% of the income hails from joint activities and projects. We believe this percentage should be reduced by diversifying sources of financing.

Sources of financing in 2025	Current percentage	Optimal percentage	Possibilities for short-term optimisation
Contract with the Slovenian Tourist Board	55 %	50 %	Opportunity for renewed negotiations based on clearly defined Key Performance Indicators (KPIs) and the presentation of the broader economic impact of the meetings industry as early as 2025.
Membership fees	20 %	25 %	Increase in membership (target of at least 10 new members in 2025) and the gradual introduction of differentiated membership fees by category. Growth potential is based on a pool of 176 companies identified in the survey.
Fees	17 %	15 %	Maintaining current revenue levels while reducing event implementation costs through the use of hybrid formats and the establishment of new strategic partnerships.
Certification	3 %	5 %	Expansion of the (re)certification programme by involving a greater number of providers and introducing new content modules (e.g., sustainability, digitalisation, safety).
Sponsorships	5 %	5 %	Activation of existing and new partners (e.g., technical equipment providers, transport services providers) through the development of a clearly defined offering focused on added value and visibility within the bureau's activities and among its members.
EU projects	0 %	0 %	Due to staffing and administrative constraints, short-term opportunities are limited. However, participation in partnership projects is possible without taking on the lead role and with minimal administrative burden.

Table 28: Analysis of budget and proposal for financial optimisation

To reach the KPIs set forth in the 2030 strategy, the budget would need to be significantly increased. The necessary budget would amount to at least 915,000.00 EUR, which includes doubling down on marketing and investing 480,000.00 EUR, increasing funds for newly developed projects to 270,000.00 EUR and covering work costs - 270,000.00 EUR for nine employees (the work costs currently amount to approximately 90,000.00 EUR for three employees).

The table below shows an approximate projection of future costs. Although this is an approximate evaluation, it enables stable and long-term financial structuring with diverse sources and more flexibility. Such a model is only feasible by employing industry experts.

The new model will reduce the dependence on financial revenue streams from the Slovenian Tourist Board from the current 75% to a more reasonable 58%, which means improved financial stability, diverse resources and increased autonomy in implementing the Slovenian Convention Bureau's strategic activities.

Sources of financing in 2030	Amount	Percentage	Possibilities for long-term optimisation
Contract with the Slovenian Tourist Board - MGRT	420,000.00 €	45.90%	Growth will be based on the new strategic role of the Slovenian Convention Bureau as the national coordinator of activities in the meetings industry. The bureau will work in the public interest and plan for the long term with measurable KPIs and ROI.
Membership fees	154,500.00 €	16.89%	Implementation of a new membership model (see Chapter 3.3) and the introduction of "premium membership" with additional benefits and clearly demonstrated added value.
Fees	115,000.00 €	12.57%	Enhancement of the quality and visibility of marketing activities, the inclusion of more extensive digital campaigns, and the development of new educational programmes and intelligent data platforms.
Certification	45,000.00 €	4.92%	Development of new certifications (e.g., for sustainability, digital transformation, DEI – diversity, equity, inclusion) and monetisation of the related educational content.
Sponsorships	72,000.00 €	7.87%	Establishment of strategic partnerships with B2B brands targeting the MICE sector and the structuring of sponsorship packages with measurable digital reach.
EU projects	108,500.00 €	11.86%	Active role of the Slovenian Convention Bureau as a project partner in international programs (e.g., Interreg, Erasmus+, Creative Europe), along with the long-term strengthening of capacities for applications, project management, and reporting.

Table 29: Financing sources in 2030

9.1 Levers to increase the revenue streams of the Slovenian Convention Bureau

Based on previous analyses and inspiration from best practice cases from other European convention bureaus, we identified four key areas where the Slovenian Convention Bureau could significantly increase revenue streams and facilitate Slovenia's international breakthrough.

The areas are based on a combination of financial potential, strategy and the role of the Slovenian Convention Bureau as the representative of the members' interests. The bureau's key mission is to represent, connect and support members. In the future, this mission should be further strengthened.

Area	Destination fees	Premium services	Certification	European projects
GOAL	Expanding the membership base of the Slovenian Convention Bureau through a new model of organisation	Developing a "premium" membership with added value	National evolution of certificates for companies and individuals within the meetings industry	Acquiring European projects and increasing the percentage of co-financing
SUMMARY	The 4-6 model is explained in Chapter 3.2.	Premium package: access to advanced analytics, exclusive events, and ROI tools	Developing new certificates (sustainability, DEI, digitalisation) and e-learning	Active participation in European partnerships and strategic projects (including Interreg, Erasmus+, etc.)
WHY?	Clear answer to the question: Why become a member of the Slovenian Convention Bureau?	Added value for members and partners that goes beyond basic promotional services	The certificate is a seal of quality and professionalism within the industry	Funds from the European Union are long-term tools to finance the development of the meetings industry
ACTIVITIES	- Implementing the 4-6 model - Annual "Open Day" for destinations - Calculator of ROI benefits - Individual consultancy services - Personalised approach to attract non-members	- Developing advanced MARTECH tools - Access to personalised analyses - Exclusive meetings with clients - High-quality database - Premium promotional packages	- Rehaul of standards and the certification system - E-platform for online learning - Bespoke certificates - Inclusion of individuals - Gain international acclaim for standards	- Assembling a project team - Annual plan of EU tenders - Establishing partnerships with relevant institutions - External consultancy for bidding - 1 to 2 tenders per year in the period of the pilot strategy
RESULTS	Increased revenue from memberships and the inclusion of additional destinations	More loyalty among members, higher revenue, better data foundations	Improving the reputation of the Slovenian Convention Bureau as a central hub of quality in the MICE sector	Diversifying income and participating in at least one to two EU projects by 2030
IMPORTANT	Signing a contract between stakeholders and destinations (political support)	Developing tools for calculating ROI and visible value for partners	Establishment of the "Slovenian School of Events" as the leading educational programme in the region	Forming a consortium during the bidding phase

Table 30: Four areas for increasing revenue streams

It is key to understand that the Slovenian Convention Bureau coordinates the interests of the entire Slovenian meetings industry. The Slovenian Convention Bureau is a trustworthy, professional intermediary between event organisers, service providers and affiliate organisations. Its key goal is to find the optimal solution for organising events across Slovenia. At the same time, the Slovenian Convention Bureau doubles as a one-stop shop for marketing and communication in Slovenia.

To attract new members, the Slovenian Convention Bureau must clearly communicate the ten key advantages of becoming a member of the Slovenian Convention Bureau. It is about time we redefined them. SCB should steer development in the following direction:

Membership benefits Argumentation in 2025 Innovation in 2030

1. STANDARDISATION	Membership in the Slovenian Convention Bureau demonstrates a high level of professionalism and places you among the most recognised providers in Slovenia's MICE industry.	Digital Trust Mark, integrated into international search and rating platforms (e.g., Meetings Star).
2. PROMOTION ON THE BUREAU'S WEBSITE	Featured presence on the slovenia-convention.com website, visited daily by over 200 event organisers.	Interactive member profile featuring references, video presentations, CRM system integration with the Slovenian Convention Bureau, and view analytics for ROI tracking.
3. PROMOTION ON SOCIAL MEDIA PLATFORMS	Regular promotion on social media platforms (Facebook, LinkedIn, Instagram, X), with more than 5,000 followers.	Targeted B2B micro-campaigns leveraging artificial intelligence for specific markets and thematic segments.
4. PROMOTION IN E-NEWSLETTERS	Inclusion in monthly e-newsletters, reaching over 22,000 domestic and international MICE professionals.	Personalised news distribution based on user interests and profiles, including video content and AI-recommended content for greater relevance.
5. BUSINESS TRADE SHOWS AND WORKSHOPS ABROAD	Participation in international business workshops and trade shows organised by the Slovenian Convention Bureau in cooperation with the Slovenian Tourist Board.	Pre-event matchmaking with clients based on profiling and integration into virtual trade shows with focused, targeted communication.
6. EDUCATION	Free attendance at educational events offering opportunities for personal and professional development.	Slovenia School of Events – a modular, hybrid academy offering certifications, international lecturers, and customised content tailored to member profiles.
7. NETWORKING	Integration into an active network of over 200 leading MICE industry professionals in Slovenia.	Interactive networking platform (Conventa+), including mentoring programs, themed groups, and collaboration on joint development projects
8. FAM TRIPS	Opportunities to join familiarisation trips (fam trips) in Slovenia and abroad, in partnership with the Slovenian Tourist Board.	Experience benchmarking: guided site visits showcasing best practices in sustainability and innovation, plus virtual tours for members in smaller destinations.

9. DISCOUNTS AND BENEFITS	Exclusive discounts for participation in key events, including Conventa, the largest regional trade show for the meetings industry.	Loyalty system: earn points for active participation, redeemable for discounts, additional services, or greater international exposure.
10. CONGRESS BIDS	Free support in preparing congress bids in fields such as science, business, medicine, sports, and other professional sectors.	Bid Intelligence Toolkit: digital tools for preparing bids, with access to analytics, template proposals, and a database of successful best practice cases.

Table 31: Ten benefits of becoming a member of the Slovenian Convention Bureau

9.2 Measuring Success: KPI Framework

Monitoring the success of the strategy and the destination is essential. Below is a framework for tracking the key performance indicators (KPIs).

Slovenian companies generating at least 20% of their revenue from event organisation	STATUS 2023	TARGET 2030
Total number of companies	178	204
Total number of employees in these 178 companies	8458	9714
Total business revenue of these 178 companies	1,000,454,956.76 €	1,149,424,768.73 €
Net business result of these 178 companies	49,838,654.12 €	57,236,810.67 €
EBITDA 2023 for all 178 companies	148,929,681.97 €	171,064,104.84 €
Value added per employee	51,222.79 €	77,048.98 €
Slovenian companies generating 100% of their revenue from event organisation	STATUS 2023	TARGET 2030
Total number of companies	59	68
Total number of employees in these 59 companies	3421	3.932
Total business revenue of these 59 companies	429,134,269.38 €	492,773,891.53 €
Net business result of these 59 companies	11,637,094.33 €	13,361,139.85 €
EBITDA 2023 for all 59 companies	51,801,939.55 €	59,521,796.15 €
Value added per employee	52,155 €	78,410.01 €
Benchmark Rankings Assumption: 15% growth for Slovenia and 5% for other countries	STATUS 2025	TARGET 2030
Meeting Experience Index for 2024 www.meetings-star.eu	4.19 Austria 4.02 Denmark 3.79 Estonia 3.67 Croatia 3.61 Slovenia 3.59 Serbia	4.40 Austria 4.22 Denmark 4.15 Slovenia 3.98 Estonia 3.85 Croatia 3.77 Serbia

ICCA City and Country Ranking www.iccaworld.org/news/post/icca-country-and-city-rankings-for-2024	16 th Austria 22 nd Denmark 41 st Slovenia 42 nd Croatia 44 th Estonia 49 th Serbia	15 th Austria 21 th Denmark 35 th Slovenia 40 th Croatia 42 nd Estonia 47 th Serbia
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Table 32: KPI framework for tracking activities

There are also additional KPIs that should be considered. The indicators listed below are provisional and need to be finalised during phase 3 of the project (implementation phase).

KPIs	2025	2026	2027	2028	2029	2030
Number of submitted bids and enquiries (RFPs)	50	55	60	65	70	75
Number of successful bids	15	17	21	23	25	27
Bid success rate in %	30 %	30 %	35 %	35 %	35 %	30 %
Estimated number of participants generated through bids ¹²	3750	4250	5250	5750	6250	6750
Estimated number of expected overnights ¹³	7875	8925	11025	12075	13125	14175

Table 33: SMART indicators (RFPs)

The power of social media should not be overlooked. Below, we present indicators for social media.

KPIs	2025	2026	2027	2028	2029	2030
Linkedin followers	1 807	2 078	2 390	2 748	3 160	3 634
Linkedin feactions	375	431	495	569	654	752
Instagram followers	1 555	1 788	2 056	2 364	2 719	3 127
Instagram reactions	540	621	714	821	944	1 085
X-Twitter followers	1 663	1 912	2 199	2 529	2 908	3 344
X-Twitter reactions	190	219	252	290	333	383

Table 34: Social media indicators

Another important tracking segment is lead generation. Below are the KPIs crucial to keep track of.

¹² The average number of participants is estimated at 250.

¹³ The calculation of overnight stays is based on the average length of stay in Ljubljana, which is 2.1 days.

KPIs	2025	2026	2027	2028	2029	2030
Number of all contacts in the CRM database	38 000	40 400	42 800	45 200	47 600	46 000
Number of new contacts in the CRM database	450	500	550	575	588	600
Number of new connections in LinkedIn Sales Navigator	250	310	370	410	450	490
Number of face-to-face sales meetings	150	160	170	178	184	190
Open rate – Slovenia newsletter	26 %	28 %	30 %	31 %	33 %	34 %
Number of website visitors https://www.slovenia-convention.com/	115 000	155 000	195 000	235 000	277 000	320 000

Table 35: Lead generation indicators

There are also additional strategic indicators that still need to be decided.

KPIs	2025	2026	2027	2028	2029	2030
Added Value per Employee	€51,222	€55,138	€59,055	€62,971	€66,986	€65,000
Number of Direct Jobs in the Industry	8,458	8,966	9,474	9,982	10,491	10,500
Share of Knowledge-Based Events (Scientific/Association)	250	280	310	330	340	350
Destination Brand Recognition (Top-of-Mind Recall) ranking	7.2	7.9	8.6	9.1	9.5	9.8
Number of EU-Funded Projects Secured	0	1	2	2	3	3
Number of active Convention Bureaus	3	4	4	5	5	6
Digitalisation Index of Destinations in %	65 %	71 %	78 %	84 %	90 %	95 %

Table 36: Additional strategic indicators

In line with Slovenia's mission to become a premier destination for sustainable and regenerative tourism, several sustainable and regenerative indicators still need to be decided.

KPIs	2025	2026	2027	2028	2029	2030
GDI Index (Ljubljana)	65%	69%	73%	77%	81%	85%
Event Carbon Footprint Measurement (number of events)	60	78	96	114	132	150
Average CO ₂ -eq emissions per participant per event (kgCOe)	65	57	49	41	32	24
Share of event agencies with a sustainability certificate	35 %	37 %	38 %	39 %	39.5 %	40 %
Share of travel agencies with a sustainability certificate	15 %	22 %	27 %	32 %	36 %	40 %
Regenerative investment in the local community (EUR)	€35,000	€58,000	€81,000	€104,000	€127,000	€150,000
% of events using local suppliers (≥ 80 km)	60%	64%	68%	72%	76%	80%
% of events accessible via sustainable transport (rail/bus/bike/walk)	45%	50%	54%	58%	62%	65%

Table 37: Additional sustainable and regenerative indicators

10. Blueprint for Action – Implementation & Activation

Whatever your plan, we already have Plans A and B ready.

Below, we present a selection of destination development projects that the Slovenian Convention Bureau can implement in the future.

A. INFRA-STRUCTURE & VENUES	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Construct a 3,000 m ² multipurpose hall in Ljubljana	Ljubljana Municipality / PPP	Address the lack of a central large-event venue	End 2027	5-Very High	5-Required
Establish regional conference centres in 5 cities	MGRT	Reduce Ljubljana dependence with 500+ modular venues	End 2029	5-Very High	5-Required
Renovate underused or abandoned venues for MICE use	Ministry of Culture / Local Authorities	Convert spaces into multifunctional venues	End 2026	5-Very High	5-Required
Build regional mobility hubs with event-linked transport	Ministry of Transport / Local Governments	Link train, shuttle, and airport services in MICE areas	End 2028	4-High	4-High
Expand five-star hotel capacities in secondary cities	Hotel Investors / Tourism Board	Build or renovate 10 hotels (50 % outside Ljubljana)	End 2030	4-High	4-High

B. POLICY, GOVERNANCE AND PART-NEERSHIP	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Create a national incentive scheme for upgrading outdated MICE infrastructure	MGRT	Support renovation of venues to MICE standards	End 2026	5-Very High	5-Required
Create an incentive funding program for new local convention bureaus	MGRT / STO	Fund bureaus in emerging MICE regions	End 2026	5-Very High	5-Required

Restructure the regional convention bureau model to a “4+9” framework	KUS / STO	Align MICE governance with regional strategy	End 2025	5-Very High	5-Required
Establish 6 core local convention bureaus under the new structure	KUS / Local Authorities	Ensure local operational bases	Mid 2026	5-Very High	5-Required
Implement a decentralised membership system via local bureaus	KUS / Local Bureaus	Enable regionalised member management	Early 2026	5-Very High	5-Required
Launch pilot project for new XL–S tiered membership model	KUS / Local Bureaus	Test a scalable, equitable fee structure	End 2026	5-Very High	5-Required
Develop a joint standardisation protocol with local bureaus	KUS / Local Bureaus	Ensure adaptable quality across contexts	End 2025	5-Very High	5-Required
Integrate local bureaus into national strategy and marketing	KUS	Unify bureaus under shared branding/data	End 2026	5-Very High	5-Required
Set up a national form of public–private partnership (PPP) for the Convention Bureau	KUS / MGRT / STO	Secure long-term collaboration with clear roles	End 2026	5-Very High	5-Required
Expand the Slovenian Convention Bureau team from 3 to 9 experts	KUS	Build capacity in marketing, analytics, and regional coordination	Mid 2028	5-Very High	5-Required

C. STANDARDS AND SAFETY

STANDARDS AND SAFETY	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Create unified national safety standards for MICE events	Ministry of Interior / Health / Stakeholders	Standardise physical/digital safety protocols	End 2026	4-High	5-Required
Create national event safety & crisis protocol	Ministry of Interior / KUS	Implement unified evacuation, cybersecurity standards	Early 2026	4-High	5-Required

D. TRANSPORT AND MOBILITY

	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Implement a national multimodal MICE transport plan	Ministry of Infrastructure	Connect trains, shuttles, and flights with booking tools	End 2027	5 Very High	5-Required
Develop a MICE-friendly mobility app integrating transport & events	KUS	Provide seamless travel with a unified app	Mid 2026	4 High	3-Moderate

E. DATA AND DIGITAL INFRASTRUCTURE

	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Set up a central national calendar & booking system for MICE venues	KUS	Streamline venue scheduling nationwide	End 2025	5-Very High	5-Required
Establish a national digital event infrastructure standard	KUS	Standardise Wi-Fi, registration platforms	Mid 2026	3-Medium	2-Minor

F. TRAINING AND PROFESSIONAL DEVELOPMENT

	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Establishing SLOVENIA EVENT ACADEMY	KUS	Provide certified, scalable training for event professionals and stakeholders	Early 2027	5-Very High	5-Required
Establish a digital academy for event professionals	KUS	Lifelong learning in AI/AR/VR/ESG/UX/Emotional Intelligence	Mid 2026	5-Very High	5-Required

G. MONITORING & INCENTIVES

	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Establish a monitoring system based on the Meeting Experience Index	KUS	Track destination progress via a standardised index	Mid 2026	4-High	4-Significant

Develop regional incentive programmes to support catering ambassadors	STO / KUS	Nominate regional chefs/ venues as MICE ambassadors	End 2025	3-Medium	3-Moderate
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Table 38: Destination development projects

Seventeen marketing projects detailed below can be implemented to improve destination branding, develop digital and marketing tools, and elevate content and experience marketing.

A. BRANDING**AND CAM-PAIGNS****PROJECT OWNER****PROJECT GOAL****DEADLINE****IMPACT RANK****URGENCY RANK**

Launch “As You Like It” national industry brand campaign	KUS / STO	Promote personalisation, sustainability, storytelling	Early 2026	5-Very High	5-Required
Launch “As You Like It” immersive campaign platform	KUS	Position Slovenia as a boutique experiential destination	Early 2026	5-Very High	5-Required
Produce campaign manifesto & storytelling toolkit	KUS	Provide partners with cohesive messaging and content formats	Early 2026	5-Very High	5-Required

B. DIGITAL**AND MARKETING TOOLS****PROJECT OWNER****PROJECT GOAL****DEADLINE****IMPACT RANK****URGENCY RANK**

Launch a unified digital communication and marketing platform	KUS	Shared, user-friendly platform for all stakeholders	Mid 2026	5-Very High	5-Required
Develop a CRM-driven personalised campaign toolkit for partners	KUS	Enable tailored offers based on customer analytics	Mid 2026	4-High	4-Significant
Produce immersive AR/VR promotional content for venues & experiences	KUS	Enable digital-first storytelling and exposure	End 2026	4-High	3-Moderate

C. CONTENT AND EXPERIENCE MARKETING

	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Develop a national “WOW Toolbox” for event planners	KUS	Provide modules for sensory, emotional, and knowledge-rich experiences	End 2025	5-Very High	4-Significant
Develop a “By Invitation Only” event series with limited seats	KUS / Local Hosts	Create unrepeatable, high-emotion, exclusive events	End 2026	5-Very High	5-Required
Establish annual “Slovenian IKIGAI Experience” at Conventa	KUS / STO	Showcase Slovenia's persona-fit offerings	Mid 2026	4-High	4-Significant
Launch “Hidden Hosts” micro-documentary series	KUS / Creative Studios	Showcase authentic local heroes to international planners	Mid 2026	4-High	4-Significant
Produce immersive digital RFP configurator & Smart Deal Room	KUS	Digitalise site visits & streamline decision-making	End 2026	4-High	4-Significant
Launch “Slow Meetings” pilot in silent/nature venues	KUS / Partners	Disrupt meetings using nature-focused regenerative rhythms	Mid 2026	4-High	3-Moderate
Start “Ask a Local Pro” AMA video series	KUS	Build trust with relatable event professionals globally	Mid 2026	4-High	3-Moderate

D. DIRECT AND CRM MARKETING

	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Design communication templates for quick B2B response & bidding	KUS	Enable fast-aligned messaging with international planners	Mid 2026	4-High	3-Moderate
Develop sector-specific landing pages & toolkits	KUS	Support targeted sales efforts (pharma, EV, academia)	Mid 2026	4-High	4-Significant
Train local stakeholders in persona-based sales communication	KUS	Equip providers with IKIGAI-based messaging	End 2026	4-High	4-Significant

E. TALENT AND AMBASSADORS	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Create a certification programme for “Congress Ambassadors”	KUS / STO	Engage organisers to represent Slovenia's MICE brand	End 2026	3-Medium	4-Significant

Table 39: Destination marketing projects

10.1 Selection of projects at the workshop on 28 May 2025

The participants of the workshop hosted on 28 May 2025 selected the projects they would like to initiate and activate in the future. Firstly, they selected a range of destination development projects.

A. INFRA-STRUCTURE & VENUES	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Pilot pop-up modular venue prototypes	KUS / Local innovation hubs	Test small-scale mobile event venues in rural areas	Q2 2026	4-High	4-Significant
Develop convertible outdoor pavilion designs	KUS / Architecture firms	Enable adaptable event spaces linked to nature	Q4 2026	4-High	3-Moderate

B. POLICY, GOVERNANCE AND PARTNERSHIP	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Establish a MICE advisory council with the private sector	KUS / Industry bodies	Improve the co-design of sector priorities	Q1 2026	4-High	4-Significant
Introduce the regional MICE micro-grants programme	MGRT / Local authorities	Support experimental events in underrepresented areas	Q3 2026	4-High	3-Moderate

C. TRANSPORT AND MOBILITY	PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
Launch e-bike event shuttle pilot	KUS / Municipalities	Offer eco-friendly pick-up for small events	Q2 2026	3-Medium	3-Moderate

D. DATA AND DIGITAL**INFRASTRUCTURE****PROJECT OWNER****PROJECT GOAL****DEADLINE****IMPACT RANK****URGENCY RANK**

Implement basic venue feedback kiosks	KUS / Venues	Collect in situ event data directly from attendees	Q3 2026	3-Medium	3-Moderate
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Table 40: Selected destination development projects

They then selected destination marketing projects they would like to see implemented in the future.

A. BRANDING AND CAMPAIGNS**PROJECT OWNER****PROJECT GOAL****DEADLINE****IMPACT RANK****URGENCY RANK**

Intensive co-branding with Conventa	KUS / Conventa	Maximise brand synergy between Slovenia and the leading regional MICE event	Q3 2026	5-Very High	5-Required
Slovenian MICE market-place festival	KUS / Conventa	Create a national B2B showcase connecting Slovenian MICE providers with international buyers through experiential formats	Q2 2026	5-Very High	5-Required
Launch micro-influencer ambassador network	KUS / Creative agency	Leverage niche voices to spread word-of-mouth about MICE destinations	Q2 2026	4-High	4-Significant
Slovenian Congress Ambassadors – Rebranding and Reshaping	KUS / STO	Refresh the program's image and role by aligning it with Slovenia's new MICE identity, digital tools, and target personas	Q4 2026	4-High	5-Required

B. DIGITAL MARKETING AND TOOLS

PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
KUS	Standardise, simplify and digitalise RFP handling and response formats	Q3 2026	5-Very High	5-Required
KUS / IT partner	Implement automated qualification and pre-response systems for RFPs	End 2026	4-High	4-Significant
KUS / IT partners	Allow attendees and providers to share event stories officially	Q4 2026	3-Medium	3-Moderate
KUS / Venues	Host live-stream virtual tours for international event planners	Q3 2026	4-High	3-Moderate
KUS	Create and distribute best-practice formats for social impact and knowledge legacy	Q4 2026	4-High	3-Moderate
KUS / Sports bodies	Develop thematic marketing and packages for high-end clients and the sports sector	End 2026	4-High	3-Moderate

C. CONTENT AND EXPERIENCE MARKETING

PROJECT OWNER	PROJECT GOAL	DEADLINE	IMPACT RANK	URGENCY RANK
KUS	Short, authentic videos to introduce planners to local stories, people, and venues	Q2 2026	4-High	4-Significant
KUS / Innovation Hubs	Co-create new meeting formats with planners & providers	Q2 2026	4-High	4-Significant

Social media campaign ("Heart of Slovenia")	KUS	Promote Slovenia as an emotional, intimate MICE destination via organic and paid content	Q2 2026	4-High	4-Significant
Launch micro-events series in rural historic sites	Local Bureaus / KUS	Showcase hidden heritage destinations through small, curated events	Q3 2026	4-High	3-Moderate
Social media 7.0 (IG, FB, TikTok, LinkedIn)	KUS	Create cutting-edge, engaging social content across key platforms	Mid 2026	4-High	4-Significant

Table 41: Selected destination marketing projects

10.2 Eisenhower matrix adapted for Slovenia's meetings industry

The Eisenhower Matrix is a task management tool that helps users organise and prioritise tasks by urgency and importance. We tailored this matrix to the needs of the Slovenian meetings industry. Below is the first matrix dedicated to destination development.

	URGENT	NOT URGENT
IMPORTANT	DO JUST DO IT 1. Restructure the CVB model to "6 + 4" 2. Establish 6 core local bureaus under the new structure 3. Create an incentive funding program for new local convention bureaus 4. Implement multimodal MICE transport plan 5. Establish SLOVENIA EVENT ACADEMY 6. Launch national booking/calendar system 7. Set up a new PPP model with MGRT and STO 8. Develop a joint standardisation protocol with local bureaus	DECIDE DO LATER, MAKE A PLAN 1. Expand the Slovenian Convention Bureau team 2. Create a national incentive scheme for upgrading outdated MICE infrastructure 3. Construct 3 000 m² multipurpose hall in Ljubljana 4. Renovate underused or abandoned venues for MICE use 5. Establish a digital academy for event professionals 6. Develop a monitoring system (Meeting Experience Index) 7. Create regional incentive programmes (catering ambassadors)
NOT IMPORTANT	DELEGATE FIND SOMEONE TO HELP YOU 1. Build regional mobility hubs with event-linked transport 2. Create unified national safety standards for MICE 3. Develop national event safety & crisis protocol 4. Pilot pop-up modular venues 5. Venue feedback kiosks 6. Develop a mobility app	ELIMINATE IT SAY NO 1. Symbolic concepts only ("God of the Destination") 2. Manual Excel reporting instead of smart tools

Table 42: Eisenhower matrix for destination development

The second matrix is adapted for destination marketing.

	URGENT	NOT URGENT
IMPORTANT	DO JUST DO IT 1. Launch “As You Like It” national campaign 2. Launch unified digital marketing platform 3. Slovenian MICE market-place festival 4. Intensive co-branding with Conventa 5. Optimise bidding & RFP process 6. Slovenian Congress Ambassadors – Rebranding & Reshaping 7. Strategic brand marketing (rebranding campaign)	DECIDE DO LATER, MAKE A PLAN 1. Develop CRM-based campaign toolkit 2. Develop WOW Toolbox 3. Develop “By Invitation Only” event series 4. Launch micro-influencer ambassador network 5. Host quarterly Design Sprint MICE format labs
NOT IMPORTANT	DELEGATE FIND SOMEONE TO HELP YOU 1. Social media 7.0 campaign (IG, TikTok, etc.) 2. Slovenia video talks 3. Develop sector-specific landing pages 4. AMA video series (“Ask a Local Pro”) 5. Templates for B2B bidding	ELIMINATE IT SAY NO 1. Generic mass mailings 2. “Say No to Quantity” messaging 3. Duplicate/uncoordinated content channels

Table 43: Eisenhower matrix for destination marketing

10.4. What will truly transform Slovenia by 2030?

There are several projects that are poised to address challenges that have been pestering the Slovenian meetings industry for years. Perhaps the most important project in this respect is the implementation of the 4-6 Development project, a new strategic model for governance and funding of the Slovenian meetings industry. It will address the inadequate destination management structure in Slovenia. A key part of the strategy will also be Project 115, the introduction of a revised membership system enabling passive regions to participate with a minimum target of 115 active members by 2030.

Outdated event infrastructure will be revitalised thanks to the holistic MICE Investment Project, a public tender for urgently needed investments in event infrastructure to be led and coordinated by the Ministry of the Economy, Tourism and Sport. In this field, the Project Space 3000 is also essential, as it will support the construction of a central Slovenian venue with 3,000 m² of flexible event space.

To replace the outdated communication methods, the Disruptive Campaign Project will launch a new, inspiring, inclusive, and contemporary communication strategy aligned with the “As You Like It– A whole country as your stage” prototype. In step with the times, the Slovenian Convention Bureau will also become fully digitalised thanks to the **Project KUS 7.0**. All communication and marketing processes within the SCB will be updated in line with the principles of Quantum Experiential Marketing. To go from a follower to a leader, Slovenia will establish the Slovenian School of Events. It will serve as a hub of excellence for event and experience education in the New Europe region.

To gain a holistic overview of the event venues around Slovenia, the Project Venues without Borders will map and include Slovenian special venues into the national offer and revitalise abandoned spaces. The project Regenerative Lab will help

Slovenia become a European accelerator for regenerative solutions within the meetings industry, positioning Slovenia as a global hub for the development of regenerative and creative events.

The issue of staff shortages will be addressed by Project Smart HR, which will help form a professional, modern, and nationally coordinated destination management team.

To achieve the set Key Performance Indicators (KPIs) outlined in the 2030 strategy, a significant budget increase is required. The necessary budget amounts to at least 915,000.00 EUR, which includes doubling the marketing budget to 480,000.00 EUR, allocating 270,000.00 EUR for proprietary development projects and an increase in labour costs to 270,000.00 EUR for nine employees.

11. Pledge of support

The pledge below is to be signed by local politicians and decision-makers during the strategy presentation in the 6 key regions.

Dedicated to making a leap in the slovenian meetings industry

The Slovenian meetings and events industry represents a pillar of the Slovenian economy. It connects 178 companies, where over 8,500 experts work, generating a total of over 1.4 billion EUR in multiplicative income. In addition, the meetings and events industry drives numerous positive regenerative effects on a local, regional and national level.

Why do we support the meetings industry?

Due to the immense potential, the signatories pledge to co-create the future of Slovenia as a leading event and incentive destination in Europe.

We are aware that the meetings industry:

- Creates added value: an average event attendee's expenditure is 3.3. higher than the average tourist's.
- Facilitates development across Slovenia: events often take place outside the main event hubs, prompting balanced regional development.
- Reduces dependence on the high tourist season: events take place year-round, reducing overtourism and keeping venues full.
- Employs over 8,500 regular and over 2,000 outsourced event professionals: mostly highly-educated experts and creative minds.
- Builds long-term relationships with attendees, who often return privately, as tourists, or as partners and investors.
- Works hand in hand with other industries: from science, culture, economy, creative industries, the educational sector, cuisine, art, and sustainability institutions.
- Increases tax income and local revenue streams with a regenerative approach to developing communities.
- Helps Slovenia gain international acclaim as a reliable, sustainable, and innovative destination for events.
- Encourages international cooperation and export: events often open the door to market, research, and investment opportunities.
- Boosts knowledge exchange and innovation: connecting experts from various fields, facilitating the exchange of ideas, and providing a space for sharing best practice cases, thus encouraging scientific, societal, and economic development.

Our shared vision for 2030

By 2030, Slovenia will be recognised as an inspiring European destination for mid-sized, regenerative events that leave the destination in a better state than before the event and help balance the environment, society, and attendees.

We will amaze event organisers with our team spirit, creativity, reliable partners, innovative infrastructure, and measurable added value.

With continuous investments in know-how, technology, and cooperation, we will build a holistic, inclusive, and future-ready

meetings industry that will blaze a trail for global regenerative events.

The signatories pledge to...

The signatories hereby commit to support and implement the new strategy for the Slovenian meetings industry. By signing the pledge, we authorise the Slovenian Convention Bureau, a public-private institution, to coordinate, manage, and implement strategic activities by 2030. The Slovenian Convention Bureau will work hand in hand with the Slovenian Tourist Board and other key stakeholder institutions, in charge of developing, promoting, and regulating the field, to transform the strategy into a reality.

As signatories, we pledge to support and help realise the following ten strategic goals, in line with the KUS 2030 strategy and in the spirit of international best practice cases:

- **Goal 1:** Establish a 6-4 management model for key Slovenian destinations led by the Slovenian Convention Bureau in close cooperation with the Slovenian Tourist Board.
- **Goal 2:** Build a competent and expert team on a national and regional level with a clear staff and operational structure.
- **Goal 3:** Create a public tender for essential investments and renovating infrastructure for organising international events.
- **Goal 4:** Establish an inclusive membership and partnership model that will ensure active cooperation between regions with less potential for hosting events.
- **Goal 5:** Kickstart an inspiring and modern communication platform to promote Slovenia as an innovative event destination.
- **Goal 6:** We want to holistically digitalise key communication tools, data flows, and processes of the Slovenian Convention Bureau. The end goal is to connect the entire meetings industry into a unified, effective digital environment supported by data.
- **Goal 7:** We aspire to establish a Slovenian Academy for Events and Experiences to become a leading regional educational institution between Helsinki and Istanbul, offering programmes with acclaimed certificates.
- **Goal 8:** Write, categorise, and include special venues in the national offer and empower them to cater to the international market.
- **Goal 9:** Establish a European think tank for developing regenerative practices and solutions in the events industry and evolve Slovenia's sustainable practices.
- **Goal 10:** Improve the recognition of the meetings industry on a local, national, and regional level through an innovative collaborative platform.

Working together for a more sustainable, innovative and globally-recognised slovenia

Knowing that the future of the meetings industry is the joint responsibility of all stakeholders, the signatories pledge our commitment to actively co-create and develop the industry through our actions, know-how, and cooperation in the hope of making the events and meetings industry responsible to the environment, inclusive to our society, and focused on providing quality experiences for event attendees.

We pledge to work following the values of partnership, sustainability, expertise, innovation, and inclusiveness, and aspire to create a globally recognisable, successful, and long-term sustainable meetings industry in Slovenia.

By signing this pledge, you become committed to fulfilling the goals of the strategy and partnering with the Slovenian meetings industry to make them a reality.

Date	Location	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Annexes 1, 2 & 3

Annex 1 – insights from eight international event experts

We asked eight international event experts what they associate Slovenia with. Here is the list of the event experts:

- **Iain Bitran** (representing Associations)
- **Gemmeke De Jongh** (representing Destinations)
- **Pepe Garcia Aguaron** (representing Media/Event organisers)
- **Jens Oliver Mayer** (representing Agencies | Corporate businesses)
- **Kim Myhre** (representing Agencies | Corporate businesses)
- **Christoph Tessmar** (representing Destinations)
- **Henrik von Arnold** (representing Destinations)

When asked about what they first think of when they hear Slovenia, they responded: “A green, safe, and high-quality destination. Slovenia does a great job promoting itself as sustainable, with beautiful natural scenery and well-developed infrastructure, especially in Ljubljana.” They also said the country is “green, sustainable, small, culinary, friendly and European.” Some were more critical: “Slovenia is not very well known as a meetings destination in our industry. Nevertheless, it is getting more and more on the map due to several important actions like Conventa, Jan Oršič’s election to the ICCA Board of Directors, and active presence at IMEX and IBTM World.”

When discussing the country’s key attributes, they mentioned nature: “pristine landscapes, from alpine peaks to lush valleys and crystal-clear lakes, offering an inspiring backdrop for any event.” They also referenced the boutique character of Slovenia: “a sense of exclusivity and authenticity, where quality always outweighs quantity.” Some praised the home-like feeling: “a welcoming atmosphere that instantly puts you at ease; Slovenia feels personal, intimate, and genuine.” Others praised the human touch: “A people-first approach: warm, hospitable, and deeply connected to place and tradition.” Cleanliness was also mentioned: “Exceptionally well-kept cities and nature, with a clear commitment to sustainability and wellbeing.” Vibrancy was also noted as a key attribute: “A thriving cultural scene, rich traditions, and a strong sense of community energise every gathering.” One expert also said Slovenia is “dynamic and creative, with surprising diversity packed into a small destination.” Finally, one expert mentioned that Slovenia is “perfectly suited for focused, serene, and meaningful events—peaceful settings that allow for reflection and deep connection.”

They also shared a few personal impressions: “Very nice, welcoming professionals in a great city (my only reference is actually Ljubljana), though sometimes with slightly outdated meeting infrastructure.” One also talked about the human scale of Slovenia: “I think of somewhere peaceful and well-organised. A human-scale destination – walkable, inspiring, where ideas flow easily and the atmosphere softens personal attitude. (My association probably blends my personal image of Ljubljana with the whole of Slovenia.)”

The event experts also evaluated the country’s sustainability and green vision. One of them commented that Slovenia “has exceptionally well-kept cities and nature, with a clear commitment to sustainability and wellbeing.” One outlined that he shares the vision for events that “give back more than they take - ecologically, socially and economically.”

One visionary message for the future stood out. One expert said: “Let’s reimagine meetings as journeys that honour our planet and celebrate local culture, transforming Slovenia into the stage where the world comes together sustainably, authentically and with lasting impact.”

There were also some proposals for improvement. One of them concerned Slovenia’s position in the events industry: “Slovenia is not very well known as a meetings destination in our industry. Nevertheless, it is getting more and more on the map due to several important actions like Conventa.” Some were more critical: “I believe the challenge is big. Slovenia lacks drive in the meetings industry scene, both as an international brand and when you look at its infrastructure as an event destination.” Infrastructure was also criticised: “Investments in infrastructure upgrades are key to hosting events in the destination. Improvement of air and train connections for easier access is very important.”

Annex 2: The focus group participants

Ljubljana and Central Slovenia

- Katja Korošec, Ljubljana Exhibition Centre
- Jan Oršič, Ljubljana Convention Bureau
- Marinko Šantek, Hotel Four Points by Sheraton Mons

Štajerska (Styria) and Prekmurje Region

- Alja Beccari, Celje Fair
- Sandra Čeha, Hotel Habakuk
- Gabrijela Maruh, Sava Moravske Toplice
- Doroteja Mauko, Maribor Convention Bureau
- Janette Škorc, Rimske Terme

Alpine Slovenia

- Nataša Andlovec, EkoPark Hotel, Bohinj
- Elvira Krupić, Sava Hotels, Bled
- Maja Pančur, Bled Convention Bureau
- Natalija Šahraj - Alpinia

Coastal and Karst Region

- Mojca Gobina Mravlje, Sava, Bernardin Hotels
- Sonja Mužina, Vipava Valley
- Suzana Pavlin - HIT Nova Gorica
- Mitja Žnidaršič, Lifeclass, Portorož

Novo Mesto – Dolenjska Region

- Petra Djordjević, KNM Travel

Various – All Regions

- Sonja Baloh - SCB (student)
- Alenka Bezjak Mlakar - Meetpoint
- Neža Brezovnik - Toleranca
- Fredi Fontanot - SCB
- Jasna Jašič - SCB
- Tatjana Juriševič - Palma
- Matjaž Kristan - Acenta
- Karmen Novarlič / Barbara Zmrzlikar / Romana Zorman - Slovenian Tourist Board (STO)
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Annex 3: Digital Strategy of the Slovenian Convention Bureau (KUS 2030)

Based on the starting points of the KUS 2030 strategy, Acenta, a company specialising in digitalised marketing strategies, prepared a proposal for a digital strategy in two phases.

The first phase of the “Must Have” covers essential activities in Year 1 that will lay the foundations for the digital presence of the Slovenian Convention Bureau (SCB).

The second phase, “Nice to Have,” describes advanced elements (AI, automation, innovation) that build on the foundation and follow the KUS 2030 guidelines for digital transformation.

All proposals take into account the values of the strategy (knowledge/wisdom, ethics, boutique, sustainability) as well as the challenges (e.g. fragmentation, lack of narrative) and goals (higher visibility, connected action). The strategy is structured in a way that is useful for **the internal team** (for planning and implementing activities) as well as in cooperation with **external agencies** (for implementing specific projects).

Main goals in 12 months:

- Increase Slovenia’s competitiveness as a destination for meetings and events (MICE).
- Build an effective omnichannel presence.
- Launch digital lead collection and begin systematic e-communication.

The KUS 2030 Strategy highlights that Slovenia needs to present itself more clearly and confidently to the world as a congress destination. Slovenia is recognised as a “green gem” with a strong sustainability focus, rich natural and cultural heritage and boutique character, but foreigners find it difficult to understand its identity due to the lack of a unified narrative and communication. They actually appreciate Slovenian organisers and quality, but they don’t find strategic self-confidence in their presentation. At the same time, Slovenia is considered a destination with strong ethical principles and a commitment to sustainability, authenticity and a high quality of life, but guests often do not perceive a clear story or vision that would go beyond the mere image of a “green environment for events”. Both domestic and foreign stakeholders want a more recognisable identity that would connect Slovenian values with a prominent position in the meetings industry.

The key goal is therefore to create a strong identity for Slovenia as a “blue, ethical, boutique and sustainable” destination and to effectively communicate it globally.

“Must Have” – basic digital activities (Year 1)

In the first phase, we are focusing on establishing a basic digital presence and communication channels. This will allow KUS to immediately appear as a unified, recognisable and professional entity online, which is essential, as the strategy emphasises the need for a unified presence and communication channels. Must-have elements include the website as a central platform, key digital channels (LinkedIn, email, etc.) and core content. In all of these elements, we will highlight the story and values of Slovenia as a congress destination (wisdom/knowledge, ethics, boutique style and sustainability) and ensure a professional image in line with the goals of KUS 2030.

When creating the digital strategy, we took into account the principles of an omnichannel strategy, which ensures a coordinated and continuous user experience at all touchpoints - from the website and email to social networks, events and personal communication.

The content, messages and visual image must be consistent and tailored to the user’s decision-making stage. This strengthens

the trust of KUS, its professionalism and recognition of Slovenia as a destination for business meetings.

An omnichannel approach enables a better user experience and more efficient conversion of contacts into concrete inquiries and partnerships.

Renovation and optimisation of the official website

- **Website modernisation:** we propose a renovation and optimisation of the official KUS website with a refreshed visual image and user experience. The site will reflect the new narrative and identity of the destination – we will emphasise **sustainable orientation, ethical practices and boutique, high-quality offer**. At the same time, we will communicate the “wisdom” or expertise of Slovenia, e.g. by publishing professional content, research or news that demonstrates our knowledge. The goal is for the visitor to immediately understand the unique story of Slovenia as a destination for business meetings (**the “we are not just green – we are wise”** approach).
- **Structure and content:** The content should be available in at least Slovenian and English (and in other languages for key markets if necessary).
- **Include the main sections:**
 - Why Slovenia (a clear story that connects our values with benefits for event organisers).
 - Advanced search engine with the ability to filter by capacity, region, price, sustainability certificates, etc.
 - Services and offerings (review of boutique capacities, special venues, sustainable destination certificates, etc.).
 - References (case studies of successfully implemented international events in Slovenia, statements from satisfied organisers– this strengthens credibility and **authenticity**).
 - Implementation of a **request for proposal (RFP) tool** – e.g. an online form or configurator where event organisers can submit a request for organising an event in Slovenia. Immediate response is key (e.g. an automatic confirmation message), which contributes to the image of a reliable and **responsive** destination.
 - Inclusion of an interactive map of Slovenia with marked MICE capacities and regions to show the dispersion and accessibility of the offer (addresses the challenge of regional fragmentation).
 - There will be a special emphasis on **sustainability** – e.g. a subpage on sustainability initiatives and **green programs** – as sustainability is one of the core values.
 - We equally highlight **boutique style** and **quality**: we present the unique experiences that Slovenia offers for business guests (e.g. smaller **boutique places** with high added value, authentic local culture).
- **User experience and functionality:** We ensure **intuitive navigation** and quick access to key information for different target groups (e.g. separately for corporate organisers, associations, incentive houses). The website will be **adapted to mobile devices** (mobile first), as many users research via phones. Page loading speed and technical optimisation are important for a good user experience and SEO.
- In the design of the page, we include elements that visually support the identity (e.g. a colour scheme that emphasises blue tones in addition to green – as a symbol of wisdom and water, if necessary – and images that depict untouched nature and boutique events).
- **SEO optimisation:** We include basic **search engine optimisation right from the start of the renovation**. We research the keywords that international event organisers use. We optimise the website accordingly for increased traffic. We create **targeted landing pages** for key markets or segments (e.g. “Meetings in Slovenia” page for corporate event planners, “Association Congress in Slovenia” for professional associations), which will contain relevant keywords and arguments. Good SEO ranking ensures that customers find relevant information more easily and, above all, faster, which directly addresses the aforementioned challenge of limited visibility in the international market.

- **Analytics and measurement:** We install analytics tools on the website and define **key performance indicators** (KPIs). This will be an important basis for upgrading in phase 2, when we will use this data for more advanced analysis and personalisation. We also consider **ethical values** in analytics - we ensure compliance with GDPR to build trust with visitors.

Social networks

The KUS 2030 strategy emphasises the need for clear and confident communication of Slovenia's identity as a congress destination. Although Slovenia is recognised as a green gem with a rich heritage and a sustainable approach, foreigners often do not understand its true identity due to emphasised and inconsistent communication. The key goal of the strategy is to build the image of Slovenia as a blue, ethical, boutique and sustainable destination and to effectively present this to the world.

Therefore, we need to change our social media publishing strategy to support this target narrative. Posts need to be more strategic, content-consistent, and focused on building a recognisable identity. We suggest introducing content pillars (e.g., sustainable events, local community wisdom, ethical stories behind events), better visual consistency, and incorporating stakeholder experiences. We need to prepare a monthly posting plan that predetermines the main content. This content is then supplemented with current posts related to current events, news, or other opportunities. This approach enables structured, coordinated, and strategic communication throughout the year. Appropriate, high-quality photos and videos play a very important role.

Cooperation with partners and the Slovenian Tourist Board: We will improve our reach by cross-promoting through partners. We will agree with members and the Slovenian Tourist Organisation (STO) to share KUS content through their channels. Example: when KUS publishes a new success or article, members (hotels, DMCs, etc.) share it on their LinkedIn profiles. STO can include KUS MICE stories in their IFEELSLOVENIA channels. This way, with minimal additional effort, we reach a wider audience and members feel included. Post planning and management: To make it easier to manage multiple channels, we use social media planning tools. These allow us to prepare posts for LinkedIn, Instagram, etc., in advance and automatically publish them at a set time.

Integrations and content sharing: Take advantage of integration opportunities between tools – the goal is “create once, publish everywhere”. For example, connect the website to social networks. Set up a simple system for collecting content from members (e.g. a form where members can suggest news that the team reviews and publishes) or enable member posts on your channels.

This will make it easier for KUS to appeal to international event organisers and contribute to the recognition of Slovenia as a destination with a clear vision and outstanding values.

LinkedIn – professional presence and B2B networking

- **Refreshing the official LinkedIn page:** LinkedIn is a key network for **the B2B segment** and the international business community. All graphics and descriptions will be aligned with the new online identity (e.g. using a slogan that summarises our story/values). We will clearly refresh the profile (mission description, contact information, link to the website).
- **Content strategy for posts: We regularly publish professional and engaging content** on LinkedIn (at least 2-4 posts per month). Content should include:
 - **Success stories and reference** presentations of events that have been successfully implemented in Slovenia. We emphasise elements such as sustainable measures at the event, excellent local community participation, boutique experience for participants, etc., to strengthen the perception of a sustainable and boutique destination.
 - **Highlighting expertise (wisdom):** We share **insights, research and advice** from the field of the meetings industry. For example, publishing the results of a study (either our own or a summary) on sustainable event trends, new technology in the meetings industry, etc. This positions KUS as a sage - a source of knowledge and innovation in the MICE world, not just as a promoter of itself. This is in line with KUS 2030, which emphasises that we have a depth of knowledge that we must share more confidently with the world.

- **Values and current events:** We publish news about achievements that reflect **ethics and sustainability**. For example, if Slovenia or a KUS member receives a **sustainability certification** or an award in the field of social responsibility, we share it. We also publish news about new **boutique locations** or innovative offers. Such content reinforces the brand values (ethics, sustainability, boutiqueness) and provides concrete evidence for our claims.
- **Ambassadors and a personal touch:** We also include personal stories or statements **from ambassadors** – e.g. profiling team members or partners who embody Slovenia's values. A short interview with, for example, an organiser praising Slovenian hospitality and professionalism can add credibility and a human touch. The same goes for important international clients who have held their event in Slovenia.
- **Infographics and data stories:** We occasionally prepare infographics for LinkedIn posts (e.g. "Slovenia MICE in numbers" – number of events, participant satisfaction, CO₂ savings due to sustainable practices, etc.). Visually presented **numbers** are quickly understandable and shareable.
- **Engagement and networking:** LinkedIn is not just for posting, but also for **connecting**. We actively connect with key stakeholders: international congress organisers, MICE industry leaders, association representatives (ICCA, PCMA, etc.), and journalists and industry influencers. We follow relevant groups and discussions (e.g. LinkedIn groups on events, business tourism) and get involved with comments and shares where there is an opportunity to highlight Slovenia. The goal is for KUS to become a loud and visible member of the professional community (thus overcoming the current perception of "present but not heard").
- **LinkedIn Advertising:** For faster growth of reach and targeted promotion, we can use **LinkedIn Sponsored Content** or InMail campaigns. We suggest occasional campaigns, e.g. when launching a new website or when making important announcements (e.g. a new offer, an invitation to an event). We target ads to decision-makers (event managers, association directors, incentive agencies) in key markets (Germany, Benelux, UK, USA...). Advertising should emphasise our competitive advantages – safety and ethical business practices, the beauty of nature and sustainability, and the professionalism of the team to attract interested parties.

Instagram

- **Instagram profile:** Instagram is a highly visual channel, useful for presenting **an attractive image of Slovenia** as a destination. Here we can communicate more emotional and inspiring photos of picturesque venues (e.g. Bled Congress Centre by the lake, special events in historic buildings, feasts with local cuisine), stories (Stories) from live events, short videos (Reels) from behind the scenes of event preparation, etc. Messages should indirectly emphasise **boutiqueness and authenticity** (e.g. present local customs included in the MICE program) and **sustainability** (e.g. show zero-waste feasts or the use of wooden materials at the event). Although most serious decision-makers do not choose a destination through Instagram, this channel builds an emotional brand identity and attracts the attention of the younger generation of event managers. We will use the hashtag #ifeelsLOVEnia and related ones to connect with the national promotion.

YouTube

- **YouTube and video content:** Video is a great tool to showcase a destination in a dynamic and experiential light. We need to revamp our YouTube channel and upload some quality videos:
- **Promo video:** e.g. a 2-minute presentation video of Slovenia as a MICE destination, combining footage of key cities (Ljubljana, Bled, Portorož...) and emphasising the **"all-in-one"** character of the destination – urban encounters + nature + culture. The script can be based on a tale of a wise man (Slovenia) who beckons with his wisdom and beauty.
- **A series of short videos:** e.g. "Venue Spotlight" – 1-minute clips of individual venues (conference centre, castle, unique location) with a statement from the organiser or participant about how the experience was there. This adds a personal recommendation and emphasises **the authenticity and quality of the service**.

- Video testimonials: we will record short statements from foreign organisers who have held an event in Slovenia, asking them to say what impressed them (it is best if they mention hospitality, natural beauty, professional support - authentic praise is very convincing).
- Introduction of professional promotional video clips (60s, with an emphasis on green nature, cuisine, and sustainability for targeted project campaigns via social & specialist channels.
- YouTube series like “Slovenia/now” are increasing visibility and engagement.

Email marketing (newsletter and CRM database)

- **Establishing a contact database:** We will collect and segment contacts of relevant target groups in a **CRM or email system**. These include: international conference organisers, PCOs (professional congress organisers), agencies, corporate clients, local partners and members, journalists, etc. We obtain contacts from existing databases (membership, inquiries so far, business cards from events) and through the new website. It is necessary to take care to obtain consents (GDPR) for notification - respecting privacy is part of our **ethical commitment to customers**.
- **Regular e-newsletter: We will continue with a regular monthly e-newsletter.** It is intended to inform and maintain contact with the interested public. It should include:
 - **News and achievements:** short news about new venues, infrastructure or services (e.g. new hotel with conference hall, airport renovation, launch of new **digital platform**, etc.). Emphasise how these innovations improve the experience (greater sustainability, technological advancement – e.g. “XYZ hall receives Green Venue certification”).
 - **Upcoming events and fairs:** announce the participation of the Slovenian Convention Bureau in international fairs (IMEX, IBTM...) or the organisation of our own presentation events. We invite clients to meet you there. This shows proactivity and global presence.
 - **Featured story/destination:** In each newsletter, we include one story that illustrates our values. For example, a presentation of a lesser-known **boutique destination** in Slovenia as a hidden gem for incentive events - this brings unique locations and culture closer to the recipient (an emotional connection with the destination is built). Or an interview with an organiser who praises Slovenian **hospitality and an ethical approach** to cooperation, which highlights our values in practice.
 - **Useful content:** We add a column with practical advice (e.g. “5 tips for sustainable event organisation” or “How to utilise the natural features of a destination in a conference program”). This provides value to the reader and at the same time subtly promotes Slovenia’s advantages (e.g. that this is easily feasible here due to the accessibility of nature and the sustainability orientation of the providers).
- **Tools and design:** Use an email marketing platform that allows you to manage lists, create beautiful templates, and track statistics. Design the template in accordance with **the overall graphic image** (header with the I feel Slovenia logo or the new brand of the convention bureau, colours should follow the web design). The template should be simple, mobile-friendly, with an emphasis on visual elements (destination photos) and clear calls to action.
- **Personalise basic messages:** If the base is heterogeneous, consider **segmentation** in the first phase. For example, separate the list of international organisers from local partners and adjust the content slightly (local ones, for example, more internal news, international ones, more promotional content). At the very least, address recipients by name in a personalised way, and emphasise the benefits relevant to them depending on the segment. This increases the level of engagement and shows that **we know and value them** (which is part of **the boutique approach** – personal relationship).
- **Measuring success:** We track email campaign metrics. These metrics tell us what content resonates. Later (in an advanced phase), we can use this for even more automated and targeted communication.

- **Automated onboarding emails** for new contacts acquired through trade shows, webinars or online forms. Immediate response or sending follow-up content and automated marketing emails for new contacts.
- **Dynamic content blocks:** The content we send to target groups can be divided according to the audience, where each segment sees a customised message.

Content marketing

- **SEO Content Marketing (Blog):** To increase organic reach and position ourselves as **an expert** (Wise) in the industry, we start with **a blog** or news website. Once a month, we publish a longer article or contribution that is relevant to our target audience:
 - For example, “The Future of Sustainable Events – A View from Slovenia”, “10 Reasons Why Boutique Venues Are Perfect for Incentive Programs”, “How Slovenia is Realising Sustainability Commitments in the Congress Industry”, etc.

These articles should be **informative and useful**, not just promotional. We use them to build reputation and SEO (more quality content = better visibility in search engines). Of course, we promote the articles via LinkedIn and the newsletter for additional reading. We also consider **guest posting** on international MICE portals (e.g. writing an article for a professional e-magazine or blog) – which again raises the profile of Slovenia as a **“thought leader”** destination.

Interview of the month: every month we publish a short interview with one of the target groups – alternating, for example, with a foreign event organiser, a KUS member (hotel, DMC), a leading expert (ICCA, etc.). The interview should highlight positive experiences with Slovenia or insights into trends. This way, the content is not only promotional, but also professional, and **people (ambassadors) act** as witnesses (this is in line with the strategy proposal to include personal stories and ambassadors).

“Meet the Member” presentations: We periodically introduce a KUS member (e.g. a convention centre, an agency) on LinkedIn and in the newsletter. Content: who they are, their specialities, how they contribute to sustainability/boutique. This gives members a sense of recognition and promotion.

Upgrade newsletters into **permanent columns** on the blog/website. For example: **“Expert Advice”** – a monthly article with practical advice (sustainable event organisation and implementation of innovative technologies in congresses, etc.). We can summarise the findings of foreign research or guides and add a Slovenian context. The key is that the content is not perceived as advertising, but as **professional assistance** to the MICE community.

Member participation in content: To relieve the team and increase member involvement, we invite them to co-create content. For example, we set up a **guest post program:** members (or even reputable foreign organisers) can write a short blog about their experience or advice, which KUS edits and publishes. We also encourage members to create **mini video vlogs** or reports from events they organise (they can do this with their phone), and we share this through KUS channels.

Professional practice/internship: We cooperate with faculties (e.g. Turistica, FDV, Faculty of Economics) for marketing or tourism students to do internships at KUS. They can help with operational tasks (social media management, data analysis) and bring fresh ideas to the digital generation.

Digital advertising

- **Digital advertising (SEM):** In addition to organic reach through SEO and content, a basic budget for **search engine advertising** (Google Ads) is a must-have. We suggest a targeted **SEM campaign** in target foreign markets. Additionally, we can consider **display advertising** on specialised sites (e.g. an advertorial on some MICE-international online magazine) - but this may be later or as a nice-to-have if the budget allows.
- **Remarketing:** for website visitors who did not submit an inquiry.

- **Advertising on key social networks**, such as a **LinkedIn campaign** with video content and a call to action (CTA).
- **Joint campaigns** with DMCs, hotels and venues.
- The contribution is meaningfully linked to the goal of the KUS 2030 strategy to **improve digital marketing and campaigns** - in the first year, we lay the foundations on which we will build further, even more extensive campaigns.

Event organisation and event marketing

- Actively managing our own events, where knowledge and experience are shared and KUS is personified as an expert partner.
- Active participation in marketing events (e.g. IMEX, IBTM, Conventa), not just a classic presentation of Slovenia for business meetings, to enhance the mission of KUS.
- Using QR codes to download promotional material, access pages, and collect email addresses.
- After fairs, send personalised follow-up emails and segment contacts into key customer databases for further campaigns and contact nurturing.
- Monitoring the success of individual marketing events, opening of follow-up emails and marketing emails.
- Connecting trade shows with remarketing and social media follow-up calls.
- Establishing a simple CRM system.

Using cloud services to simplify business processes

- **Shared project folders**
For each fair, workshop or event, a special folder is created in the cloud storage where all documents are collected: programs, contact lists, invoices, travel orders, agreements with participants and photos.
- **Application and evaluation forms.**
Use of tools to collect event applications, post-event surveys, and gather interest for future activities.
- **Digital reporting for STO**
Data on activities, costs and contacts is collected in structured spreadsheets in the cloud that are automatically linked to reports, enabling quick and transparent preparation of monthly reports.
- **CRM system for tracking contacts and communication.**
Use of a cloud-based CRM system where customer contacts, meeting notes, invitations and further communications with international partners are recorded.
- **Task and deadline management**
Colleagues use tools to distribute tasks, monitor performance, and keep an eye on important deadlines.
- **Digital collection and categorisation of expenses**
Invoices for hotels, transportation, per diems, and other expenses are scanned and uploaded to applications such as where they are automatically sorted by category.
- **Establishing a knowledge base**
An internal digital library is being established with content, guidelines, instructions, presentations and documents for continuous learning and induction of new employees.

- **Group document editing**
Multiple team members can edit documents (e.g. tenders, plans, draft reports) simultaneously without sending attachments.
- **Automatic archiving of email communication**
Emails related to an individual event are automatically organised and stored in corresponding folders in cloud storage for easy review and later reporting.
- **Multimedia content storage**
All videos, photos and presentations from trade fairs, workshops and other events are centrally stored in the cloud, allowing for quick use in presentations or promotional materials.
- The establishment of a single digital system for communication and information sharing will be key to successful cooperation between national and regional convention bureaux. We recommend the use of a common cloud platform where all bureaux will have access to central documents, calendars, campaign plans and reports. It is also necessary to define basic rules of communication (e.g. monthly digital meetings, reporting structure), which will ensure the timeliness, transparency and uniformity of Slovenia's presentation as a convention destination.

These examples show how KUS can significantly improve efficiency, transparency, and team collaboration by using cloud services.

Analytics and KPIs

Determining key measurable KPIs for monitoring digital marketing performance, which are the basis for data-driven decision-making. KPI monitoring systems include analytics of all digital and communication tools. Monthly monitoring and reporting on the results of key measurement metrics that track the set goals. Annual reports on the reach of digital activities and ROI with evaluation and plan for the future, for members of KUS and the Slovenian Tourist Board.

Basic cybersecurity guidelines

The Slovenian Convention Bureau handles sensitive data, such as data from partners, customers, journalists, suppliers and event participants. It is therefore essential to establish basic cybersecurity guidelines that reduce the risks of misuse and data loss.

1. Secure passwords and access

Use strong passwords that include uppercase and lowercase letters, numbers, and symbols, and change them at least twice a year.

Introducing two-factor authentication (2FA) for access to email, CMS systems, and social networks.

Only authorised personnel should have access to sensitive information.

2. Regularly updating systems

All devices and software (e.g. operating system, browsers, WordPress plugins) should be updated regularly.

Security updates should be implemented as soon as possible after release.

3. Website protection

Use an SSL certificate (https).

Regularly perform website and database backups.

Using antivirus plugins or services.

4. Be careful with emails and attachments

Pay attention to suspicious messages, especially those that ask you to click on a link or download an attachment.

We do not respond to requests for sensitive information unless you are sure of the source.

5. Team training

Regular training of employees on the dangers of online fraud, phishing and attacks.

Introduction of internal rules for handling passwords, files and confidential communication.

6. Cloud security

When using tools such as Google Drive, OneDrive, etc., set access permissions (e.g. view only or edit).

We don't share files publicly unless necessary.

Development of digital human resources and strengthening of ICT and AI competencies

Key areas of development include digital skills (ICT), knowledge of artificial intelligence (AI), secure data management, and effective use of modern tools for promotion, analytics, and process automation.

Goals:

To raise digital competences within the KUS team.

Introduce the use of artificial intelligence for analytics, automation and personalisation.

Introduce lifelong learning and an internal knowledge academy that includes ICT and AI content.

Key pillars of implementation

1. Training and education

Internal monthly workshops on the use of tools.

Liaising with external partners to deliver courses.

Establishing a certification system for key ICT and AI competencies.

2. Using artificial intelligence in practice

Using AI to generate content (texts, event summaries, translations).

AI-supported data analysis (visitor analytics, demand trends, sentiment analysis).

Testing AI tools for email communication, personalisation and event management.

3. Internal knowledge base and knowledge sharing

Establishing an internal digital library with manuals, video guides, and templates.

Regular internal "digital breakfasts" to share good practices within the team and with partners.

4. Digital mentors

At least 1–2 team members are focused on being digital transformation champions with advanced knowledge.

Introduction of a peer-to-peer learning system among colleagues.

5. Digital mentors

Annual Digital Skills Self-Assessment.

Monitoring participation in training (number of hours, successfully completed modules).

Implementation of at least 3 AI tools in regular work by the end of 2026.

(Note: Year 1 is primarily about laying the foundations. The key outcome will be increased online and social reach of KUS, better recognition of Slovenia's identity in the digital space, and an established database. This prepares us for the second

phase, where we will build on these foundations with advanced approaches.)

The digitalisation of the Slovenian MICE industry must go beyond the mere introduction of technology and become a **holistic transformation of the experience**, in which the user, organiser and participant are at the centre. By using **artificial intelligence, smart systems, automation, XR technologies** and sustainable practices, Slovenia can become a reference destination for smart and green events.

“Nice to Have” – Advanced elements (AI, automation, innovation)

In the second phase (Year 2 and beyond), we propose advanced digital solutions that will put KUS at the forefront of innovation in line with the trends and guidelines of KUS 2030. The strategy explicitly mentions the need for **intelligent data platforms, advanced analytical tools** and **digital automation** for competitiveness. The “nice to have” activities described here include the use of artificial intelligence for analytics and personalisation, automation of marketing processes (lead scoring, response flows, customised content) and other innovative approaches (e.g. VR presentations). These elements build on the foundation from year 1 – we recommend them when you have established channels and enough data, and when an appropriate budget is available. Each of these elements contributes to more efficient customer acquisition and service and strengthens the image of Slovenia as a **digitally advanced and smart** destination.

A unified solution for digitalising business processes

For the Slovenian Convention Bureau (SCB), which needs a unified solution for managing promotional, organisational and administrative tasks, there are numerous **comprehensive (unified) systems for digitalising processes**. These systems combine functionalities such as CRM, project management, event management, reporting, contact processing, email marketing, analytics and often also document and financial management.

AI-powered analytics and data insights

Advanced analytics, powered by artificial intelligence, will enable KUS to **gain deeper insights** into the needs and behaviours of potential customers, allowing you to make more informed decisions and **anticipate trends**. KUS 2030 emphasises the need to invest in CRM and deploy advanced analytics tools (including AI) for precise segmentation based on behavioural and other patterns. Specific suggestions:

- **Predictive analytics:** Implement tools that analyse historical data and trends to **predict future demand and business opportunities**. For example, based on past demand, an AI model can predict which markets or industries are likely to see the most growth in interest, which times of the year are most in demand, etc. The model can also assess which factors (e.g. response speed, offering additional experiences) are most important in successfully converting demand into an actual event – these insights are then used to optimise the process. Predictive analytics allows us to proactively adjust our marketing (e.g. if AI predicts increased interest from the pharmaceutical sector, we can prepare customised content for that sector in advance). This reflects the “smart” use of data for strategic advantage.
- **Segmentation and AI insights:** Use AI for **smart segmentation** of contacts/leads. Instead of manual segmentation based on basic criteria, let AI analyse user behaviour on the website, email responses, social media interactions, etc., and recognise patterns. Based on these patterns, it can automatically create **micro-segments** – e.g. a group of users who are most interested in the sustainability side (because they often read this content), or a segment interested in high-tech events (based on clicks on technological innovations). Such a granular understanding allows for highly targeted communication later. KUS 2030 points in this direction: using analytics and AI for precise segmentation based on behaviour, preferences, and even emotional patterns.
- **Tracking sentiment and brand mentions:** Establishing a **tool for sentiment analysis** on social networks and the web. With the help of AI, we can monitor what the international public is saying about Slovenia as a destination (posts, articles, comments) and what the prevailing tone is (positive, neutral, negative). Sentiment analysis can also be used on feedback from event participants (surveys, ratings). If we notice that, for example, praise for the friendliness and ethics of the staff is often present, we can emphasise this even more in marketing. If criticism should arise (e.g. infrastructure), we quickly address it internally. This finger on the pulse of public opinion helps us maintain **our reputation** and build it in the right direction.

- **User journey analytics:** With advanced analytics tools (e.g. **Google Analytics 4 integration with Analytics Intelligence**, or dedicated customer journey analytics software), monitoring users' journeys through digital touchpoints. AI can identify where churn occurs (e.g. many users start filling out an RFP form but don't complete it - AI suggests improvements) or which content patterns lead to higher engagement. Such data-driven **conversion optimisation** will increase marketing efficiency without significantly increasing budget - we spend our efforts more wisely where the impact is.
- **Visual dashboard:** Create an **interactive dashboard** with all your important metrics in one place. For example, we use tools to aggregate data: website traffic, LinkedIn engagement, mailing list growth, number of inquiries, etc. AI can automatically flag **anomalies or trends** (e.g. "unusually high number of visits from a new country this month" or "response to last email is 30% above average"). This allows your team to react faster and seize opportunities.
- If we strengthen the team with a **data analyst** (which the KUS strategy envisages - 15% of resources dedicated to analytics), this is an additional investment in human resources, which can pay off in the form of better decisions and ROI.

Marketing and sales process automation

To manage contacts and opportunities more efficiently with less manual work, while offering customers a faster and more personalised experience, KUS 2030 suggests that destinations that embrace **hyper-personalisation and agile, real-time sales** will have a competitive advantage – and this is achieved precisely by automating processes. Here are the key elements:

- **CRM system and lead scoring:** The basis of automation is an automation tool and **CRM** (customer relationship management system) connected to digital channels. Lead scoring means that the system automatically assigns a score to each potential contact (lead) based on its characteristics and activities. For example, a contact from the USA who has opened the last 3 newsletters and visited the "Convention Centres" page gets a higher score than someone who has signed up for the newsletter but has not responded. You can use the built-in AI in CRM to have the scoring model learn on the fly, which leads to actual reservations. The result: **the sales team** can focus on the most promising contacts instead of treating them all the same. This increases efficiency and ensures that promising opportunities are not overlooked. (Note: Since KUS itself does not act as a sales unit, but rather forwards leads to partners, lead scoring can be used internally to assess which inquiries are most strategically important, and direct energy or speed up processing accordingly.)
- **Automated response flows (nurturing):** Implementing a **marketing automation** platform (or capabilities within a CRM) that allows you to set up triggers and automatic communications. For example:
 - When a potential customer submits an inquiry on the website or downloads a brochure, for example, **an automatic email is triggered:** an immediate thank-you message with a personal tone ("Thank you for your interest, we will prepare a quote for you shortly, in the meantime, take a look at..."). This confirms their interest and offers them additional value without waiting.
 - If the contact does not respond to the offer sent within X days of the inquiry, the system automatically sends a friendly reminder or additional information ("We noticed that you are looking at opportunities in Slovenia – let us also tell you that ..."). This way, the lead **does not fall through the cracks**, which can happen with manual work.
 - For those who are in **the earlier phase** (e.g. just signing up for the newsletter, without asking), set up a **nurturing campaign:** a sequence of emails sent a few weeks apart. First message: a general presentation of the destination with an emphasis on USP (unique selling points), second: a story of sustainable success, third: a personal story of the organizer who chose Slovenia, etc. – this way you gradually build trust and interest so that the lead "warms up" to the point where they ask for an offer or respond to an invitation to a meeting.
- **Automation of internal tasks:** It's not just communication; internal processes should also be automated. For example, when a new inquiry comes in, CRM assigns the task to a specific person in the team and sets a deadline;

if a lead gets a high score, it notifies the manager or initiates immediate action. This way, nothing gets overlooked.

- **Real-time content personalisation:** By combining analytics and automation, we can offer visitors and contacts a personalised experience. Examples:
 - Website: implementation of a module that adapts content based on the user's profile. If we recognise that the visitor comes from a certain country (based on IP or language selection) – e.g. Germany – we can highlight the news “Slovenia at the fair in Germany” or a German-speaking contact for inquiries on the entry page. If analytics show that the visitor has already visited the page several times and viewed the sustainability chapter, we display an invitation at the top on the next visit: “Read our green guide for organisers – download here”.
 - Email messages: use **dynamic content**. This means that parts of the message are automatically replaced depending on the recipient segment. For example, in a newsletter, the association segment has an editorial that highlights Slovenia's experience in hosting association congresses, while the corporate client segment sees an editorial about in-kind incentive programs in the same newsletter. The content is “composed” based on the recipient's data in the database. This means that everyone receives the most relevant message, which increases engagement.
 - **Personalised suggestions:** If we have a member portal or knowledge base, AI can suggest next steps based on user activity (similar to e-commerce: “You might also be interested in...”). For a convention bureau, this could be: “You viewed the page about Ljubljana – you might also be interested in information about Bled as a boutique location for smaller conferences.” This **hyper-personalisation** improves the user experience and reflects our boutique approach (each one is unique, customised). KUS 2030 mentions that destinations with advanced personalisation and data-driven sales gain a competitive advantage, which confirms the rationale for this direction.
- In addition to the above, marketing automation will also include advanced functionalities for greater efficiency and targeted communication. A key element will be **campaign automation**, where e-mail messages will be sent based on user behaviour– e.g. when subscribing to e-newsletters, on a certain date (e.g. birthday) or interaction with content. So-called **workflows** will allow messages to be triggered automatically based on the user's stage in the sales funnel. This is also related to **advanced audience segmentation**, which will divide contacts according to demographic data, behaviour or interests, using dynamic filters that are updated in real time. Campaigns will be run **multi-channel (omnichannel)** – via e-mail, SMS, social networks, Viber and websites using lead ads, forms and landing pages. The entire system will be supported by **integrations** with tools such as Google Analytics, social networks, online platforms and advertising channels, which will ensure comprehensive and measurable communication.
- **AI chatbot for support:** You can also implement a **smart chatbot** on your website that answers basic visitor questions 24/7. An advanced chatbot powered by AI (e.g., powered by a language model with a knowledge base about Slovenia) can answer questions like “Which convention centre has a capacity of 500 people?”, “What sustainability certificates do your providers have?”, or “What about accommodations near the Bled Congress Centre?”. This immediate provision of information improves the user experience and relieves the team of frequently asked questions. It is important that the chatbot takes into account our tone (friendly, professional) and that in more complex cases it can hand over to a human agent (e.g., offer “Would you like to speak to a consultant? Click here.”). This way, we maintain a balance between automation and a personal approach – both are values, as we want to be technologically advanced and personally hospitable.
- **Using generative AI in lead generation:** One of the innovations is the use of **generative artificial intelligence** to support sales. The KUS 2030 strategy mentions that generative AI will enable automated generation of quality leads by exploiting behavioural patterns, market signals and open data. We can translate this into practice: use AI tools that comb online publications, news and databases and identify organisations that are announcing events or looking for destinations. For example, AI could identify that the international association XYZ has announced its intention to organise a conference in the CEE region in 2026 - the system displays this as a potential client to whom KUS can proactively send an offer. Generative AI can also help in **preparing customised offers**: from the entered demand data, it automatically creates a draft offer or program proposal, which the team then reviews and personalises. This speeds up the response time and ensures high quality (AI can include elements of our story, values, and special proposals to make the offer really attractive).

- **Report preparation:** The use of digital tools and automation **in preparing reports** for the STO brings many advantages to KUS. The biggest is time savings - automatic recording of activities, contacts, costs, and participants via forms, CRM system, and cost tracking tools reduces the need for manual data collection. The possibility of errors is also reduced, as the data is collected in a structured and transparent manner. By using the tools, KUS can easily connect all sources and prepare a report in the desired format with one click. This improves transparency, traceability and professionalism of reporting, while at the same time relieving the team and allowing more time for strategic tasks. The digital solution also enables faster responses and up-to-date reporting in the event of ad hoc requests.

Innovative digital approaches for differentiation

To make Slovenia stand out as an innovative and progressive destination, in addition to AI and automation, we are introducing some **creative digital solutions** that will excite potential customers and reinforce our image as a “smart boutique” destination. Some suggestions:

- **360° virtual tours and VR (virtual reality):** We offer virtual tours of key congress locations and destinations in Slovenia. With 360-degree photos and videos, we can create interactive walks through congress halls, unique venues (castles, museums, wineries) or city centres where accompanying events are held. The user can see what the hall looks like, prepared for the conference, and look around as if they were there. Upgrade this with a **VR experience** - at fairs or presentations abroad, we can use VR glasses, where the potential client “immerses” in a Slovenian congress event: for example, standing on the stage in Cankarjev dom and looking around the hall, or virtually visiting a banquet by Lake Bled. KUS 2030 proposes just such immersive digital presentations, e.g. “360° digital tours of locations” and “VR trailers”, which include local stories. This is a great way to showcase the boutique atmosphere and beauty of places, even from a distance.
- **Interactive offer configurator (RFP configurator):** Development of an **online configurator**, where organisers can interactively create a request for quotation or even receive a basic offer. For example, they can select the size of the event, the type of venue, the region of interest, and additional activities (incentives in nature, gastronomic evening, etc.). Based on the input, the system displays possible options (locations, packages) and approximate prices, and may even generate a PDF draft offer. Of course, the final step is to contact the team for a personalised final offer, but this tool makes the first step very attractive and engaging. KUS 2030 has the goal mentioned among its actions: “create an in-depth digital RFP configurator and smart offer by the end of 2026”, which shows that this is already a recognised direction of development. With such a configurator, KUS would strongly lead the region in terms of innovation.
- **Advanced digital content and campaigns:** In the nice-to-have phase, also consider campaigns that leverage new technologies for greater reach:
 - **Online webinars / virtual events:** We organise a quarterly “Slovenia Meetings Webinar” for a global audience, where we present innovations, host Q&A with ambassadors, and maybe a mini virtual experience (send participants a package of Slovenian delicacies in advance to taste during the webinar). This strengthens ties and brings the experience of boutique attention, even remotely. We promote webinars via LinkedIn and email; participants can ask questions (we build a professional reputation and collect potential leads).
 - **Podcast:** We are also considering a podcast on the topic of MICE trends and Slovenian offerings (if staffing is feasible) – with episodes featuring international experts or KUS members. The podcast would strengthen the image of KUS as a “thought leader” and reach new audience segments through the audio channel.
 - **Interactive campaigns on social media:** e.g. LinkedIn/Instagram challenge #MeetInSlovenia, where participants share their most sustainable congress practices – the winner (voted) is invited to tour Slovenia. This encourages **user-generated content** and associates Slovenia with **sustainability and innovation**.
 - **Microsite or app for participants:** For larger congresses that you attract to Slovenia, we offer a digital solution (sponsored by KUS): e.g. the “Meet in Slovenia” app with cool information about the destination, navigation to venues, coupons for local experiences for participants, etc. This is project-specific, but it nicely demonstrates the high level of support (for example, if an international association comes, they are greeted by such a digital concierge).

- **Internal channels for members:** To build member trust, we establish a **closed communication community**. This can be a **closed LinkedIn group or a Slack channel** for KUS members only. In this community, the KUS team can share internal news, summaries of strategy achievements, and members can ask questions, share feedback or examples of good practices. Such a channel strengthens the connection between members and KUS and creates a sense of transparency. Members will appreciate regular internal communication - e.g. a monthly summary: "Which leads have we acquired and forwarded to members, what promotional activities are underway, which member successes have been highlighted." This will help them better understand the value that the digital strategy creates for them.

Knowledge Academy

The establishment of the Knowledge Academy, as envisaged in the KUS 2030 strategy, represents an exceptional opportunity to upgrade the digital presence and consolidate the role of KUS as the leading expert hub for the meetings industry in Slovenia.

1. Academy digital platform

A dedicated tab on the KUS website or a separate portal is established where educational content (video lessons, articles, interactive workshops, e-manuals) is published. The platform can be open to everyone or partially closed to members/partners.

2. Content pillars

The Academy can cover key content:

- sustainable development in the meetings industry,
- digital marketing for providers,
- organisation of business events in boutique destinations,
- AI in events and destination management,
- security and cybersecurity at events.

3. Formats and tools

- Video content, podcasts, webinars.
- Interactive presentations.
- Certificates for participants.

4. Artificial intelligence and personalisation

Using AI (e.g. chatbots or personalised recommendation systems), content can be suggested to users based on their interests or role in the industry.

5. International networking

The Academy can become a reference platform abroad as well - with English content, collaborations with foreign experts, and connections with international associations (e.g. ICCA, SITE, PCMA).

With the Knowledge Academy, KUS would build a strong professional foundation that not only strengthens knowledge in the domestic industry but also Slovenia's reputation as a progressive, wise, and professional destination for business meetings and events.

Sustainable digital transformation

Digital tools for sustainability:

- **Event carbon footprint calculator** (including transportation, electricity, and food).
- **A digital badge “Green MICE”** that uses blockchain to certify sustainable practices.
- **Smart accreditations** (QR, RFID, paperless, connected to a mobile application).

Data analytics and BI (Business Intelligence) for organisers and destinations

Data sources:

- Participation, registrations, interactions, surveys, and movement around the venue.
- Sentiment analysis based on feedback and social networks.
- Real-time reports for event improvement.

Incorporating gamification and augmented reality

Examples:

- Scoring and rewarding participants for activities (QR check-in, networking, quizzes).
- AR guides to the venue and destination with local attractions (e.g. with the BlippAR or 8thWall app).
- Digital memories with AR photos and NFT certificates of participation.

Establishing a national MICE incubator for digital innovation

- Connecting startups, technology companies, agencies and organisers.
- A test environment for pilot events (sandbox).
- Financial incentives and EU projects for digital solutions.

Conclusion

The proposed digital strategy, in two phases, addresses both the urgently needed basics of a digital presence and advanced measures that will develop the Slovenian Convention Bureau into a data-driven, innovative promoter of Slovenia.

With “Must Have” activities in the first year, we will ensure that Slovenia gets a voice online; a unified story and professional image that reflects the country’s blue, ethical, boutique and sustainable values. This directly responds to the challenge of the KUS 2030 strategy about the lack of a clear identity and narrative.

“Nice to Have” elements then elevate us above the competition: by using artificial intelligence and automation, we will **segment and personalise** our offer more intelligently, a trend that KUS 2030 identifies as key for the future. Innovative approaches, such as VR and intelligent lead generation, highlight our **innovation** and willingness to invest in new technologies – thereby strengthening Slovenia’s reputation as a progressive destination.

This document is designed to serve as a practical guide: it helps the internal KUS team plan and prioritise activities, and the management team to make investment decisions. At the same time, it is structured and concrete enough to be shared with external agencies as a starting point for preparing offers or plans (e.g. for website redesign, campaign implementation or marketing automation implementation). By collaborating between an internal team that knows the values and content (wisdom, ethics, sustainability, boutique style) and external expertise for implementing technical solutions, we can realise the KUS 2030 vision: to raise Slovenia’s visibility and competitiveness in the meetings industry to a higher level.

The ultimate goal is for the digital channels of the Slovenian Convention Bureau to come to life as a unified ecosystem that tells a compelling story about Slovenia to the global public. With these measures, we will achieve that we will be present and heard in the international community – recognised as a destination that combines wisdom and knowledge with authentic hospitality, that offers boutique and sustainable experiences at the highest level of quality, and that confidently spreads this message with cutting-edge digital approaches. In this way, Slovenia will position itself as a leading, trusted choice for business events and meetings by 2030 and beyond, which is the essence of the KUS 2030 vision.

Executive Summary of the SCB 2030 strategy

The vision of the KUS 2030 strategy is to transform Slovenia into a globally recognised, sustainable and human-centric destination, where authentic experiences and smart innovation transform meetings into meaningful, high-impact encounters. To achieve this, the strategy lays out the necessary steps, from establishing a formal public-private partnership model and the development and implementation of an operational action plan, to the creation of a national data platform for the meetings industry. Most importantly, the strategy presents a new 6+4 model that represents a visible step toward a decentralised, inclusive, and professionally supported management structure for Slovenia's meetings industry. It marks a transition from fragmented and project-limited approaches to a strategically driven, long-term, sustainable system with the potential to enhance competitiveness at the European level. The core of the new model will continue to be based on a standardisation system for members to ensure professionalism, quality and overview within the meetings industry. Financing will remain based on membership fees that are in dire need of restructuring.

The strategy also compares the evolution of Slovenia's value propositions over the years. It suggests a new one, named As You Like It – the Whole Country is your Stage. It will promote Slovenia as the ultimate stage for personal expression and emotional experiences. Sustainability will be the core promise of this inspiring, inclusive and modern campaign. In Slovenia, guests can discover trust, wonder, balance, belonging, and joy – all in one compact, green, authentic country.

Rooted in Slovenia's natural, cultural, and intellectual capital, the strategy positions the country as a trusted, creative, and sustainable hub where meetings transcend transactional encounters and become high-impact experiences. The guiding mission is to empower communities, connect people and ideas, and enrich lives through meetings that leave a lasting social, cultural, and environmental legacy.

To realise this vision, eleven breakthrough projects form the backbone of the strategy:

- **Governance restructuring (6+4 model):** Establishing a unified national structure to present Slovenia cohesively on the global stage.
- **Smart HR investment:** Expanding the expert team of the Slovenian Convention Bureau (SCB) to build capacity and professionalism.
- **Revamping and building MICE infrastructure anew:** Securing EU funding for modern venues, including a new 3,000-seat multifunctional hall.
- **Inclusive membership growth:** Expanding SCB membership to over 115 stakeholders.
- **Disruptive brand campaign:** Elevating Slovenia's profile to rank among the Top 35 ICCA destinations globally.
- **Digital transformation (SCB 7.0):** Automating 80% of processes and ensuring data-driven responsiveness.
- **Event Academy:** Establishing a regional hub for education and professional certification, producing 40 certified professionals annually.
- **Venues Without Borders:** Certifying 125+ unique venues that embody Slovenia's distinctiveness and can host a plethora of events.
- **Regenerative Lab:** Creating a European accelerator for sustainable practices, issuing 50 regenerative certificates annually.
- **National Event Festival:** Showcasing the Slovenian meetings industry domestically and internationally through an innovative and creative festival.
- **Strengthening Conventa - the flagship platform (2026–2030):** Expanding Slovenia's flagship trade show to attract international buyers and exhibitors.

By 2030, the strategy projects the industry's growth to €1.2 billion in value with 9,700+ employees, supported by enhanced innovation and professionalism. The broader impacts include balanced regional development through resilient hubs with

local identity, global visibility and credibility, reflected in improved rankings and brand reach, leadership in regenerative meetings, ensuring measurable economic, social, and environmental outcomes and talent and innovation growth, positioning events as catalysts for research, creativity, and new employment.

The KUS Strategy 2030 represents a paradigm shift in Slovenia’s meetings industry, moving beyond sustainability towards regeneration—where every event leaves the destination stronger, communities more connected, and participants more inspired. By aligning governance, infrastructure, talent, and branding with this transformative vision, Slovenia seeks not only to compete but to lead as a model of excellence in the global MICE sector.

One of the key takeaways during the extensive preparation of the strategy is that the Slovenian Convention Bureau coordinates the interests of the entire Slovenian meetings industry. The Slovenian Convention Bureau is a trustworthy, professional intermediary between event organisers, service providers and affiliate organisations. Its key goal is to find the optimal solution for organising events across Slovenia. At the same time, the Slovenian Convention Bureau doubles as a one-stop shop for marketing and communication in Slovenia.

Projects That Will Reshape Slovenia’s Meetings Industry by 2030

Project 6-4
A new strategic model
for the governance and financing of Slovenia’s meetings industry

Development Challenge: Fragmented Governance and Unstable Funding	Objective: Establish a “6 4” governance model for Slovenia’s key destinations, led by the Slovenian Convention Bureau in close co operation with the Slovenian Tourist Board.
	Outcome by 2030: A fully operational 6+4 model (replacing the current 3+1), uniting all Slovenian regions and facilitating coherent representation of Slovenia on the regional and global meetings market.

Project SMART-HR
Development of a modern, expert, and
nationally coordinated team for effective leadership of the meetings industry.

Development Challenge: Under staffing and Skills Shortages	Objective: Build a powerful and professional team at both national and regional levels, with a clear organisational and operational structure.
	Outcome by 2030: The Convention Bureau team expands from the current three to nine top-tier professionals, placing us alongside the leading European convention bureaux and enabling Slovenia to realise its full potential.

Project MICE INFRASTRUCTURE

Public tender for financing essential upgrades and modernisation of outdated conference infrastructure.

Development Challenge: Outdated and Inadequate Congress Infrastructure	Objective: Launch a public call for urgent investment and upgrades to infrastructure that supports international event organisation.
	Outcome by 2030: Secure at least €50 million in EU funding and deliver at least 10 infrastructure projects, including the construction of a central multifunctional hall with a 3,000 participant capacity.

Project 115

Revise the membership fee structure by introducing flexible options that enable participation from less active regions and smaller stakeholders

Development Challenge: Outdated and Inefficient Membership Structure	Objective: Develop an inclusive membership and partnership scheme that also enables active participation from regions with less-developed conference potential.
	Outcome by 2030: Increase the number of Convention Bureau members from 75 (2023) to at least 115.

Project SLOVENIAN EVENT FESTIVAL

An annual national festival consolidating Slovenian event organisers and providers, showcasing best practices, innovations, and industry trends

Development Challenge: Low Visibility and Prestige of the Meetings Industry	Objective: Strengthen local, national, and regional recognition of the meetings industry through an innovative collaborative platform.
	Outcome by 2030: From 2027 onwards, hold an annual festival on the model of Conventa with at least 250 participants, hosted each time in a different Slovenian destination.

Project SLOVENIAN EVENT ACADEMY

Digitalisation of all communication tools and processes of the Convention Bureau

Development Challenge: Need for a Systematic Approach to Professional Development	Objective: Establish the Slovenian Academy for Events and Experiences, aspiring to become the leading regional educational institution between Helsinki and Istanbul, offering programmes with recognised certifications.
	Outcome by 2030: Deliver the first five educational modules and initiate annual certification for a minimum of 40 individuals.

Project SCB 7.0.

Digitalisation of all communication tools and processes of the Convention Bureau

Development Challenge: Need for Modern Digital Infrastructure and Integrated Data System	Objective: Fully digitalise key communication tools, data flows, and processes of the Convention Bureau and integrate the entire meetings industry into a unified, efficient, data-driven digital environment.
	Outcome by 2030: Complete digitalisation of communication tools, integrated data flows, 80 % process automation, response time under 24 h, and 100 % data accessibility for partners.

Project SPACES WITHOUT BORDERS

Digitalisation of all communication tools and processes of the Convention Bureau

Development Challenge: Untapped Potential of Unique Venues	Objective: Identify, classify, and integrate unique venues into the national offering, enhancing their readiness for the international market.
	Outcome by 2030: At least 125 special venues registered and certified in the Convention Bureau catalogue with a quality KUS certificate.

Project REGENERATIVE LAB

European accelerator for regenerative solutions in the events Industry

Development Challenge: Lack of Regenerative Practices and Solutions	Objective: Launch a European accelerator for the development of regenerative practices and solutions within the meetings industry, building upon Slovenia's sustainability efforts.
	Outcome by 2030: Annually award at least 50 certificates for regenerative events and implement at least 30 carbon offsetting measures across 20 selected and certified projects in Slovenia.

Project DISRUPTIVE CAMPAIGN

A fresh, inclusive, and contemporary approach to communication.

Development Challenge: Opportunity to Strengthen Slovenia's Destination Brand	Objective: Launch an inspiring and up to date communication platform to promote Slovenia as an innovative destination for events.
	Outcome by 2030: By 2030, Slovenia will rank among the top 35 destinations in the ICCA listings, and the new, inspiring campaign will reach at least 85 % of the target audience (250,000 decision makers and influencers in the MICE industry).

Project CONVENTA 2026 – 2030

Explore – Meet - Create ²

Development Challenge: Positioning Conventa as a Strategic Catalyst for Industry Growth	Objective: Strengthen and strategically position Conventa as the central national platform for marketing, networking, and development of Slovenia’s meetings industry, with long term support and inclusion in national development policy.
	Outcome by 2030: Attract 160 carefully selected hosted buyers and 120 high-quality exhibitors annually, and organise a minimum of 10 targeted familiarisation trips each year.

Strategy Storyboard

2025 – 2030

The Future is Calling

The meetings industry is no longer just about bringing people together—it's about moving the world forward.

Source: Co-created with Slovenia's event visionaries



The analysis of the status quo in Phase 1 of the project revealed the following challenges and opportunities of the Slovenian meetings industry.

Before we rise, we must separate the wheat from the chaff

What needs to be eliminated | systemic barriers

- Financial constraints that are holding back the growth of the meetings industry
- Staff shortages and a lack of skilled professionals
- Fragmentation and the absence of a unified voice across the industry
- Unclear identity and outdated ways of communicating our value
- A lack of strategic vision to drive breakthrough development
- Reluctance to collaborate and a general distrust in institutions
- Limited knowledge and expertise among key service providers

Areas with the greatest growth potential | opportunities

- Becoming a regional leader, with initiatives like the Slovenia School of Events and Conventa
- Creating regenerative association events with clear impact and lasting legacy
- Offering boutique corporate incentives, focused on excellence and a personal touch
- Hosting special events—from festivals and themed experiences to large-scale productions
- Building top-tier digital infrastructure for world-class event delivery
- Organising international B2B events and trade fairs with strong global and regional relevance
- Fostering mentorship and building supportive professional communities

What needs to be reduced | critical growth inhibitors

- Scattered promotional efforts lacking focus
- Low ambition within parts of the meetings industry
- Poor air and rail connectivity, limiting accessibility
- Uneven quality of service and infrastructure across different regions
- Underestimating the value of connectivity and collaboration
- Disconnected transport systems that hinder smooth travel

What needs to be developed | strategic accelerators

- A robust system to attract international events
- A regional network of modern event venues and congress centres
- A strong and recognisable national identity through a clear “Slovenia Meetings” narrative
- Digital transformation using technologies like 5G and smart logistics
- Professional training and certification to raise standards across the industry
- Making sustainability the norm, not the exception.
- Developing innovative and regenerative incentive products

... to shape a meaningful path forward, we turned to a top-tier consulting consortium for guidance ...

Consortium Carum Rarum

Turn strategy into action

/ a practical roadmap through expert collaboration

Strategy implementation is a shared process guided by proven methods and a cross-disciplinary expert team by Enited Business Events and Toleranca marketing.

The Implementation & Activation chapter transforms vision into reality through a practical, expert-driven roadmap. Developed by ENITED Business Events and Toleranca Marketing, the strategy focuses on action, not aspirations. Backed by proven methods like the Future Maker© by Enited approach and Power to the Meetings© by Toleranca, the process unites industry experts and stakeholders into a cohesive implementation force. The operational plan defines responsibilities, sets milestones, and introduces tools for early activation. A “dream team” of experts ensures the strategy is relevant, realistic, and measurable. This chapter is essential to ensure Slovenia’s meetings industry doesn’t just plan for 2030, but begins delivering today.

... a dual methodological backbone ensures focus, innovation, and impact.

ENITED: Future Maker© Approach

The Future Maker© approach is a forward-looking strategic model grounded in engagement, co-creation, and foresight. It is guided by Simon Sinek’s “Golden Circle” framework, progressing from Why to How to What, thereby ensuring that every action is rooted in purpose and designed for long-term relevance. This methodology is shaped by a set of core principles: it emphasises strategic intentionality through purpose-led design; fosters human-centricity by prioritising relationships and empathy; applies adaptive thinking via iterative processes and feedback loops; encourages collaboration through inclusive and diverse stakeholder engagement; and maintains an outcome orientation by focusing on measurable, sustainable impact.

Designing a strategy with future foresight

TOLERANCA: Power to the Meetings©

Evolving from a pioneering event methodology into a comprehensive framework for destination and experience design, the Power to the Meetings© approach emphasises agility, dialogue, and purpose over routine logistics. Events are no longer seen as isolated moments but as living expressions of a destination’s values and identity. This approach is applied in various strategic areas, supporting destination branding through experience-driven storytelling, fostering co-creation with local stakeholders and authentic hosts, enabling the prototyping of new destination concepts with real-time audiences, and ensuring that sustainability, creativity, and inclusion are embedded into the very fabric of experience design.

Purposeful experiences, meaningful destinations

You spoke; we listened

The next revolution in events won't be technological—it will be emotional.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Core Industry Growth
Number of core companies:
from 175 (2025) → 204 (2030)

Through a series of creative, structured steps, the consortium worked hand in hand with stakeholders across all regions ...

... the open-source methodology enabled active collaboration and the inclusion of all key stakeholders ...

Build With Industry Voices

Strategy co-created through national engagement

Regional workshops and expert feedback shaped a collaborative, implementable national meetings industry strategy.

Ensures the strategy reflects real needs, secures buy-in, and is ready for implementation at the national level.

This strategy is grounded in real collaboration. Initial analysis from Phase One set the foundation, followed by regional focus groups and workshops involving stakeholders from all six key regions. An initial digital transformation plan for the Slovenian Convention Bureau was also prepared to future-proof implementation. To ensure quality and credibility, eight international experts reviewed the draft strategy. Feedback was gathered through surveys and a moderated online workshop. Finally, the strategy was presented to strategic national partners across all six regions to ensure buy-in. The final document is structured to serve diverse stakeholders with clear, actionable guidance.

Co-Creative Strategy Process

Crafted by the industry

A future-ready strategy built with expert tools and real stakeholder voices from all Slovenian regions.

The strategy was co-created using modern facilitation methods and deep engagement across regions. Building on Phase One's data, Phase Two incorporated the Golden Circle (WHY-HOW-WHAT), workshops using tools like the Eisenhower Matrix, IKIGAI, Quantum Marketing, the FAB model, and persona creation. Each tool ensured clarity, prioritisation, emotional relevance, and long-term focus. Over 100 stakeholders across six regions participated in live and digital formats. International expert feedback, creative methods like brand personification, and AI readiness assessments further shaped the content. The result is a dynamic, implementable roadmap that reflects Slovenia's values, strengths, and future ambitions.

... 11 phases shaped a clear path forward.

Phase 1: key activities 2024

1. Comprehensive analysis of the current state of Slovenia's meetings industry, including benchmarking with 4 countries, across 6 regions and 4 product segments
2. Market potential assessment of the Slovenian meetings industry in comparison with international benchmarks

3. Perception study on Slovenia as a meeting destination, based on insights from 347 international event organisers
4. Stakeholder expectations analysis through 24 in-depth interviews with key representatives of the Slovenian meetings industry

360-degree analysis of all segments of the meetings industry in Slovenia

Phase 2: key activities 2025

5. Workshop 1: WHY Slovenia – Defining purpose and vision (May 13, 2025)
6. Workshop 2: HOW Slovenia – Designing strategic pathways (May 27, 2025)
7. Workshop 3: WHAT Slovenia – Shaping actionable priorities (May 28, 2025)

8. Independent international expert review for strategic validation
9. Development of a digitalisation roadmap for the meetings industry
10. Final editing and completion of the strategic document
11. Presentation of the strategy across Slovenia's key meeting destinations

Purpose defined, strategy aligned, execution underway

Conventa helps Slovenia stand out from direct competitors



No other destination in our comparison has a trade show like Conventa. After 18 consecutive editions, the trade show should become an integral part of the national tourist development strategy. According to our research, its recognition in the events industry is 2.4 times greater than the recognition of Slovenia. The reputation of the brand and the trade show is priceless. Conventa must not be taken for granted; it needs strategic, long-term support.

5 reasons why conventa matters to slovenia:

1. Proven effectiveness - 56,762 meetings among industry stakeholders

Since 2009, Conventa has fostered over 56,000 business meetings that created numerous multiplicative effects and strengthened the network of the Slovenian meetings industry.

2. Hosted buyers from across the world

Conventa has convened 3,889 handpicked hosted buyers from 48 countries so far. No other regional platform has a similar access to the international market.

3. World-class promotion of Slovenia without additional costs

Thanks to media partnerships and collaborations with associations, Conventa has created a promotional value amounting to 2.57 million EUR without direct financial costs. That is why Conventa is one of the most successful models for promoting Slovenia.

4. Exceptional ROI on public investments

Between 2009 and 2019 alone, Conventa generated at least 11.5 million EUR in income. The Slovenian Tourist Board contributed just 2.66% of this sum. Every EUR invested in Conventa resulted in 35 EUR returned.

5. High satisfaction among attendees

The average mark of attendees' satisfaction and hosted buyers is higher than 4.5 (out of 5) every year. That shows attendees believe in quality over quantity and regularly return to the event.

The key to the successful realisation of the strategy is to reinforce the role of Conventa as a catalyst for business that can unify the various interests of the Slovenian meetings industry and connect stakeholders to work toward a united vision.

Source: Insights based on 32 comments and 16 recommendations from a survey of international organisers, complemented by strong recall ratings and endorsements from both external experts and local professionals interviewed.

Decoding Slovenia

Hyperpersonalisation wins
attention—authenticity earns
loyalty.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Employment Surge
Employees in key sector:
from 8,900 (2025) → 9,714 (2030)

Decoding Slovenia began with aligned priorities and expert insight

...

... from identity to infrastructure ...

Quiet Power Must Speak Up

Decoding Slovenia

Slovenia must transform its quiet strength into a clear, confident voice that reflects its values and potential.

Although Slovenia is respected as a green, ethical, and boutique destination, it lacks a unified identity and visible leadership. A bold, strategic narrative is now essential.

Slovenia is internationally perceived as a peaceful, professional, and content-rich destination—a “hidden gem” with great potential. However, it remains largely invisible in the competitive landscape. While local stakeholders view Slovenia as a caring, ethical, and authentic host with a clear mission to improve quality of life, this self-image is not reflected in how others see it. The current gap between internal perception and external recognition signals an urgent need to articulate a stronger, more coherent national narrative. By embracing its dual identity—as both a wise “Sage” and a warm “Caregiver”—Slovenia can move from passive admiration to active leadership. A confident voice, rooted in substance, is the next essential step.

Invest in infrastructure that inspires confidence

Slovenia's features reality check

To remain competitive, Slovenia must address **infrastructure gaps and create a balanced, high-quality environment** across all regions.

While many assets exist, coordinated investment and systemic support are essential to unlock the full potential of Slovenia's meeting industry.

While many assets exist, coordinated investment and systemic support are essential to unlock the full potential of Slovenia's meeting industry.

A comprehensive analysis of Slovenia's offering has revealed both enduring strengths and critical development needs. While Slovenia is valued for its safety, authenticity, boutique character, and affordability, the industry faces ongoing challenges such as outdated hotel infrastructure, fragmented public transport, uneven regional development, and a lack of national coordination. Air accessibility remains a bottleneck, and the dominance of Ljubljana prevents more balanced national growth. By 2030, strategic goals include building a network of regional conference centres, improving rail and flight connections, certifying professionals, and integrating gastronomy and sustainability as core event elements. With targeted upgrades and a national vision, Slovenia can transform these challenges into competitive advantages.

... bridging the gap ...

... from centralisation to regional balance ...

Time to Build for Global Scale

Infrastructure reality check

Slovenia lacks the infrastructure to host large-scale international events.

Strategic investments in venues, hotels, and digital infrastructure are urgently needed to boost capacity and competitiveness.

Slovenia's infrastructure is significantly lagging behind comparable destinations in terms of venue size, hotel capacity, banquet halls, and digital readiness. The lack of four- and five-star hotels and multipurpose event halls—particularly outside Ljubljana—limits the country's ability to attract high-impact events. Data reveals up to 30% lower capacity across critical indicators compared to competitors. A coordinated, nationwide infrastructure upgrade is essential. Proposed actions include building a 3,000 m² multifunctional hall in Ljubljana, establishing regional conference centres, developing smart mobility platforms, and improving digital and air connectivity. A dedicated public tender would accelerate these investments, ensuring Slovenia becomes globally competitive and regionally balanced.

Illuminate the Dark Side of the Moon

Regional competitiveness and governance

Slovenia's event industry is concentrated in a narrow corridor. New regional models are needed to unlock the potential of overlooked destinations.

The outdated regional structure must be replaced with a model that reflects real collaboration, local accountability, and national strategic goals.

An analysis of 21 Slovenian destinations shows that most business events take place in a narrow "half-moon" between Bled, Ljubljana, and Portorož. While Ljubljana leads globally, many other areas remain underdeveloped due to weak infrastructure, poor visibility, or fragmented governance. The current segmentation of Slovenia's meetings industry—based on broad thematic regions—is no longer aligned with tourism strategy or real regional cooperation. A proposed "6+4" model restructures the system into six regional convention bureaus and the support of regions. This allows for clearer responsibilities, fairer promotion, and stronger local engagement. The new model will help unlock untapped potential and balance national development across Slovenia's diverse regions.

*... from trends to transformation ...
Slovenia shifts from introspection
to leadership.*

Turn Megatrends into Measurable Change

Trends, challenges and innovation drivers

Slovenia must anticipate and embrace **digital, sustainable, and human-centric innovation** to remain relevant in a fast-changing meetings landscape.

A strategic shift is needed—one that aligns technology, experience design, and regenerative values across the entire event ecosystem.

The Slovenian meetings industry faces rapid disruption driven by global megatrends—from AI and quantum marketing to climate pressures and geopolitical instability. While these trends pose challenges, they also offer Slovenia a unique chance to lead through innovation. The strategy highlights three pillars of future development: digital transformation, sustainability with local impact, and quality of experiences. To stay competitive, Slovenia must invest in data-driven platforms, boost digital skills, diversify into lesser-known regions, and create authentic, regenerative events. Training, measurement, flexible infrastructure, and inclusive storytelling will shape Slovenia's meetings roadmap to 2030 and beyond.



“Slovenia is a human-scale destination - a wandering place where ideas come easily to one’s mind, and personal attitude is softened by the surrounding atmosphere.”

— Insight from international experts

The Human Algorithm

The future of meetings will be local in spirit, global in reach, and personal by design.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Revenue Rise
Total revenue (178 companies):
from €1B+ → €1.15B

*Real impact starts with real people
...*

*... human-first design means
knowing exactly where to focus ...*

Design for People, Not Profiles

Designing experiences that truly resonate

Destinations must shift from planning for labels to creating meaningful, human-centred experiences.

Slovenia's success will depend on designing authentic, value-driven encounters that match evolving global expectations.

Slovenia is redefining what it means to host events—moving beyond logistics and categories to deliver meaningful, human-centred experiences.

Rooted in the WHY-based workshop and brand personality work, Slovenia is now equipped to serve real people, not just market segments. This shift calls for designing with empathy, planning for emerging generations, and curating emotionally resonant, purpose-led encounters.

In this evolving landscape, event professionals are no longer just organisers—they have become curators of connection, impact, and long-term transformation.

Focus Where it Counts

Clear focus on high-potential global markets

The industry has aligned around key growth markets, both now and for future marketing investment.

Strategic targeting ensures limited resources are directed toward the markets with the greatest potential for growth and influence.

The SCB 2025 industry survey revealed a strong alignment around core international markets. Germany, the USA, the UK, and Italy were ranked as the most important for current business. When asked where they would invest with an unlimited marketing budget, respondents again named the USA (23 votes), the UK (17), and Germany (11), followed by Scandinavia and Asia. This overlap indicates a shared strategic vision among stakeholders. Slovenia's efforts should now focus on deepening presence, partnerships, and promotional efforts in these markets, using data-driven segmentation and storytelling to strengthen positioning and attract high-value events in the years to come.



*... clarity in markets unlocks
purpose in messaging ...*

Purpose-Led Experience Design

Personas reveal motivation, not just markets

**Slovenia uses personas to design experiences that
resonate with values, not just job titles.**

By mapping motivations and values, Slovenia can craft experiences that speak directly to its most strategic audiences.

Slovenia is designing experiences with purpose—tailored not for sectors, but for real people. By using the IKIGAI method and the Golden Circle framework, Slovenia has developed a set of personas that reflect its most strategic international audiences—from medical congress organisers and public sector leaders to automotive innovators and incentive strategists. These personas reveal not just what clients need, but why they choose Slovenia: for its trust, creativity, control, and authenticity. This values-based approach guides destination marketing, storytelling, and service design, enabling Slovenia to deliver meaningful, purpose-led experiences across all segments.

***“Slovenia shines in
hosting boutique
conferences,
incentive trips, and
mid-sized corporate
or association
meetings.”***

— Insight from international experts

*... and true strategic edge comes
from understanding both the
industries we serve and the
individuals we inspire.*

Unwritten Futures

Silence, space, and slowness are the new
luxury in business events

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Profitability Boost
Net business result:
from €50M → €57.2M

Because the future isn't something we predict—it's something we co-create ...

Define What Sets Us Apart

Slovenia's why, defined together

Five expert groups outlined what makes Slovenia a standout meeting destination now and in the future.

Collective stakeholder input offers a powerful foundation for vision-setting, destination branding, and strategic alignment.

As part of the co-creation process for KUS 2030, five expert groups contributed key elements they believe define Slovenia as a leading future-oriented meetings destination. Ten core priorities emerged: a strong brand and identity; consistent quality; authentic local experiences; safety and trust; strategic destination intelligence; empowered local communities; sustainability; year-round offerings; innovation and adaptability; and institutional alignment. These elements were simplified into 10 easy-to-communicate criteria for practical use. The results show near-complete alignment across stakeholder inputs, confirming a shared vision for Slovenia as a smart, sustainable, and emotionally resonant destination for events.

*... when shared values ignite
a shared purpose, true
transformation begins ...*

Vision, mission, purpose and positioning

Slovenia's VISION 2030

Our vision is to become a globally recognised, sustainable and human-centric destination, where authentic experiences and smart innovation transform meetings into meaningful, high-impact encounters.

Slovenia's MISSION 2030

Our mission is to empower communities and connect people, ideas and places by collaborating with local partners to create authentic, sustainable and innovative meeting experiences.

Slovenia's Promise | Our Purpose

Our purpose is to enrich lives and drive positive change by creating meaningful and responsible meetings that connect people, stories and places, and deliver lasting value for communities and the planet.

Slovenia's Positioning | Our WHY

Slovenia is small in size but rich in nature, culture, and meaningful experiences, offering event participants a uniquely creative, safe, and sustainable destination.

... and destinations driven by purpose don't follow trends—they set them.

Meaningful Events, Delivered Simply

Where ease meets impact

Slovenia blends top venues, expert teams, and smooth logistics for flawless events.

Stress-free planning, expert teams, and emotional resonance—Slovenia makes every event truly meaningful.

Slovenia brings calm and clarity to an industry often plagued by complexity. With short distances, clear pricing, and unified local support, it offers a uniquely reliable, high-value experience. This is where event planners find peace of mind, and attendees find inspiration. From natural wellness to high-tech venues, Slovenia's compactness, professionalism, and authenticity create events that are not only effective but memorable. Emotional value meets logistical ease—this is Slovenia's edge in the competitive global event space.

... when shared values ignite a shared purpose, true transformation begins ...



“Slovenia is perfectly suited for focused, serene, and meaningful events—peaceful settings that allow for reflection and deep connection.”

— Insight from international experts

“The Green code”

Sustainability is no longer a choice—it’s our business model

Source: Co-created with Slovenia’s event visionaries

Slovenia
2025–2030:
By the Numbers

EBITDA Strength
EBITDA (core companies):
from €148.9M → €171M

Because claiming sustainability is easy, proving it is leadership ...

... because sustainability without action is just branding ...

Sustainability Is Our Business Model and Standard

Green is no longer optional

Sustainability has become the foundation of competitive event strategy.

It secures long-term market relevance and aligns with EU regulations and stakeholder demands.

Sustainability is no longer a choice—it is the foundation of business resilience and relevance. Co-created with Slovenia's event visionaries, The Green Code redefines event strategy by embedding sustainability into the very core of planning, delivery, and legacy. It establishes low-carbon, community-driven, regulation-ready standards as the new baseline. This approach transforms Slovenia from a sustainable destination into a strategic partner for future-fit events. It aligns perfectly with rising ESG expectations and EU compliance frameworks, making sustainability not just a value but a verifiable competitive advantage.

Lead with Measurable Action

Data turns vision into action

Measurement is key to credible sustainability transformation.

Measurable performance enables trust, innovation, and continuous improvement across the meetings industry.

Progress demands proof. That's why The Green Code is grounded in clear, science-based metrics. Slovenia's Planet Positive Event platform enables organisers to measure, report, and verify carbon emissions, ESG performance, and social impact. It ensures alignment with key frameworks such as ESRS, GRI, and the Oxford Principles. This measurable model transforms sustainability from a story into a system, allowing Slovenia to lead with credibility, accelerate innovation, and cultivate long-term trust in the international meetings industry.

In Slovenia, sustainability is not a project. It's a principle.

From Green Talk to Action

Events in Slovenia go beyond greenwashing

The model moves from superficial claims to certified sustainable practices

Why does it matter for Slovenia? It builds reputational strength and ensures Slovenia leads with integrity and substance.

Too much of the global meetings industry still operates on green claims without proof. Slovenia has taken a different path—one rooted in measurable action and transparent accountability. The Green Code introduces five interconnected phases that make sustainability operational: from carbon offsetting and compliance to legacy creation. This framework enables organisers to shift from assumptions to implementation, replacing slogans with structure. The result is a reliable roadmap that elevates Slovenia as a pioneer in authentic, regenerative event design.

Slovenia events green code philosophy

The Slovenia Events Green Code is built on five interconnected pillars that support responsible, measurable, and forward-thinking event planning:

Preventive management

Smart planning tools and a curated database of sustainable providers empower organisers to embed sustainability from the start.

Carbon management

Accurate tracking of event-related emissions using a dedicated carbon calculator aligned with the GHG Protocol ensures full transparency.

Impact management

Strategic oversight of both immediate effects and long-term legacies—ensuring events deliver value without compromising the future.

Compliance management

Alignment with national and international sustainability standards and regulations guarantees credibility and trust.

Offset management

Certified carbon offset projects—starting in Ljubljana and designed for national scale—support meaningful environmental restoration and emissions balancing.

**AUDIT-READY SUSTAINABLE EVENTS,
made standard in Slovenia.**

Radical Responsibility

If your event doesn't regenerate the destination, it's already outdated.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Value per Employee
Value added per employee:
from €51.2k → €77k

Because doing less harm is no longer enough ...

... Slovenia is turning regenerative thinking into global infrastructure for impact ...

Regenerate, Don't Just Sustain

Events should leave places better than before

Slovenia embraces regeneration, where events create measurable positive impacts for the environment, society, and local economy.

As sustainable standards rise, Slovenia must lead with purpose—offering low-footprint events, health-positive environments, and legacy-focused design.

Slovenia is shifting from sustainability to regeneration—adopting a future-fit event model that restores, revitalises, and elevates both place and people. Regenerative events don't just reduce harm—they actively improve the destination. Supported by the Green Scheme and Planet Positive Event programme, Slovenia is setting new benchmarks in ESG compliance, sustainability reporting, and legacy creation. Standards include sourcing from local suppliers, measuring real impact, and ensuring events contribute to community wellbeing. Combined with Slovenia's natural strengths—clean air, drinkable tap water, thermal spas, and outdoor access—this regenerative approach positions Slovenia as a global model for responsible and healthy event design.

Lead Regeneration, Globally

Slovenia pioneers a new era of purposeful events

Slovenia offers the world's first ecosystem for regenerative and creative event design, education, and measurement.

This leadership role positions Slovenia at the forefront of sustainable innovation in business events, attracting like-minded changemakers and impact-driven organisations.

Slovenia is internationally recognised as a pioneer in regenerative event transformation. Courtesy of the world's first centre for regenerative and creative event design, based in Ljubljana, Slovenia now offers tools, expertise, and certification systems that support meaningful, future-fit meetings. Its experiential promise goes beyond sustainability, ensuring events are not only responsible toward nature and society but also actively improve the communities and ecosystems they touch. By blending local authenticity, creative formats, and legacy impact, Slovenia enables organisations to host events that matter—now and for generations to come. This unique value proposition is shaping Slovenia's identity as a next-generation destination.

... Slovenia's regenerative accelerator transforms ideas into measurable, regenerative results—now, not in the next decade.

Accelerate Regeneration Now

A first-of-its-kind lab for future-fit events

Slovenia launches the world's first regenerative events accelerator to transform the meetings industry sustainably and creatively.

It puts Slovenia and Ljubljana at the global forefront of ESG-driven, circular, and regenerative transformation in the meetings industry.

The Regenerative Events Accelerator is a pioneering initiative in Slovenia, addressing the market gap in practical, measurable tools for sustainable and creative event transformation. Organisers gain access to education, expert mentorship, ESRS-compliant reporting, and tools like the Planet Positive Event (PPE). This ecosystem fosters real-time collaboration, measurable impact (ROE, ROS, ROC), and long-term legacy. The accelerator aligns with Slovenia's vision to become Europe's first circular meeting destination by 2030. Supported by existing platforms like Conventa, KUL, and strategic partners (MOL, MGRT, STO), this initiative positions Slovenia as a global leader in regenerative, human-centred event design and innovation.



“The country has exceptionally well-kept cities and nature, with a clear commitment to sustainability and wellbeing.”

— Insight from international experts

Slovenia: The Invitation

Data will drive decisions, but stories will drive value.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Market Recognition
Slovenia's Meeting Experience Index:
from 3.61 → 4.15

Slovenia's story doesn't begin with features—it begins with purpose ...

... because here, communication isn't just heard—it's felt ...

**Start with the Why,
Not the What**

Purpose-driven promotion

Slovenia must shift from feature-focused messaging to emotionally resonant, purpose-driven promotion that speaks to client needs and values.

The new value proposition connects human emotion, green values, and strategic clarity, turning Slovenia into a story, not just a location.

To stand out globally, Slovenia must evolve from promoting what it offers to why it matters. Using the “Features–Advantages–Benefits” (FABB) model and Simon Sinek’s Golden Circle, a new narrative has been shaped: compact, authentic, green, personal, and impactful. Slovenia answers modern client pains—uncertainty, logistics, and trust—with clear gains: seamless service, safety, sustainability, and a human touch. The new brand promise emphasises personalisation, emotional connection, and ESG responsibility. This approach allows Slovenia to build trust, adapt flexibly, and speak meaningfully to B2B clients across diverse markets and event types.

**Lead with Value,
Win with Authenticity**

Ikigai- driven brand positioning

Slovenia must anchor its promotion in emotional resonance, professional reliability, and purpose-led storytelling to connect deeply with diverse client needs.

The IKIGAI model helps Slovenia align what it loves, what the world needs, and what clients value—turning events into meaningful experiences

Using the Golden Circle and IKIGAI frameworks, Slovenia redefines its brand not just by what it offers, but why it matters. Whether it’s a scientific congress, incentive trip, EV launch, or public conference, Slovenia provides clarity, connection, and purpose. Through detailed personas like “Giovanni the Relatore” and “Sonja the HR Strategist,” the campaign speaks to real client values—authenticity, safety, trust, and impact. Slovenia’s joint IKIGAI blends human-scale hospitality, global connectivity, technical competence, and natural warmth. The message is clear: Slovenia isn’t just a venue—it’s a catalyst for knowledge, growth, and inspiration. A destination where people and ideas thrive together.

... every story is lived. Every experience, personal ...

**Speak Authentically,
Deliver Experientially**

Communication and experience funnel

Slovenia must align storytelling with experience design to build trust, spark emotion, and convert interest into long-term loyalty.

A unique funnel methodology links values, communication, and sensory impact to create events that feel as good as they look.

Slovenia's new communication and experience funnels offer a step-by-step model for building deeper engagement with clients and attendees. Each stage—from awareness to loyalty—links emotional storytelling with concrete activities. The communication funnel focuses on storytelling that is bold, trustworthy, and humane, reinforced by immersive tools like 360° site visits, impact decks, and ambassador stories. The experience funnel translates this promise into action: balancing sensory, cognitive, and emotional touchpoints through rituals, surprises, and moments of growth. Together, these funnels turn Slovenia into more than a meeting destination—it becomes a journey that inspires, connects, and delivers lasting value.



***“The country exudes
a sense of exclusivity
and authenticity,
where quality always
outweighs quantity.”***

— Insight from international experts

... Slovenia turns attention into immersion—and moments into meaning ...

... this is more than marketing. It's emotional resonance on a human scale ...

Make Every Message Personal, Every Moment Irreplaceable

Campaign roadmap

Slovenia must shift from classic destination marketing to a bold, immersive narrative that empowers guests to co-create unforgettable, meaningful experiences.

Disruption, co-creation, and emotional exclusivity are the campaign's cornerstones—anchored in authenticity, not hype.

The next era of Slovenia's meeting promotion must resonate emotionally, not just inform. Building on the prototype slogan, the campaign roadmap introduces three psychological triggers: Disruption, to break away from noisy, predictable marketing through quiet, immersive stories; Altercasting, where guests become co-authors of events, not just attendees; and FOMO, redefined as privilege, offering once-in-a-lifetime, boutique experiences. The goal is to build a communication platform that is inclusive, symbolic, and emotionally sincere, curated for Gen Z and Gen Alpha. This is not just a campaign—it's a creative manifesto for Slovenia's positioning as the most human-scale, emotionally intelligent destination in Europe.

Let Them Write the Script

The national brand promise

Slovenia positions itself as a fully customisable, emotionally intelligent meeting destination, where every guest becomes part of the story.

This brand invites co-creation, deep connection, and unforgettable moments within a green, compact, and balanced setting

Slovenia offers not just venues, but trust, wonder, and joy. Core concepts include Disruption (inviting surprise and silence), Altercasting (attendees as co-creators), and FOMO (moments that cannot be replicated). The promise is simple: in Slovenia, every meeting feels personal, inclusive, and meaningful. This approach reflects the country's scale, values, and ability to deliver human-scale, high-impact experiences.

... that's why we propose three new psychological triggers to shape the new Slovenian campaign—designed not to impress, but to deeply connect.

Disruption

As You Like It – A whole country as your stage

Unexpected stories, changing dynamics, more silence

Slovenia rejects noise and spectacle—embracing silence, space, and natural rhythm. Disruption here means slowing down, creating a quiet impact through retreat, reflection, and consciously unexpected experiences.

Altercasting

The Regenerator

Participants become the co-creators of the experience

In Slovenia, events strike a balance, inviting participants to step out of passive roles and into active co-creation and regeneration. Here, every participant becomes a storyteller, shaping the experience through meaningful, hands-on involvement that transforms each event into a personal journey.

FOMO

Slovenia - by invitation only

Unique moments you don't want to miss

In Slovenia, FOMO means privilege, not spectacle. Intimate, one-time-only experiences in hidden venues create lasting legends. No livestreams, no encores—just exclusive moments shared with a lucky few.



***“Slovenia feels
personal, intimate,
and genuine.”***

— Insight from international experts

We, Not Me, Not Them

Smart tech powers destinations; smart people
make them matter.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

International Ranking Climb
ICCA Country Ranking:
from 41st → 35th

Strategy without structure is noise

...

... we organise to empower ...

Build Together, Lead Together

Public–private partnership model

Slovenia must institutionalise cooperation across the meetings industry through a balanced, long-term public–private partnership.

The future of the Slovenian Convention Bureau depends on shared responsibility, stable funding, and cross-sector alignment.

Despite two decades of progress, Slovenia's meetings industry still lacks a strong, formalised structure for long-term cooperation. Current partnerships are fragmented, often relying on personal ties rather than systemic coordination. To ensure balanced development, talent growth, and consistent promotion, a formal public–private partnership is essential. After evaluating three models, the preferred solution (Option A) is a hybrid approach that empowers both the public and private sectors. It offers long-term stability, shared risk, strategic alignment, and better access to funding. Clear roles, an operational action plan, a unified data platform, and a talent hub will be the backbone of this future-proof system.

From Fragmentation to Federation

New organisational model of SCB

Slovenia needs a clear, decentralised governance model for its meetings industry—anchored in professionalism, regional equity, and strategic coordination.

The 6+4 model lays the groundwork for a transparent, scalable, and future-proof structure.

The current organisation of the Slovenian Convention Bureau lacks long-term stability, funding, and regional balance. The proposed 6+4 model introduces a tiered governance structure: one national coordination body, four regional product hubs, and six local/regional convention bureaus. Each unit will be staffed and funded to drive development and implement the national strategy at the local level. This model addresses the “dark side of the Moon” imbalance, tackles talent shortages, ensures clear roles, and fosters meaningful regional engagement. With 20 staff and €696,200 in operating costs, the system offers a viable framework for decentralised, strategic management, turning Slovenia into a truly nationwide meeting destination.

... we invest where it matters ...

... we equip to lead. Vision without capacity is just ambition.

Fund Locally, Govern Nationally

Standardisation and membership fees

Slovenia must decentralise its membership system to improve fairness, boost professionalism, and stabilise funding across the meeting industry ecosystem.

A transparent fee model anchored in local convention bureaux ensures smarter coordination and broader participation.

The future of the Slovenian Convention Bureau lies in a more inclusive, regionalised structure. A revamped system will tie membership eligibility to quality standardisation across defined categories (e.g. hotels, venues, agencies). Rather than individual billing, membership fees will be issued to local bureaux, who may subsidise participation based on local needs. This reduces administrative burdens, expands outreach into passive regions, and strengthens local leadership. A pilot model with six bureaux (XL to S) and 115 members is projected to generate €154,500 annually. Aligned with the 6+4 framework, this approach strengthens governance, ensures fair contribution, and enables local ecosystems to flourish.

Staff Up for Strategy

KUS organisational and staff restructuring

To meet rising demands, the Slovenian Convention Bureau must evolve into a fully professionalised, strategic institution with a dedicated expert team.

The Bureau's current three-person structure is no longer adequate for its national role. The proposed organisational model expands the team to nine specialised professionals, distributed across five key pillars:

- Destination marketing (40%)
- Management and advocacy (25%)
- Analytics (15%)
- Development (10%)
- Administration (10%)

The current three-person structure of the Slovenian Convention Bureau is no longer fit for purpose. New roles include heads of marketing and destination management, a data analyst, association and corporate event managers, and dedicated support for EU-funded projects. This structure reflects the logic of the 6+4 governance model—bridging national leadership with regional impact. This transformation marks a decisive shift from reactive operations to proactive strategy. It equips the Slovenian Convention Bureau to lead with purpose, deliver value across regions, and compete confidently on the international stage.

Elevating Slovenia's Meeting Profile

Small distances. Big differences.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

City-Level Ascent
Ljubljana in ICCA City Ranking:
to improve from 41st → Top 35

We fund for impact, not survival ...

... revenue isn't a target—it's a consequence of relevance ...

Fund the Vision, Not the Minimum

Financial optimisation and strategic budgeting

To deliver its 2030 strategy, the Slovenian Convention Bureau must double its budget and diversify funding, reducing dependence and boosting resilience.

A strategic shift in income streams will unlock long-term stability and operational independence.

Currently operating with a €425,000 annual budget, the Slovenian Convention Bureau is over-reliant on the Slovenian Tourist Board, which accounts for 75% of its income. The new model projects a €915,000 budget by 2030, fuelled by balanced contributions: increased membership fees, smarter sponsorships, certification revenue, and participation in EU projects. Dependence on a single source drops below 50%, ensuring more autonomy and strategic control. Key actions include redefining KPIs, creating premium membership tiers, monetising certifications, and engaging in funded partnerships. This financial reboot is not about survival—it's about securing the resources needed to lead, innovate, and deliver measurable impact for Slovenia's meetings industry.

Unlock Growth by Adding Real Value

Revenue stream expansion strategy

To fuel strategic growth, the Slovenian Convention Bureau must activate new revenue levers—anchored in value creation, quality, and international cooperation.

A four-pillar model offers scalable solutions for sustainable financial independence and stronger member engagement.

Inspired by European best practices, four strategic areas can unlock new revenue: membership fees, premium services, certification, and EU projects. The goal is to expand the membership base, introduce added-value services (e.g. analytics, exclusive events), build a national certification system for companies and individuals, and actively participate in EU-funded initiatives. These levers offer not just financial gains but also reinforce professionalism, loyalty, and Slovenia's international visibility. Tools like ROI calculators, digital trust marks, and the proposed "Slovenian School of Events" will enhance the Bureau's relevance. This shift positions KUS as a central connector of national interests—and a self-sustaining innovation hub for the entire meetings industry.

... the path to 2030 is paved with measurable progress.

KPI Dashboard 2030

Slovenia's meetings industry transformation at a glance

By 2030, Slovenia's meetings industry aims to become a high-value, regionally balanced and internationally respected sector—delivering measurable impact through a bold and structured transformation.

By 2030, Slovenia's meetings industry will generate €1.3 billion, with €600 million solely from event organising and €80 million EBITDA. Backed by €100 million in infrastructure investment, the 4+9 governance model will empower 9 local bureaus and over 120 members. The “As You Like It” brand will boost global visibility, while 40% of events shift beyond Ljubljana. A 95% certification rate will ensure quality. The sector will contribute ≥25% to tourism GDP, support 12,000 jobs, and achieve full sustainability certification. A 1:3 public–private funding ratio and reduced regional gaps will reinforce the industry's political, economic, and social relevance.



“It’s the one place that still feels like a hidden gem and always feels like coming home.”

— Insight from international experts

Blueprint for Action

Whatever your plan, we already have Plans A and B ready.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Talent Expansion in Core Event Firms
Employees in 100% event companies:
from 3,421 → 3,932

We move from ambition to action ...

*... in strategy, doing everything
means doing nothing well ...*

From Vision to Execution

Strategic project pipeline

Slovenia's roadmap includes over 80 projects—prioritised, ranked, and ready for launch.

These initiatives reflect both long-term strategy and immediate workshop consensus, offering a turnkey blueprint for transformation.

The strategic vision outlined across 15 fields culminates in a detailed implementation blueprint, dividing over 70 high-impact projects into development and marketing categories. Each project includes defined goals, owners, deadlines, and ranked urgency. Key initiatives include a 3,000 m² multipurpose hall in Ljubljana, regional convention centres, a new 6+4 governance model, a national business events calendar system, and the launch of the “As You Like It” campaign. Workshop-validated pilot projects—such as pop-up venues, micro-grants, and influencer networks—add agility. An Eisenhower Matrix filters all proposals by urgency and importance, ensuring resources go where they matter most. Slovenia now has the playbook—what remains is to build it.

Prioritise What Matters Most

Eisenhower matrix for strategic decision-making

With over 80 proposed projects, Slovenia must prioritise execution based on urgency and impact.

The Eisenhower Matrix helps focus resources on what drives real transformation—and identifies what to delay, delegate, or stop

To manage over 80 proposed projects, Slovenia's meeting destination strategy uses the Eisenhower Matrix to prioritise what matters most. High-impact, urgent initiatives—like restructuring the CVB model, launching the “As You Like It” campaign, and establishing the Event Academy—are to be executed immediately. Longer-term infrastructure and training projects fall into the “plan and phase” category. Operational or support tasks, such as social media and safety protocols, should be delegated. Symbolic or low-impact actions, like uncoordinated campaigns or manual reporting, are eliminated. This matrix ensures resources focus on actions with the greatest strategic value and long-term return.

... strategy is not a wish list—it's a filter.

Slovenia's meetings industry cannot afford to spread itself thin across 80+ ideas. Prioritisation is power. With a clear view of what's urgent and impactful, we shift from endless possibility to executable priority.

Current Challenge Strategic Project

Inadequate destination management structure in Slovenia	Project 6+4: Development of a new strategic model for governance and funding of the Slovenian meetings industry
Limited membership base of the SCB	Project 115: Introduction of a revised membership system enabling passive regions to participate with a minimum target of 115 active members by 2030
Inadequate and insufficient event infrastructure	Meetings Industry Investment Project: Public tender for urgently needed investments in event infrastructure to be led and coordinated by the Ministry of the Economy, Tourism and Sport (MGRT).
Absence of a large, modern, multifunctional venue	Project Space 3000: Support for the construction of a central Slovenian venue with 3,000 m ² of flexible event space
Outdated communication campaigns and tools	Disruptive Campaign Project: Launch of a new inspiring, inclusive, and contemporary communication strategy aligned with the "As You Like It– A whole country as your stage" prototype
Lag in communication and marketing digitalisation	Project KUS 7.0: Full digitalisation of all communication and marketing processes within the SCB, in line with the principles of Quantum Experiential Marketing
From follower to regional leader	Slovenian School of Events: Establishment of a centre of excellence for event and experience education in the New Europe region
Untapped potential of special venues	Project Spaces Without Borders: Mapping and integration of key Slovenian special venues into the national offer plus alongside the activation of underused and abandoned spaces
From words to action in sustainability	Project Regenerative Lab: European accelerator for regenerative solutions within the meetings industry, positioning Slovenia as a global hub for the development of regenerative and creative events
Human resource shortages in destination organisations	Project Smart HR: Formation of a professional, modern, and nationally coordinated destination management team
KEY ENABLER – RESOURCES:	To achieve the set Key Performance Indicators (KPIs) outlined in the 2030 strategy, a significant budget increase is required. The necessary budget amounts to at least 915,000.00 EUR, which includes: • Doubling the marketing budget to 480,000.00 EUR • 270,000.00 EUR for proprietary development projects An increase in labour costs to 270,000.00 EUR for nine employees



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