



Slovenian
Convention
Bureau

I FEEL
SLOVENIA

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.

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.

THE SLOVENIAN MEETINGS INDUSTRY UNDER THE MICROSCOPE

**First holistic analysis of business
practices of key companies in the
Slovenian meetings industry**



Slovenian
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**I FEEL
SLOVENIA**

THE CORE OF THE SLOVENIAN MEETINGS INDUSTRY

Companies that make over 20% of their income by organising events

14
COMPANIES

Category A:
LOCAL AND
REGIONAL
CONVENTION
BUREAU

4
COMPANIES

Category B:
PROFESSIONAL
CONGRESS
ORGANISER (PCO)

25
COMPANIES

Category C:
DMC (INCOMING)
AGENCY

24
COMPANIES

Category D:
EVENT AGENCY

7
COMPANIES

Category E:
CONVENTION
AND EXHIBITION
CENTRE

7
COMPANIES

Category F:
MEETING HOTEL

33
COMPANIES

Category G:
HOTEL WITH
CONFERENCE
CAPACITIES

25
COMPANIES

Category H1:
PROVIDER OF
OTHER SERVICES
- TECHNICAL
EQUIPMENT

9
COMPANIES

Category H2:
PROVIDER OF
OTHER SERVICES -
CATERING

27
COMPANIES

Category I:
SPECIAL VENUE

THE CORE OF THE SLOVENIAN MEETINGS INDUSTRY

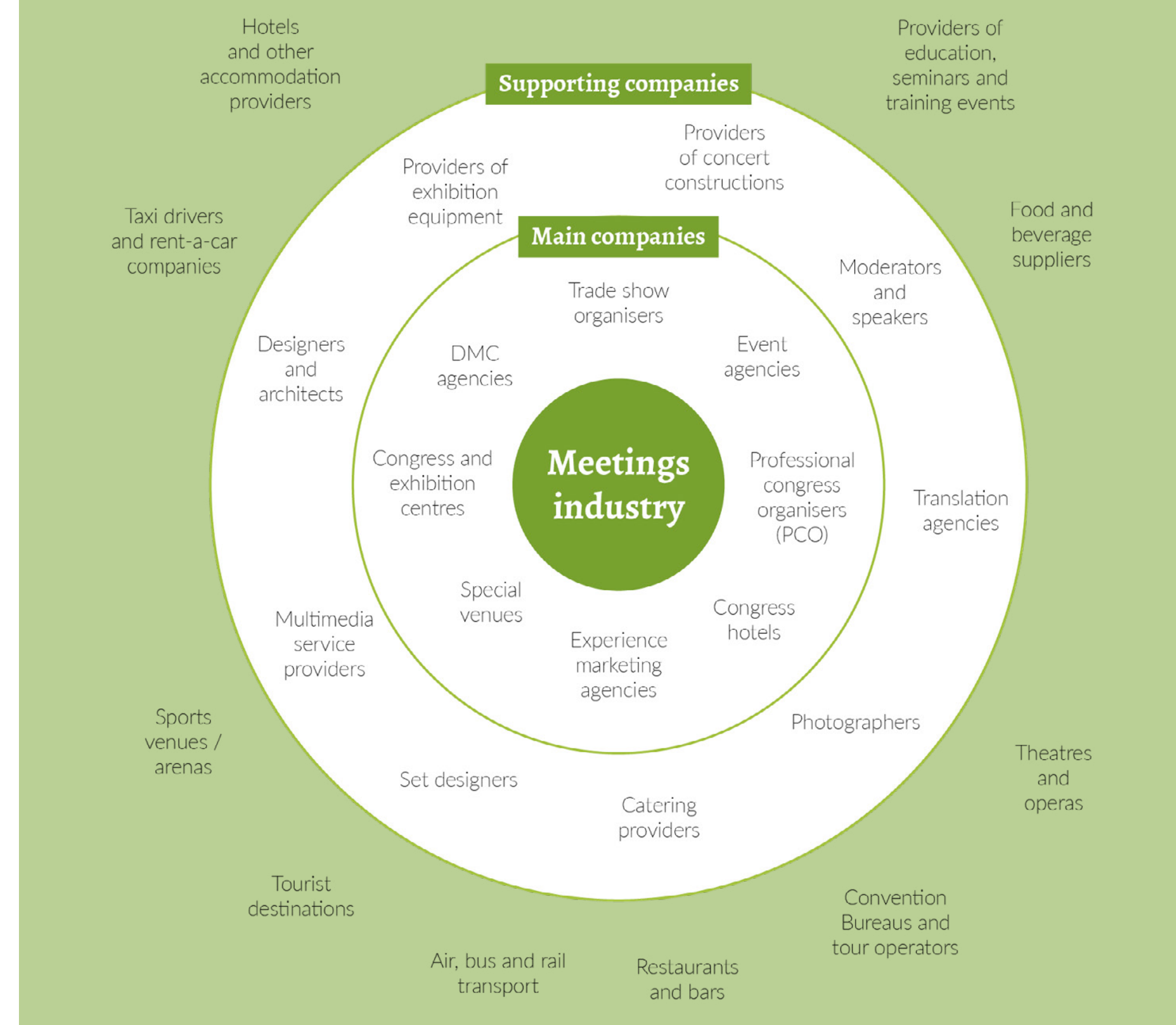
Companies that make over 20% of their income by organising events

175 COMPANIES form the core of the Slovenian meetings industry, which had **8,458 employees** in 2023.

59 COMPANIES generate **100% of their revenue** from **event organising and related services**.

3,421 EMPLOYEES are directly or indirectly working in the **Slovenian meetings industry**. That number does not include outsourced employees, whose numbers are twice as high, according to a recent study.

A SKETCH OF THE SLOVENIAN MEETINGS INDUSTRY



Source: Analysis of companies in the Slovenian meetings industry in 2023 based on business results (Aipes)

WHAT IS THE FINANCIAL STATE OF THE SLOVENIAN MEETINGS INDUSTRY?

In 2023, we generated 429 million EUR with event organising. The multiplicative effects of the industry go beyond 1.4 billion EUR (3.3 multiplier).

“The revenue generated by Slovenian tourism is estimated at 3.7 billion EUR, while the broader meetings industry is estimated to create over 1 billion EUR.”

NET SALES 2023

1,000,454,956.76 €:
total net sales of 175 analysed companies

429,134,269.38 €:
estimate of net sales connected to event organising

NET BUSINESS RESULT

4,838,654.12 €:
income of 175 analysed companies

11,637,094.33 €:
income connected to event organising

EBITDA 2023*

148.929.681,97 € is the EBITDA of all 175 analysed companies (**EBITDA margin = 14.89%**)

51.801.939,55 € is the EBITDA from event organising (**EBITDA margin = 12.07%**)

The formula for calculating EBITDA (earnings before interest, taxes, depreciation and amortisation):

Net Income + Taxes + Interest Expense + D&A (depreciation and amortisation)

WHAT IS THE ADDED VALUE PER EMPLOYEE?

30,994.36 €

Category A:
LOCAL AND
REGIONAL
CONVENTION
BUREAU

33,932.70 €

Category B:
PROFESSIONAL
CONGRESS
ORGANISER (PCO)

67,783.81 €

Category C:
DMC (INCOMING)
AGENCY

32,209.88 €

Category D:
EVENT AGENCY

72,478.91 €

Category E:
CONVENTION
AND EXHIBITION
CENTRE

46,979.57 €

Category F:
MEETING HOTEL

65,203.67 €

Category G:
HOTEL WITH
CONFERENCE
CAPACITIES

77,803.91 €

Category H1:
PROVIDER OF
OTHER SERVICES
- TECHNICAL
EQUIPMENT

43,279.14 €

Category H2:
PROVIDER OF
OTHER SERVICES -
CATERING

41,561.92 €

Category I:
SPECIAL VENUE

51.222,79 €

Average added
value of companies
in comparison

61.003,00 €

Average added
value per employee
in Slovenia in 2023
(Source: SURS)

ANALYTICAL CHALLENGE: DISPERSITY OF THE INDUSTRY AMONG 23 REGIONAL CONVENTION BUREAUS

**120 companies represent 68.57% of
the events industry**

Code 55.100

Activities of hotels and similar
accommodation providers

Code 82.300

Organising trade shows, fairs and events

Code 79.110

Activities of travel agencies

Code 90.310

Activities of cultural venues

Source: Analysis of companies in the Slovenian meetings industry in 2023 based on business results (Ajpes)

WHERE DO WE STAND COMPARED TO OTHERS?

Note: Destinations are ranked from 1 to 5 and divided into five categories.

RANKINGS OF SLOVENIAN DESTINATIONS IN 2025	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	4.09	Rogaška Slatina	3.93	Bela krajina	3.49	Kamnik
			4.20	Bled	4.08	Goriška Brda	3.93	Laško	3.47	Novo mesto
			4.19	Portorož	4.08	Podčetrtek	3.90	Savinjska dolina	3.35	Slovenj Gradec
			4.14	Kranjska Gora	4.05	Brežice	3.88	Zeleni Kras		
			4.13	Bohinj	4.05	Kranj in Brdo				
					4.05	Nova Gorica				
					4.04	Izola				
					4.04	Vipavska dolina				
EXPECTED RANKINGS OF SLOVENIAN DESTINATIONS IN 2030					4.03	Ptuj				
					4.02	Celje				
					4.01	Dolina Soče				
	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	4.39	Bled	4.10	Vipavska dolina	3.99	Laško	3.49	Novo mesto
	4.51	Maribor	4.38	Portorož	4.10	Ptuj	3.97	Bela krajina	3.41	Slovenj Gradec
			4.35	Celje	4.09	Brežice	3.99	Savinjska dolina		
			4.33	Kranjska Gora	4.09	Kranj in Brdo	3.89	Zeleni Kras		
			4.32	Bohinj	4.08	Izola	3.59	Kamnik		
			4.21	Nova Gorica	4.06	Dolina Soče				
			4.18	Rogaška Slatina						
			4.17	Goriška Brda						
			4.16	Podčetrtek						

The expected rankings for 2030 predict a more balanced, resilient, and regionally-dispersed structure of destinations. Emphasis should be placed on activating the potential of 1* and 2** destinations. At the same time, 4**** destinations should be supported, helping them achieve the goal of becoming globally recognised.

HIDDEN POTENTIAL OF THE DARK SIDE OF THE MOON

During the preparation of the strategy, we came to a definitive conclusion: most events in Europe are held in a region that resembles a half-moon, between the Upper Carniola region (Bled, Bohinj, Kranjska Gora), Ljubljana, and Portorož. The dark side of the moon is home to the standout destination of Maribor, while other destinations remain in the dark for now.



WHY SUPPORT THE MEETINGS INDUSTRY?

Because we are aware that the meetings industry:

1.

Creates added value: an average event attendee's expenditure is **3.3. higher** than the average tourist's.

2.

Facilitates development across Slovenia: events often take place outside the main event hubs, prompting **balanced regional development**.

3.

Reduces dependence on the high tourist season: events take place year-round, reducing overtourism and keeping venues full.

4.

Employs over 8,500 regular and over 2,000 outsourced event professionals: mostly **highly-educated** experts and creative minds.

5.

Builds long-term relationships with attendees, who often return privately, as tourists, or as partners and investors.

6.

Works hand in hand with other industries: from science, culture, economy, creative industries, the educational sector, cuisine, art, and sustainability institutions.

7.

Increases tax income and local revenue streams with a regenerative approach to developing communities.

8.

Helps Slovenia gain international acclaim as a reliable, sustainable, and innovative destination for events.

9.

Encourages international cooperation and export: events often open the door to **market, research, and investment opportunities**.

10.

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.

HISTORICAL CONTEXT 2005 – 2010

ONLOOKERS



Narrative:

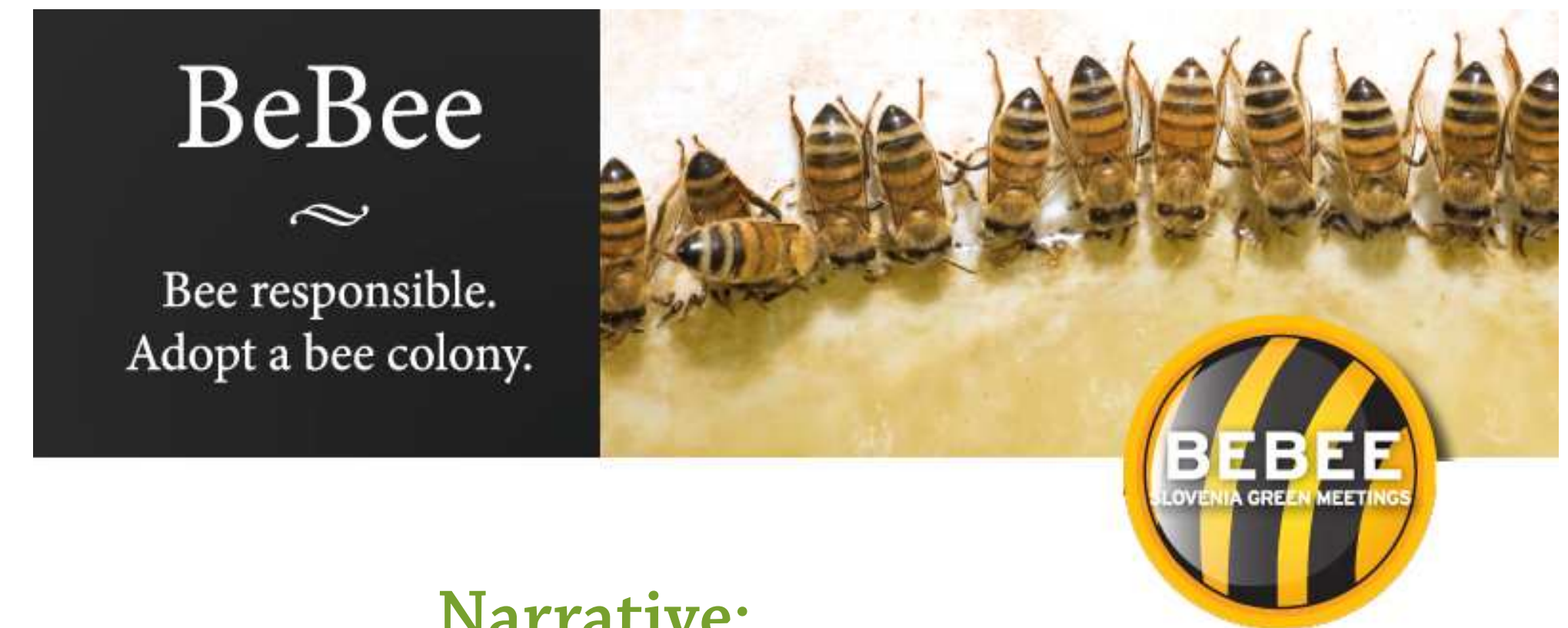
SLOVENIAN ENERGY

Team Flexibility + 24 Smile
+ Personal Touch + Natural
Charm

Groundbreaking project:
Conventa

HISTORICAL CONTEXT 2011 – 2015

LEADING INNOVATORS



Narrative:

BEBEE – SUSTAINABLE MEETINGS

Be Responsible

Groundbreaking project:
Imex Challenge 2012

HISTORICAL CONTEXT 2016 – 2020

FINDING OUR PLACE UNDER THE SUN

site incentive
summit

18 - 22 January / Ljubljana



Narrative:

**PEOPLE + PLACE +
PURPOSE**

Green, Outdoor, Safe, Stress Free, Authentic,
Diverse, Gastronomy

Groundbreaking project:
SITE Incentive Summit 2016

HISTORICAL CONTEXT 2021 – 2025

RESIGNED ONLOOKERS



Narrative:

SLOVENIA IS IN THE AIR

Until we meet again in the Slovenian Vineyards

Groundbreaking projects:
**Conventa Crossover and SITE
Incentive4 Summit 2023**

KEY CHALLENGES IN ACHIEVING THE STRATEGIC GOALS OF SLOVENIA'S STRATEGY FOR 2030

WHAT WE NEED TO OVERCOME (systemic challenges)	• FINANCIAL OBSTACLES for developing the industry STAFF shortages • DISPERSITY and lack of a unified voice • UNCLEAR IDENTITY and obsolete communication • LACK OF STRATEGIC (SELF)CONFIDENCE to make a breakthrough • RELUCTANCE to cooperate and distrust in institutions • LACK OF KNOWLEDGE among key stakeholders	WHERE CAN WE GROW? (untapped potential)	• REGIONAL LEADERSHIP with projects such as the Slovenia School of Events and Conventa • REGENERATIVE ASSOCIATION EVENTS with measured effects and heritage • BOUTIQUE CORPORATE INCENTIVES with a personal approach and commitment to excellence • UNIQUE EVENTS - festivals, themed events, and large gatherings • DIGITAL INFRASTRUCTURE for A-list events • B2B EVENTS and trade shows with an international dimension • MENTORSHIP and other support activities
WHAT WE NEED TO IMPROVE (Critical growth inhibitors)	• DISPERSITY of promotional activities • LACK OF AMBITION in parts of the events industry • POOR AIR accessibility • POOR RAIL accessibility • DIFFERING quality among regions • UNDERESTIMATING the importance of connections and cooperation • UNCONNECTED transport systems	WHAT WE NEED TO DEVELOP (strategic catalysts)	• A SYSTEM OF BIDDING for international events • A REGIONAL NETWORK of modern infrastructure for events • NATIONAL IDENTITY and a recognisable narrative for “Slovenian Meetings” • DIGITAL TRANSFORMATION through 5G platforms, smart logistics, etc. • PROFESSIONALISATION AND CERTIFICATION of staff • SUSTAINABILITY as the standard • INNOVATIVE AND REGENERATIVE incentive products

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 positive impact on its economy, 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**.



LEAP 1: ENSURE STABLE FINANCING AND INTEGRATED MANAGEMENT



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.



PROJECT 6-4: New strategic model of managing and financing the Slovenian meetings industry



RESULT BY 2030:

A functioning 6+4 model (replacing the current 3+1 model) will connect all Slovenian regions, making Slovenia appear as a single entity on the regional and global market.

- **Convention bureau Julian Alps**
Seat: Bled
- **Convention bureau Pohorje and Podravje**
Seat: Maribor
- **Ljubljana convention bureau**
Seat: Ljubljana
- **Convention bureau Savinjska and Celje**
Seat: Celje
- **Convention bureau Slovenian coast**
Seat: Portorož
- **Convention bureau Goriška and Vipavska**
Seat: Nova Gorica

Upcoming regions:

Convention Bureau Dolenjska and Bela Krajina – Novo mesto
Convention Bureau Prekmurje and Pomurje – Murska Sobota
Convention Bureau Green Karst – Postojna



LEAP 2: BUILD A SKILLED WORKFORCE AND STRONG KNOW-HOW



GOAL 2:

Build a competent and expert team on a national and regional level with a clear staff and operational structure.



SMART HR PROJECT: Build a strong, future-facing, expert, nationally-coordinated team that will effectively lead the meetings industry.



RESULT BY 2030:

The team of the Slovenian Convention Bureau will grow from three members to nine leading experts, placing the Slovenian Convention Bureau among the leading European convention bureaus. That way, the Slovenian meetings industry will use its full potential.

LEAP 3: DEVELOP MODERN AND SUITABLE EVENT INFRASTRUCTURE



GOAL 3:

Create a public tender for essential investments and renovating infrastructure for organising international events.



INVESTING IN EVENT

INFRASTRUCTURE: A public tender should be created for investing in outdated event infrastructure.



RESULT BY 2030:

Securing at least 50 million EUR in European funds to renovate at least 10 infrastructural projects, including building a central multifunctional hall with a capacity of 3,000 attendees.

LEAP 4: CREATE AN INCLUSIVE AND EFFECTIVE MEMBERSHIP MODEL



GOAL 4:

Establish an inclusive membership and partnership model that will ensure active cooperation between regions with less potential for hosting events.



PROJECT 115: We will renovate the membership system by implementing flexible memberships that will enable more passive regions and less-visible stakeholders to be included.



RESULT BY 2030:

We will increase the number of members of the Slovenian Convention Bureau from 75 (2023) to at least 115 members.

LEAP 5: STRENGTHEN NATIONAL RECOGNITION OF THE DESTINATION



GOAL 5:

Kickstart an inspiring and modern communication platform to promote Slovenia as an innovative event destination.



DISRUPTIVE CAMPAIGN

PROJECT: A new, inspiring, inclusive, and modern way of communicating



RESULT BY 2030:

By 2030, Slovenia will rank among the top 35 destinations on the ICCA ranking. Its new, inspiring communication campaign will help it reach at least 85% of its target group (250,000 stakeholders and influencers in the MICE industry).

LEAP 6: UPGRADE DIGITAL TOOLS AND INFORMATION FLOWS



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.



KUS 7.0. PROJECT: Digitalisation of all communication tools and processes of the Slovenian Convention Bureau



RESULT BY 2030:

Complete digitalisation of all communication tools, interconnected data flows, 80% of automatised processes, a response time of less than a day, and 100% accessibility of data for partners.

LEAP 7: ESTABLISH SYSTEMIC EXPERT EDUCATION PROGRAMMES



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.



SLOVENIAN EVENT

ACADEMY: Establish an Event and Experience Academy for the region, where individuals can obtain certificates.



RESULT BY 2030:

By 2028, we will host the first five educational modules and annually certify at least 40 individuals.

LEAP 8: UNLOCK THE POTENTIAL OF SPECIAL VENUES



GOAL 8:

Write, categorise, and include special venues in the national offer and empower them to cater to the international market.



VENUES WITHOUT BORDERS

PROJECT: Listing and including key Slovenian event venues in the offering.



RESULT BY 2030:

The catalogue of the Slovenian Convention Bureau will include at least 125 special venues certified with the KUS quality label.

LEAP 9: IMPLEMENT REGENERATIVE PRACTICES AND SOLUTIONS



GOAL 9:

Establish a European think tank for developing regenerative practices and solutions in the events industry and evolve Slovenia's sustainable practices.



REGENERATIVE LAB

PROJECT: European accelerator of regenerative solutions



RESULT BY 2030:

Each year, the Slovenian Convention Bureau will award 50 certificates for regenerative events and oversee at least 30 carbon offset projects within 20 selected and certified events in Slovenia.

LEAP 10: ENHANCE THE RECOGNITION AND REPUTATION OF THE MEETINGS INDUSTRY



GOAL 10:

Improve the recognition of the meetings industry on a local, national, and regional level through an innovative collaborative platform.



FESTIVAL OF EVENTS PROJECT:

The annual national festival, convening leading Slovenian event organisers, will reveal best practice cases, innovative practices, and industry trends.



RESULT BY 2030:

From 2027 onward, the Slovenian Convention Bureau will host an annual edition of the festival according to Conventa's model. Each edition will be attended by at least 250 attendees. The event will be held in a different destination each time.

LEAP 11: USE CONVENTA'S STRATEGIC POTENTIAL



GOAL 11:

The goal is to strengthen and strategically place Conventa as the central national platform for marketing, connecting and developing the Slovenian meetings industry. The event should gain long-term support and be mentioned in key national development documents.



CONVENTA 2025 – 2030: The event will be organised according to the principle of quality over quantity, with a different theme every year.



RESULT BY 2030:

Each year, we will host 160 handpicked hosted buyers, 120 suppliers, and organise at least 10 fam trips.

NECESSARY INCREASE IN BUDGET BY 2030!

To achieve the desired KPIs foreseen by the strategy by 2030, **the budget must be significantly increased**. The required size of the budget amounts to at least 915,000.00 EUR, which includes:

- ✓ Gradual growth of cofinancing by the Slovenian Tourist Board
- ✓ Rising income from membership fees
- ✓ Implementation of premium membership fees
- ✓ Monetisation of educational content
- ✓ Developing payable databases
- ✓ Bidding for EU projects

FINANCING SOURCES 2030	AMOUNT	%
Pogodba STO – MGTŠ	420.000,00	45,90%
Članarine	154.500,00	16,89%
Kotizacije	115.000,00	12,57%
Certificiranje	45.000,00	4,92%
Sponzorstva	72.000,00	7,87%
EU projekti	108.500,00	11,86%
TOTAL:	915.000,00	

REQUIRED STRATEGIC SUPPORT BY MGTŠ

1. Awarding the Slovenian Convention Bureau an active status of working in the public interest
2. Recognising the Slovenian Convention Bureau's leading role by signing a partnership pledge
3. Gradual rise in co-funding of activities by the Slovenian CVB
4. Help in bidding for EU projects
5. Including the events industry in national development campaigns
6. **A seat on the STO Agency Council, representative of the Slovenian meetings industry.**

Most important: creating a public tender for investing in infrastructure for events (non-refundable funds).

SLOVENIA IS BEHIND IN ALL FIELDS IN TERMS OF EVENT CAPACITIES

PHASE 1

Renovating and rebuilding existing conference centres (cultural venues, regional event spaces, city theatres with event potential).

PHASE 2

Renovating and repurposing existing hotels with an event offer by expanding halls for events, technically renovating the venues, and improving energy efficiency.

PHASE 3

Building new, multipurpose, modular, and digitally advanced event venues that will include banquet halls, exhibition spaces, and larger halls (a minimum of 3,000 square metres for larger events).

STRATEGIC GUIDELINES 1: TARGET MARKETS

TARGET MARKETS IN 2025

Germany
Slovenia
Croatia
Italy
Austria
USA
Hungary
France
Belgium
UK
Poland

PROMISING MARKETS IN 2030

USA
UK
Germany
Scandinavia
Asia
Benelux countries
France
Hungary
China
Switzerland
Italy

STRATEGIC GUIDELINES 2: KEY MARKET CLUSTERS

MARKET CLUSTERS IN 2025

DACH region

Germany, Austria, Switzerland (1)

CEE (Central and Eastern Europe)

Slovenia, Croatia, Hungary, the Czech Republic, Slovakia, Serbia, and Poland

Western Europe

Italy, France, Belgium, the United Kingdom, and the Netherlands

North America

USA and Canada

Other / rising markets

Spain, India, Sweden, Eastern Europe

PROMISING MARKET CLUSTERS IN 2030

Western Europe

Germany, France, Switzerland, Benelux countries, Austria, Spain, Italy

Central and Eastern Europe (CEE) + Balkan

Hungary, Poland, the Czech Republic, Slovakia, the Balkans, and Russia

North America

ZDA, Kanada

Asia Pacific

China, Singapore, Japan, Malaysia, and Hong Kong

Nordic countries

Norway, Finland, Sweden

Latin and South America

Brazil and Mexico

Near East

UAE and Saudi Arabia

STRATEGIC GUIDELINES 3: COMMUNICATION ROADMAP

DISRUPTION



As You Like It – A whole country as your stage

Unexpected stories, different rhythm, 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



The Regenerator

The attendee becomes the co-creator 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



Slovenia - by invitation only

Unique moments you don't want to miss

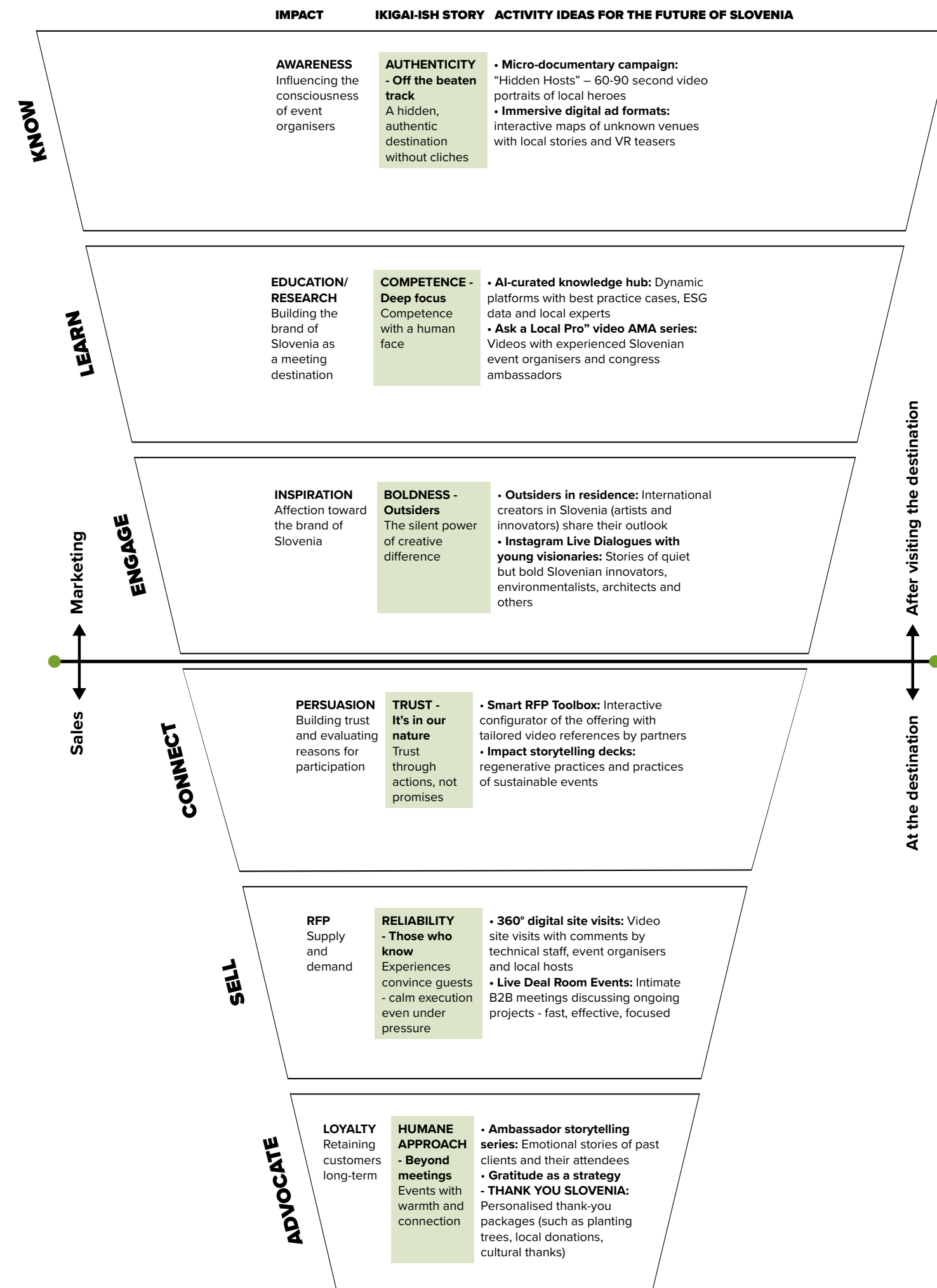
Slovenia offers a plethora of experiences that cannot be found anywhere else, thanks to unique locations, seasons, boutique design and intimate settings. In Slovenia, FOMO is not based on glitz and glamour but on a sense of privilege. "One-time-only" programmes will include hidden venues, charming local 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".

STRATEGIC GUIDELINES 4: SLOVENIAN IKIGAI

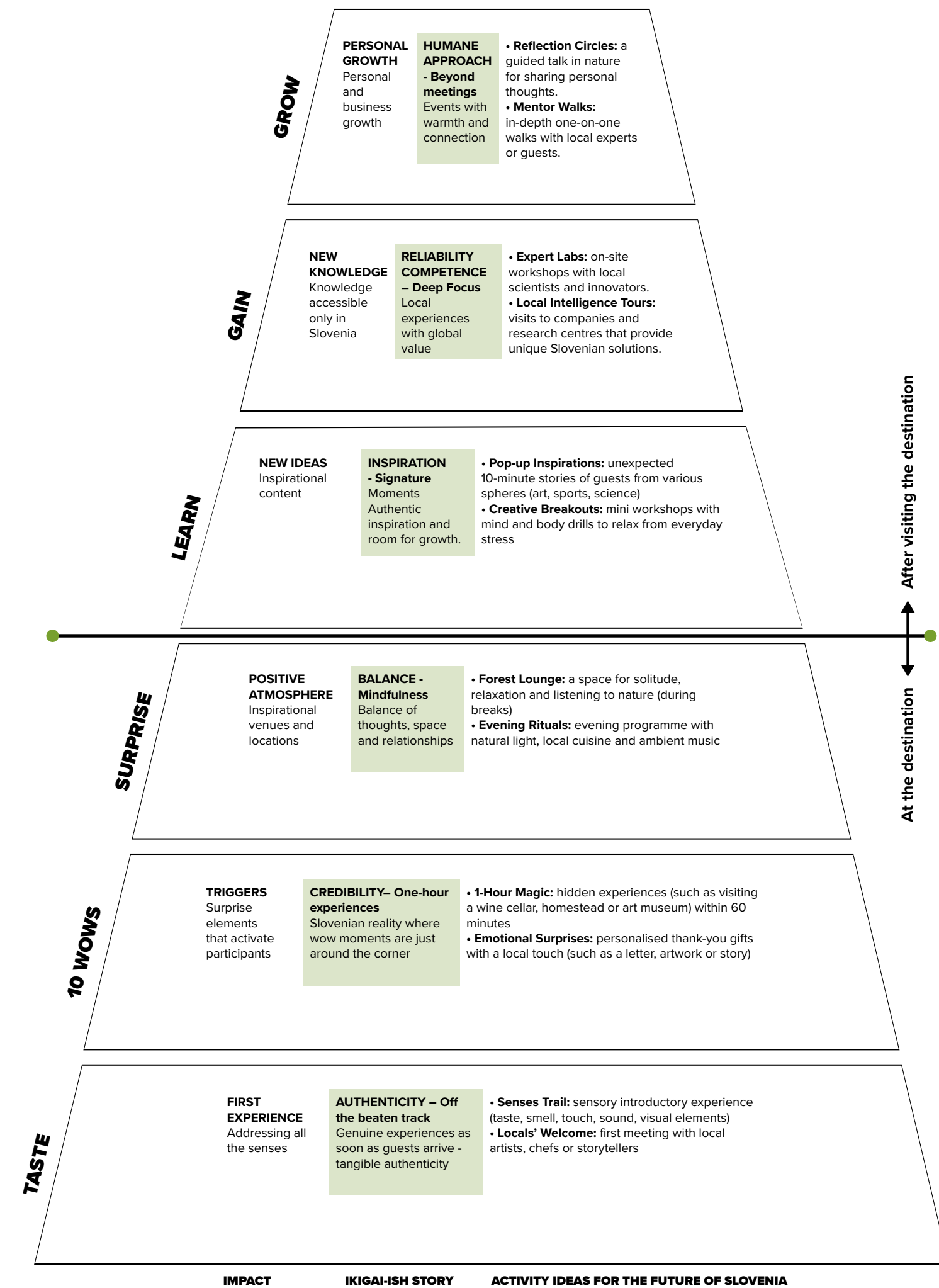
What people love about Slovenia	AUTHENTICITY: Inspiring nature, a sense of safety, and genuine human connection. A culture that respects knowledge, creativity, and compassion.
What the world needs that Slovenia offers	TRUST: A safe, credible, and sustainably oriented destination for professional, cultural, and motivational events with a global reach
What can Slovenia 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 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.

STRATEGIC GUIDELINES 5: SLOVENIA'S COMMUNICATION AND EXPERIENCE FUNNEL

Communication Funnel



Experience Funnel



WE ALIGN THE INTERESTS OF THE SLOVENIAN MEETINGS INDUSTRY

Since 2004, the Slovenian Convention Bureau has been connecting and representing the entire Slovenian meetings industry.

The Slovenian Convention Bureau is a trustworthy professional bureau that connects event organisers, service providers, and support companies. Its ultimate goal is to find an optimal solution for organising events in Slovenia. At the same time, the Slovenian Convention Bureau is a one-stop shop for all things marketing and communication.

THE PLEDGE OF THE SLOVENIAN MEETINGS INDUSTRY

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.



Zelena zaveza Kongresnega urada Slovenije

V naši organizaciji se zavedamo pomena odgovornosti do posameznika, družbe in okolja. V znak razumevanja naše vloge se zavezujemo k prizadevanju, da vse dogodke izvajamo trajnostno, z zmanjšanjem negativnih vplivov na vse vpletene. Trajnostna usmeritev je pomemben del našega poslovanja, ki se odraža na vseh ravneh našega delovanja.

Zavezujemo se, da bomo dogodke v čim večji meri izvedli v skladu z načeli trajnostne organizacije dogodkov po metodologiji »Planet Positive Event.« S tem bomo zagotovili, da bo trajnostna organizacija potekala celovito, saj v procesu organizacije vključuje vse deležnike, od udeležencev in partnerjev do zaposlenih in dobaviteljev.

Naši ključni trajnostni cilji so:

- **Spodbujanje trajnostne mobilnosti** – Udeležence in partnerje spodbujamo k okolju prijaznim načinom prevoza.
- **Zmanjšanje odpadkov in odgovorno ravnanje** – Zmanjšujemo količino odpadkov, optimiziramo ločevanje ter uporabljamo reciklirano in povratno embalažo.
- **Digitalizacija in zmanjšanje porabe virov** – Komunikacija in promocija sta pretežno digitalni, kar zmanjšuje porabo papirja in energije.
- **Energetska učinkovitost** – Optimiziramo porabo energije na dogodkih ter uporabljamo energetske varčne opreme in prizorišča.
- **Trajnostna izbira hrane in pijače** – Uporabljamo lokalno, sezonsko in ekološko pridelano živila ter načrtujemo ponudbo za zmanjšanje odvečne hrane.
- **Merjenje in izboljšanje okoljskega odtisa** – Redno merimo ogljični odtis dogodkov ter si prizadevamo za stalne izboljšave.

Zavedamo se, da lahko z zavezanostjo trajnostnim načelom vsi skupaj prispevamo k bolj zeleni prihodnosti, zmanjšujemo negativne vplive na okolje, ustvarjamo bolj trajnostno družbo in tako aktivno ustvarjamo boljšo prihodnost. Skupaj z našimi izbranimi partnerji podpiramo in živimo trajnostne vrednote, ki so ključne za doseg teh ciljev.



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FUTURE DESTINATION FORMULA (6+4) + STANDARDISATION + RENOVATION OF MEMBERSHIPS

Benefits of the reorganisation

✓ **Reducing regional development imbalances (the “half-moon syndrome”):** Establishing local convention bureaus with new headquarters, organisational governance, and minimal staff to ensure a balanced dispersion of the development of the events industry across Slovenia.

✓ **Ending staff shortages and raising professionalism:** Setting standardised staff levels (19 staff members in phase one) guarantees competent marketing, coordination, and content teams across all regions.

✓ **Creating clear, transparent responsibilities:** Defining roles at national, product, and local levels reduces confusion and data duplication.

Enabling the operational implementation of the national strategy regionally and locally: Each region will create its own operational plan after final confirmation of the strategy, curating development and marketing projects to ensure local relevance and feasibility.

✓ **Swift inclusion of regional convention bureaus as change-makers:** The cooperation with existing convention bureaus and associations (including Ljubljana Tourism and Bled Convention Bureau) will improve the future implementation of activities in existing development structures

The proposed model will be a **key leap forward in making the Slovenian events industry more decentralised, inclusive, and supported by expertise and know-how**. With this strategy, Slovenia will move from a partial and project-oriented approach.

THE CORE OF THE MODEL IS BASED ON THE STANDARDISATION OF EVENT PROVIDERS AND SUPPLIERS

THE STANDARDISATION OF MEMBERS

ensures expertise, quality, and transparency within the meetings industry

Key novelties:

- ✓ Broader inclusion of local suppliers
- ✓ Active role of local convention bureaus
- ✓ Decentralised membership supported by expert standards

The process of standardisation will be made in partnership with local convention bureaus and will be led by the Slovenian Convention Bureau. The entire process will be **digitalised, tailored to local features, and easily accessible to providers.**

The requirements for inclusion are **standardisation in one of the categories:**

Category A: Local and regional convention bureaus

Category B: Professional congress organisers (PCOs)

Category C: DMCs and incentive agencies

Category D: Event organisers (event agencies)

Category E: Conference and exhibition centres

Category F: Congress hotels

Category G: Hotels with conference capacities

Category H: Providers of other conference services (technical teams, translation services, catering)

Category I: Special venues

UPDATED MEMBERSHIP MODEL

Instead of charging individual members directly, the Slovenian Convention Bureau will collect membership fees from six local convention bureaus. These local convention bureaus will then, depending on their status, offer membership to their members free of charge (as part of the destination financing) or according to the model of Ljubljana Convention Bureau's Consortium, where members must pay a membership fee.

This approach will enable:

- ✓ Expanding membership to currently passive regions
- ✓ Reducing administrative and bureaucratic hurdles for smaller suppliers
- ✓ Strengthening the role of local convention bureaus as coordinators and proponents of regional development

FOUR MEMBERSHIP LEVELS

XL convention bureau

30 to 50 members

Membership fee: 45,000.00 EUR

L convention bureau

20 to 29 members

Membership fee: 30,000.00 EUR

M convention bureau

11 to 19 members

Membership fee: 20,000.00 EUR

S convention bureau

up to 10 members

Membership fee: 15,000.00 EUR

A PROPOSAL FOR THE RESTRUCTURING CONSIDERING THE NUMBER OF POTENTIAL MEMBERS

XL	L	M	S
Convention bureau	Convention bureau	Convention bureau	Convention bureau
KU LJUBLJANA	KU JULIJSKE ALPE KU POHORJE IN PODRAVJE KU SLOVENSKA OBALA	KU SAVINJSKA IN CELJE	KU GORIŠKA IN VIPAVSKA

DEVELOPMENT OF PREMIUM MEMBERSHIPS

The Slovenian Convention Bureau can offer an exclusive programme with added value for members who want more recognition and access to world-leading tools.

The premium membership will include access to:

- ✓ Advanced MARTECH tools for effective marketing and sales
- ✓ Personalised insights tailored to members' wishes
- ✓ Exclusive meetings with clients and decision-makers
- ✓ Access to an expansive knowledge base and expert content

FOUR LEVELS OF PREMIUM MEMBERSHIPS

XL package - exclusive package
Membership fee: 9,000.00 EUR

L package - premium package
Membership fee: 6,000.00 EUR

M package - advanced package
Membership fee: 3,500.00 EUR

S package - basic package
Membership fee: 2,000.00 EUR

We will prepare a detailed list of benefits for each package, from increased visibility and database access to the use of various marketing tools.

OPTIMAL FUTURE ORGANISATIONAL STRUCTURE

KEY AREAS OF ACTIVITY WITHIN THE SLOVENIAN CONVENTION BUREAU

40 % – Destination marketing

National and international promotional activities, digital marketing, attendance at trade shows, media cooperation, content preparation, and communication tools.

25 % – Destination management & advocacy

Managing partnerships, coordinating regional convention bureaus, and representing the interests of the events industry for stakeholders (advocacy).

15 % – Analytics and data management

Tracking KPIs, preparing reports, evaluations, benchmark analyses, and supporting material for strategic decision-making.

10% - Research and development

Preparing strategic surveys, staff acquisition, innovative partnership models, sustainable approaches, and sharing international best practice cases.

10% - Operative support and administration

Ensuring regular activities of the bureau, providing legal and staff support, coordinating internal processes, and performing administrative work.

STAFF REQUIREMENTS TO IMPLEMENT THE STRATEGY BY 2030

Managing Director

Leads the bureau, connects with stakeholders, and advocates for the industry.

Head of Marketing & B2B promotion

Marketing campaigns, attendance at trade shows, and development of partnerships

Digital and Content Marketing Specialist

Managing digital platforms, social media accounts, and content

Head of Destination Marketing & Region

Coordinating regional bureaus (6+4) and making regional plans

Manager for Associations

Cooperating with international associations and bidding for congresses

Manager for Corporations

Partnering with companies, B2B networking, and acquiring new contacts

Data & Analytics Specialist

Statistics, tracking KPIs, analysing trends

Head of Research & Development

EU projects, innovation, product development, sustainability

Administrative Support and back-office

Operational tasks, tenders, support, and back-office work