

The Slovenian Convention Bureau Meeting destination Slovenia

**Strategy 2025 – 2030
Working Summary**

Client

Slovenian Convention Bureau
Ulica Ambroža Novljana 10
1000 Ljubljana

Contractor

ENITED Business Events GmbH
pA The Social Hub, Am Tabor 36
1020 Vienna, Austria
E: welcome@enited.eu

Project partner

Toleranca marketing d.o.o.
Štihova ulica 4, 1000 Ljubljana, Slovenia
E: gorazd.cad@toleranca.eu

Tourism partner

Tomislav ČEH, PKF tourism experts

Project manager

Ivo Franschitz
E: Ivo.F@enited.eu

Concept and Content Development of Working Summary

Gorazd Čad, Toleranca Marketing

Copywriting

Gorazd Čad, Jure Čad, Toleranca Marketing

Design

Barbara Dimec, Toleranca Marketing

Proofreading

Soglasnik

Photos

Archives of Toleranca marketing and the Slovenian Convention Bureau

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Intro

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

Source: Co-created with Slovenia's event visionaries



Insight into the Destination



Ivo J. FRANSCHITZ

Why 2025–2030 is the tipping point for Slovenia's meetings industry.

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.

Why Slovenia: *A whole country as your stage*



Gorazd ČAD

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 a meetings 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 aiming to unlock their 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.**

Why Slovenia: *Boutique in scale, bold in ambition*

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.

... from capacity to competitiveness ...

Roadmap area Call to action Summary

Accommodation quality	Raise the Bar Beyond Boutique	Slovenia must boost high-end hotel infrastructure to host larger, diverse events. By 2030, ten new or renovated four- and five-star hotels—half outside Ljubljana—will enhance regional capacity and raise accommodation standards through the national ‘SCB Quality’ programme.
Professionalism	Certify Professionalism, Systematically	Slovenia will launch a national certification programme by 2030 to rebuild professionalism in the sector. Combining training, mentoring, and evaluation will ensure consistent service quality and restore trust across all regions after pandemic-related workforce losses.
Gastronomy	Turn Gastronomy into a Strategic Advantage	By 2030, gastronomy will be central to Slovenia’s experience, with gourmet menus, themed dining, and certified catering partners. Culinary ambassadors in each region will help position Slovenia as a distinctive, high-quality gastronomic destination.
Public transport & general infrastructure	Connect the Country—Physically and Digitally	By 2030, Slovenia will develop smart, sustainable transport systems and modern regional event venues. Integrated mobility and decentralised infrastructure will transform current weaknesses into strategic advantages, supporting a more balanced and accessible national landscape.
Safety	Make Safety a Standard, Not a Bonus	By 2030, Slovenia will implement national event safety standards covering physical and digital security. With unified protocols and local authority coordination, safety will become a defining element of trust in Slovenia’s event offering.
Price-to-quality ratio	Let Value Speak Through Quality	By 2030, Slovenia will strengthen its reputation as a ‘smart value’ destination, offering certified, standardised, and sustainable services where quality and trust match the cost, preserving its competitive affordability despite rising prices.
Event spaces	Decentralise and Diversify the Meeting Offer	By 2030, Slovenia will expand its event infrastructure with modular, high-tech regional event spaces. This network will reduce reliance on Ljubljana, enabling large events across the country and fostering balanced regional development.

... 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

RANKING OF SLOVENIAN DESTINATIONS 2025

For easier understanding, we **marked individual destinations in Slovenia with stars**. That makes the comparison easy to comprehend.

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.

TARGETED RANKING OF SLOVENIAN DESTINATIONS IN 2030

Interpolation 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, signaling that Slovenia will no longer rely solely on its capital for global visibility. Maribor's promotion 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.

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.

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.*

Assessment of prospective markets by representatives of the Slovenian meetings industry

Most important markets 2025

- 1. Germany
- 2. Slovenia
- 3. Croatia
- 3. Italy
- 5. Austria
- 5. USA
- 7. Hungary
- 8. France
- 9. Belgium
- 9. UK
- 10. Poland

Most promising markets 2030

- 1. USA
- 2. United Kingdom
- 3. Germany
- 4. Scandinavia
- 4. Asia
- 4. Benelux
- 7. France
- 8. Hungary
- 9. China
- 9. Switzerland
- 10. Italy

Most important clusters 2025

- 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, the UK, the Netherlands
- 4. North America**
USA, Canada
- 5. Other / Emerging**
Spain, India, Sweden, Eastern Europe

Most promising clusters 2030

- 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

- Germany remains a stronghold across both timelines.
- USA rises 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—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 its 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.

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

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

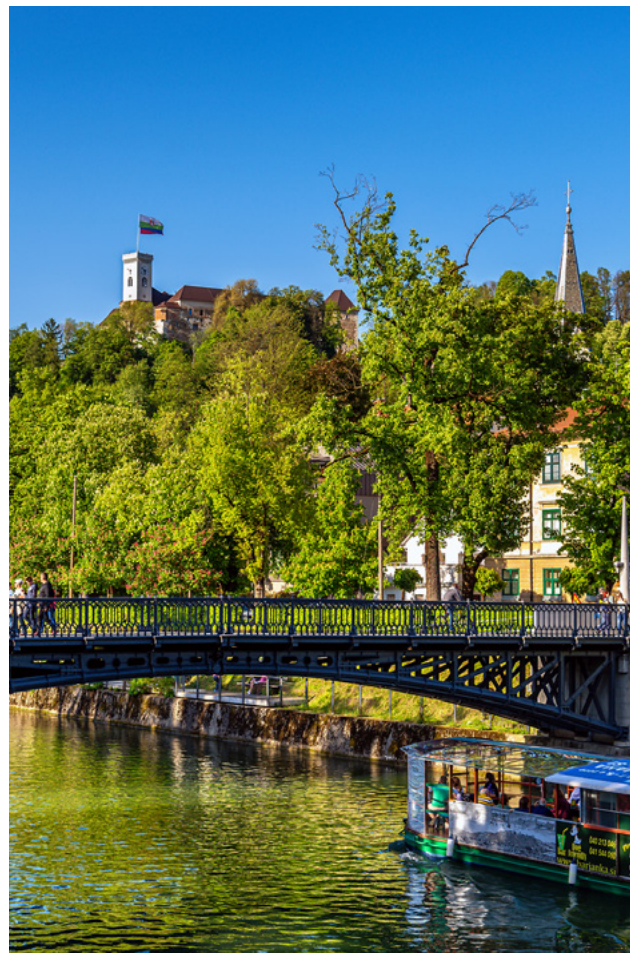
Where ease meets impact

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.

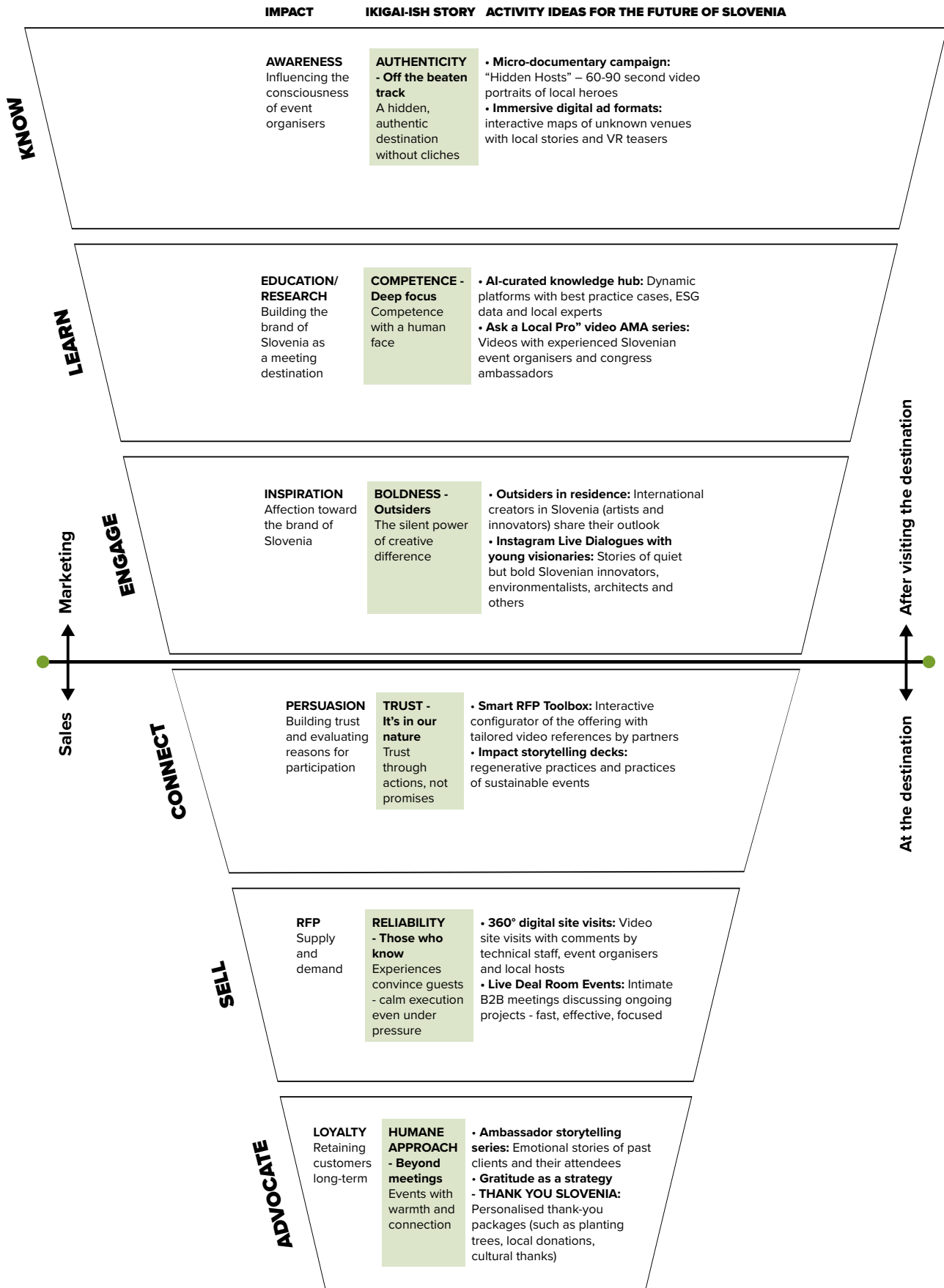
Slovenia's new communication and experience funnels offer a step-by-step model for building deeper engagement with clients and attendees. Each stage—from awareness to loyalty—links emotional storytelling with concrete activities. The communication funnel focuses on storytelling that is bold, trustworthy, 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.



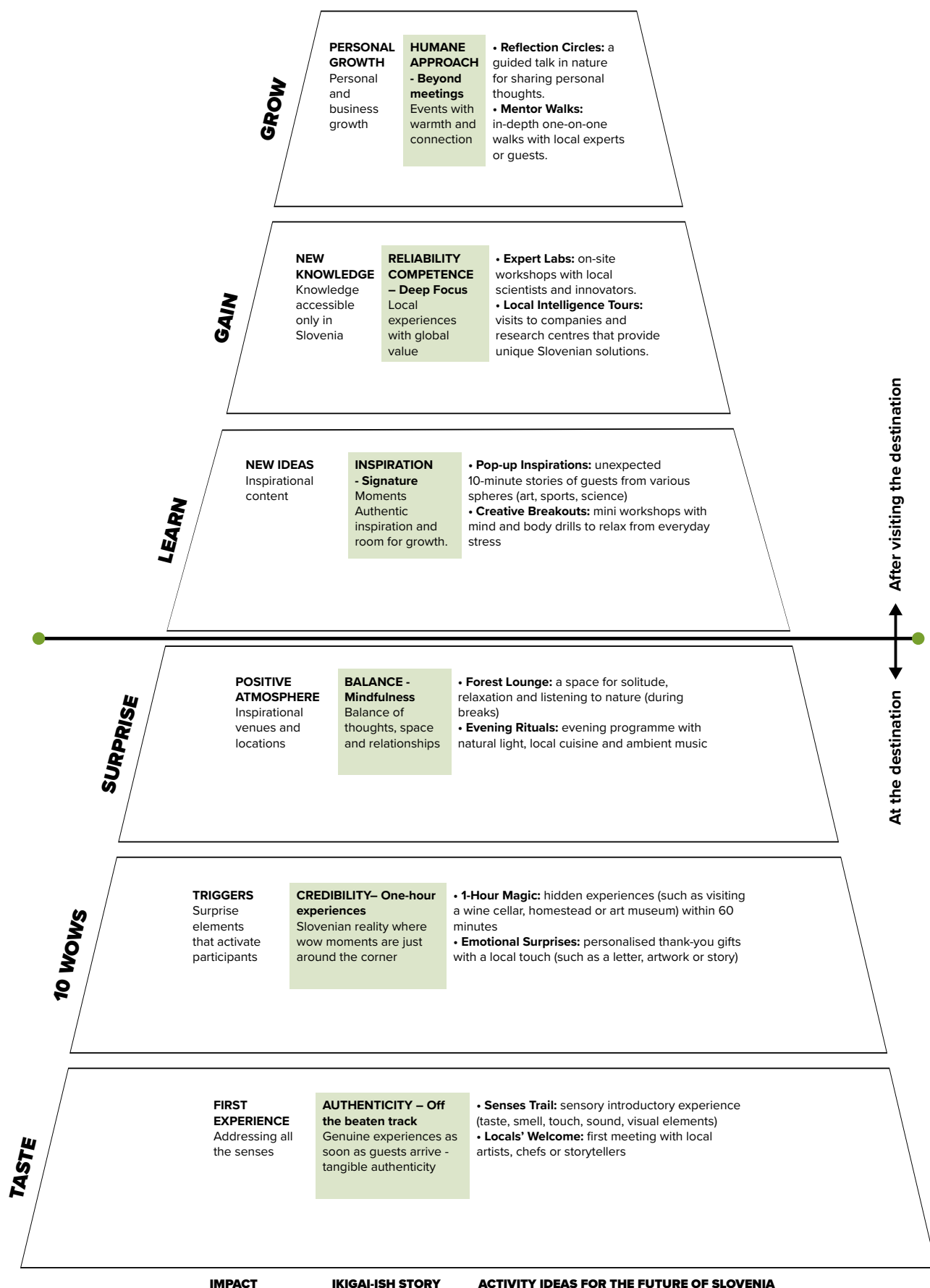
***“The country exudes
a sense of exclusivity
and authenticity,
where quality always
outweighs quantity.”***

— Insight from international experts

Communication Funnel



Experience Funnel



IMPACT

IKIGAI-ISH STORY

ACTIVITY IDEAS FOR THE FUTURE OF SLOVENIA

... 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%)

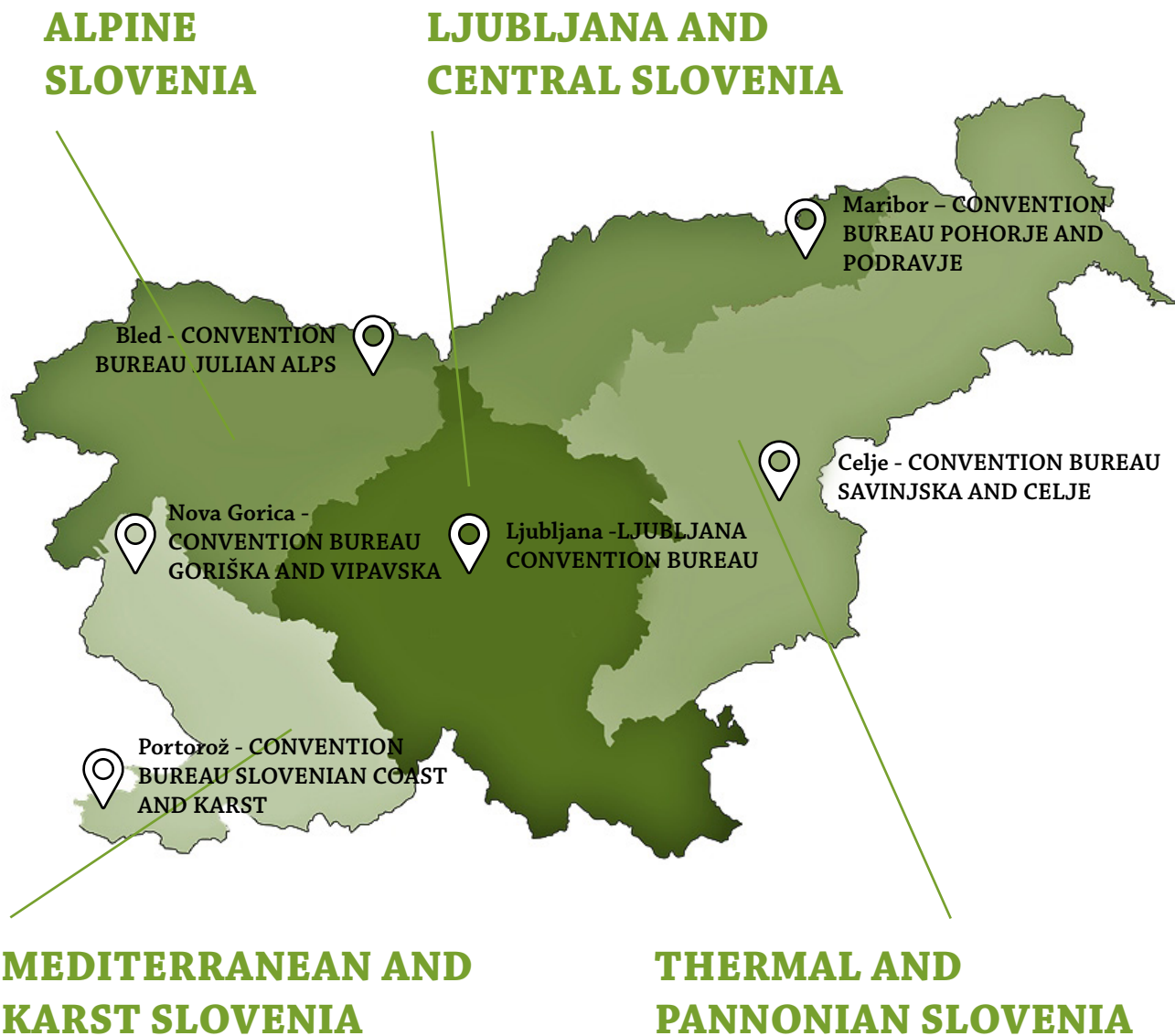
The current three-person structure of the Slovenian Convention Bureau is no longer fit for purpose. New roles include heads of marketing and destination management, a data analyst, association and corporate event managers, and dedicated support for EU-funded projects. This structure reflects the logic 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.

The 6+4 model

A National framework for coordination and impact

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 Sedež: 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 €

A map of the future (6+4 model)



IMPORTANT – A new formal structure in slovenian tourism has not yet been established

Currently, however, the following destinations are forming regional partnerships through a public call for the funding of tourism destination activities:

1. “Dežela Celjska”
2. “Julijske Alpe”
3. “Slovenska Istra”
4. “Štajerska”
5. Ljubljana in regija Osrednja Slovenija”

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

Proposal: Summary of Key Changes in the Financing of the Slovenian Convention Bureau (SCB)

A. New membership fee model

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;
- Strengthening the role of local convention bureaus as coordinators and drivers of change in the regions.

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 members	15,000.00 €	15,000.00 €	1	15,000.00 €	10
Total:				6	154,500.00 €	115

* Number and structure of convention bureaus:

XL CONVENTION BUREAU	L CONVENTION BUREAU	M CONVENTION BUREAU	S CONVENTION BUREAU
• Ljubljana Convention Bureau	• Convention Bureau Julian Alps • Convention Bureau Pohorje and Podravje • Convention Bureau Slovenian Coast	• Convention Bureau Savinjska and Celje	• 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.

B. Financial optimisation proposal

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 %	Renegotiation with KPIs and economic impact proof
Membership fees	20 %	25 %	Add 10+ members and introduce differentiated tiers
Marketing fees	17 %	15 %	Hybrid formats, new partnerships
Certification	3 %	5 %	Expand with new modules (sustainability, digitalisation)
Sponsorships	5 %	5 %	Activate partners with value-based offerings
EU projects	0 %	0 %	Participate without leading, minimise admin load

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 45,90%**, 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.
Marketing 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
TOTAL:	915.000,00 €	100.00%	

C. Revenue streams development

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

LET’S NOT FORGET: SLOVENIAN CONVENTION BUREAU COORDINATE THE INTERESTS OF THE ENTIRE SLOVENIAN MEETINGS INDUSTRY

The Slovenian Convention Bureau has been representing the entire Slovenian meetings industry since 2004

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.

D. Organisational upgrade: a structure for impact

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 (share of activities):

40% – Destination marketing

National and international promotional activities, digital marketing, trade fair participation, media cooperation, content creation, and communication tools.

25% – Destination management & advocacy

Managing partnerships, coordinating regional offices, and representing the meetings industry's interests to decision-makers

15% – Analytics and data management

Monitoring performance indicators, preparing reports, evaluations, benchmarking, and supporting materials for strategic decision-making.

10% – Development and research

Strategic studies, human resource development, innovative collaboration models, sustainable approaches, and transfer of international best practices.

10% – Operational support and administration

Ensuring smooth office operations, legal and HR support, internal processes, and administrative coordination across the structure.

■ 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.

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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Key macro economic indicators for monitoring the performance of the slovenian meetings industry

SLO 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 €

SLO 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

Pledge of Collaboration

One industry. One pledge. One shared leap forward.

Source: Co-created with Slovenia's event visionaries

Slovenia
2025–2030:
By the Numbers

Event-Focused Company Revenue Growth
100% event-driven companies' revenue:
from €429M → €493M

Working draft of the pledge in slovene

**For further discussion until
the adoption of the strategy**

SPECIMEN

Zavezani za PRE-SKOK slovenske industrije srečanj

Slovenska industrija srečanj predstavlja enega ključnih stebrov slovenskega gospodarstva. Povezuje 178 podjetij, zaposluje več kot 8.500 strokovnjakov in ustvarja več kot 1,4 milijarde multiplikativnih prihodkov. Ob tem prinaša tudi številne pozitivne regenerativne učinke – na lokalni, regionalni in nacionalni ravni.

Zakaj podpiramo industrijo srečanj

Zaradi izjemnega potenciala se spodaj podpisani deležniki zavezujemo k soustvarjanju prihodnosti Slovenije kot vodilne kongresne in incentive destinacije v Evropi.

Zavedamo se, da industrija srečanj:

1. Ustvarja visoko dodano vrednost – kongresni gost porabi v povprečju kar 3,3-krat več kot običajni turist.
2. Omogoča razvoj po vsej Sloveniji – dogodki potekajo tudi zunaj glavnih središč, kar spodbuja uravnotežen regionalni razvoj.
3. Zmanjšuje sezonskost – kongresna dejavnost poteka celo leto, s čimer izboljšuje izkoriščenost zmogljivosti in preprečuje čezmerni turizem.
4. Zaposluje več kot 8.500 rednih in več kot 2.000 občasnih sodelavcev – večinoma visoko usposobljenih strokovnjakov in kreativcev.
5. Gradi dolgoročne odnose z udeleženci – ti se pogosto vračajo kot turisti, partnerji ali vlagatelji.
6. Povezuje se z drugimi sektorji – od znanosti, kulture, gospodarstva, kreativnih industrij, izobraževanja do kulinarike, umetnosti in trajnostnega razvoja.
7. Povečuje davčne prihodke in lokalne prihodke – z regenerativnim pristopom k razvoju skupnosti.
8. Krepi ugled Slovenije – kot zanesljive, zelene in inovativne destinacije za poslovna srečanja in vse vrste dogodkov.
9. Spodbuja mednarodno sodelovanje in izvoz – dogodki pogosto odpirajo vrata v trgovinske, raziskovalne in investicijske priložnosti.
10. Pospešuje prenos znanja in inovacij – povežemo strokovnjake z različnih področij, spodbujamo izmenjavo idej ter omogočamo širjenje dobrih praks, kar prispeva k napredku znanosti, gospodarstva in družbe.

Naša skupna vizija 2030

Do leta 2030 bo Slovenija prepoznana kot navdihujoča evropska destinacija za srednje velike, regenerativne dogodke, ki puščajo destinacije v boljšem stanju kot pred dogodkom in v ravnovesju z družbo, okoljem in udeleženci. Organizatorje bomo navdušili s povezanostjo, kreativnostjo zanesljivimi partnerji, inovativno infrastrukturo ter merljivo dodano vrednostjo. Z neprekinjenim vlaganjem v znanje, tehnologijo in sodelovanje bomo zgradili celostno, vključujočo in na prihodnost pripravljeno industrijo srečanj, ki bo vodilna na svetu v niši regenerativnih dogodkov.

Ključne zaveze podpisnikov za PRE-SKOK

Podpisniki se zavezujejo k podpori in uresničevanju nove strategije slovenske industrije srečanj. S podpisom pooblašča Zavod – Kongresnoturistični urad Slovenije, da v okviru javno-zasebnega partnerstva prevzame usklajevanje, vodenje in izvajanje strateških aktivnosti do leta 2030. Pri tem bo zavod tesno sodeloval s Slovensko turistično organizacijo ter drugimi ključnimi javnimi institucijami, pristojnimi za razvoj, promocijo in regulacijo tega področja.

Podpisniki se zavezujejo k podpori in uresničevanju naslednjih desetih strateških ciljev, skladno s strategijo KUS 2030 in v duhu mednarodnih praks:

Cilj 1: Vzpostaviti model upravljanja »6–4« za ključne slovenske destinacije, ki ga vodi Kongresni urad Slovenije v tesnem sodelovanju s Slovensko turistično organizacijo.

Cilj 2: Zgraditi zmogljivo in strokovno ekipo na nacionalni in regionalni ravni, z jasno kadrovsko in operativno strukturo.

Cilj 3: Izvesti javni razpis za nujne investicije in posodobitve infrastrukture za organizacijo mednarodnih dogodkov.

Cilj 4: Vzpostaviti vključujoč model članstva in partnerstva, ki omogoča aktivno sodelovanje tudi regijam z manj razvitim kongresnim potencialom.

Cilj 5: Zagnati navdihujočo in sodobno komunikacijsko platformo za promocijo Slovenije kot inovativne destinacije za dogodke.

Cilj 6: Digitalizirati ključna komunikacijska orodja, podatkovne tokove in procese Kongresnega urada ter širše industrije srečanj.

Cilj 7: Vzpostaviti Slovensko akademijo za dogodke in doživetja, z ambicijo postati vodilna regijska izobraževalna institucija med Helsinkom in Istanbulom, s programi s priznanimi certifikati.

Cilj 8: Popisati, kategorizirati in vključiti edinstvena prizorišča v nacionalno ponudbo in jih opolnomočiti za mednarodno tržišče.

Cilj 9: Vzpostaviti evropski pospeševalnik za razvoj regenerativnih praks in rešitev v industriji srečanj kot nadgradnji trajnostnih prizadevanj Slovenije.

Cilj 10: Okrepiti prepoznavnost industrije lokalno, nacionalno in mednarodno z inovativnim, podatkovno podprtim in ciljno usmerjenim trženjem.

Skupaj za trajnostno, inovativno in globalno prepoznavno slovenijo

Z iskrenim zavedanjem, da je prihodnost industrije srečanj skupna odgovornost vseh deležnikov, podpisniki te zaveze izražamo svojo pripravljenost, da s konkretnimi dejanji, strokovnim znanjem in sodelovanjem aktivno sooblikujemo razvoj panoge, ki bo odgovorna do okolja, vključujoča do družbe in osredotočena na kakovostno izkušnjo vseh udeležencev dogodkov.

Zavezujemo se, da bomo delovali v skladu z vrednotami sodelovanja, trajnosti, strokovnosti, inovativnosti in vključevanja, ter si skupaj prizadevali za globalno prepoznavno, poslovno uspešno in dolgoročno vzdržno industrijo srečanj v Sloveniji.

Poziv k podpisu

Podpis te zaveze izraža podporo skupnim ciljem in pripravljenost na dejavno sodelovanje pri njihovem uresničevanju.

Datum	Kraj	Podpis



Annexes

ANNEX 1:

The 7 International Experts

Iain Bitran (representing Associations)

Gemmeke De Jongh (representing Destinations)

Pepe Garcia Aguarod (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)

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

Savinja Region + Posavje Region

NONE

Various – All Regions

Sonja Baloh - SCB (student)

Alenka Bezjak Mlakar - Meetpoint

Neža Brezovnik - Toleranca

Fredi Fontanot - SCB

Jasna Jašič - SCB

Tatjana Jurišević - Palma

Matjaž Kristan - Acenta

Karmen Novarlič / Barbara Zmrzlikar / Romana Zorman - Slovenian Tourist Board (STO)

Nina Skorupan - Nomago

Ana Robič Zima - SCB

ANNEX 3:

Slovenia as a meeting destination – what comes to mind first? & Positive insights from international experts

Slovenia as a meeting destination – what comes to mind first?

“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.”

“Green, sustainable, small, culinary, friendly and European.”

“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.”

Key attributes:

Nature – “Pristine landscapes, from alpine peaks to lush valleys and crystal-clear lakes, offering an inspiring backdrop for any event.”

Boutique – “A sense of exclusivity and authenticity, where quality always outweighs quantity.”

Feeling home – “A welcoming atmosphere that instantly puts you at ease; Slovenia feels personal, intimate, and genuine.”

Human – “A people-first approach: warm, hospitable, and deeply connected to place and tradition.”

Clean – “Exceptionally well-kept cities and nature, with a clear commitment to sustainability and wellbeing.”

Lively – “A thriving cultural scene, rich traditions, and a strong sense of community energise every gathering.”

Vibrant – “Dynamic and creative, with surprising diversity packed into a small destination.”

Serene – “Perfectly suited for focused, serene, and meaningful events—peaceful settings that allow for reflection and deep connection.”

Personal impressions:

“Very, VERY nice, welcoming professionals in a great city (my only reference is actually Ljubljana), though sometimes with slightly outdated meeting infrastructure.”

“People, authenticity, purpose, innovation, sustainability, and an exciting future.”

“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.)”

Positive insights from international experts

Authenticity & emotional connection

“Slovenia feels personal, intimate, and genuine.”

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

“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.”

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

Sustainability & green vision

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

“I fully share your vision for meetings that give back more than they take - ecologically, socially and economically. That is the only possible way, in my opinion, to be sustainable.”

“Slovenia is where bold ideas meet green thinking and calls on the global meetings industry to shape the future through inspiration, collaboration and foster a truly human approach.”

»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.«

“Showcasing real green practices and local cultural experiences really sets Slovenia apart.”

Natural beauty & event ambience

“From alpine peaks to lush valleys and crystal-clear lakes, Slovenia offers an inspiring backdrop for any event.”

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

Event format & destination strengths

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

Professionalism & hospitality

“Very welcoming professionals in a great city, sometimes with a bit outdated meeting infrastructure.”

Visionary message for the future

»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.«

Proposals for improvement by international experts

Brand awareness & industry positioning

“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.”

“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 & accessibility

“Investments in infrastructure upgrades are key to hosting events in the destination. Improvement of air and train connections for easier access is very important.”

“The strategy could use a bit more detail on getting to and around Slovenia. While direct flights to Ljubljana are limited, services like GoOpti make connections easier.”

Strategic communication & inclusion

“If you are going to bring people together, make a difference. Focus on an expanded meaning of experience. Involve a broader range of experience providers and establish ‘leadership’ on a mission.”

“I would suggest that the strategy approach the public/political sector in order to involve them in such changes.”

“I like the intent of this proposal, but I think it is important to use words that people understand.”

Clarity & competitive positioning

“It would also help to provide greater clarity on pricing and how Slovenia compares with similar competing destinations. Finally, clearly outlining specific sustainability actions and how they are verified would really strengthen the overall message.”

ANNEX 4:

Working Summary - Digital Strategy of the Slovenian Convention Bureau (KUS 2025–2030)

Prepared by Accenta
Matjaž Kristan, Digital Strategist

1. Vision & Strategic Foundations

The Slovenian Convention Bureau is taking a bold step toward repositioning Slovenia as a leading meetings destination under the KUS 2030 strategy. While Slovenia is recognised for its green values and boutique appeal, the country lacks a convincing narrative in the international market. This digital strategy lays out a roadmap in two phases:

- Phase 1 – **‘Must Have’**: Establish a solid digital foundation (first year).
- Phase 2 – **‘Nice to Have’**: Deploy advanced tools like AI, automation, and immersive tech to create a data-driven, innovative ecosystem.

Main goals in 12 months :

- Strengthen Slovenia’s competitiveness as a meetings and events destination.
- Establish a high-performing omnichannel digital presence for B2B markets.
- Launch a digital lead generation system and initiate structured e-communication.

The approach is value-driven (wisdom, ethics, sustainability, boutique) and addresses challenges such as low digital visibility and fragmented communication, aligning digital transformation with Slovenia’s national branding.

2. Phase 1 – Must-have Digital Foundations

This phase aims to unify Slovenia’s digital presence through an omnichannel strategy. Key priorities include:

- **Website overhaul**: SEO-optimised, mobile-first platform with interactive maps, smart RFP tools, and clear storytelling of Slovenia’s MICE values.
- **Social media strategy**: Consistent, strategic messaging across LinkedIn, Instagram, and YouTube, featuring success stories, expert insights, and video content.
- **CRM & email marketing**: GDPR-compliant contact database, monthly newsletters, onboarding campaigns, and segmented audience targeting.
- **Internal cloud infrastructure**: Shared folders, reporting tools, CRM, and cross-team communication systems.

3. Phase 2 – Advanced Digital Innovation

In the second year and beyond, the Slovenian Convention Bureau will implement cutting-edge solutions to build a competitive advantage:

- **AI-Powered Analytics:** Predictive analytics, smart segmentation, sentiment tracking, and data dashboards to inform smarter decisions.
- **Marketing Automation:** Lead scoring, behaviour-based email flows, real-time website personalisation, and internal task automation.
- **Immersive Technologies:** 360° virtual venue tours, VR/AR content, and interactive RFP configurators.
- **KUS Knowledge Academy:** A hub for sustainable and digital MICE education via webinars, manuals, certifications, and international collaboration.

4. Sustainability & Innovation Ecosystem

Slovenia's digital transformation must reflect its sustainability ethos and commitment to innovation. Proposals include:

- **Smart Sustainability Tools:** e.g. Planet Positive Event
- **BI for Organisers:** Dashboards, real-time feedback, and movement tracking to optimise event design.
- **National Meetings Industry Incubator:** A collaborative space for startups, agencies, and organisers to test digital solutions and access EU funding.
- **Member Community:** Closed LinkedIn/Slack channels for member updates and internal knowledge sharing.

5. Strategic Impact & Conclusion

The proposed digital strategy transforms the Slovenian Convention Bureau into a proactive leader, unifying Slovenia's voice and boosting its digital presence globally. Phase 1 ensures visibility and professionalism, while Phase 2 elevates KUS with data-driven personalisation, immersive experiences, and smart marketing.

By 2030, Slovenia will be globally recognised not just for its natural beauty, but as a wise, ethical, and technologically advanced events destination.

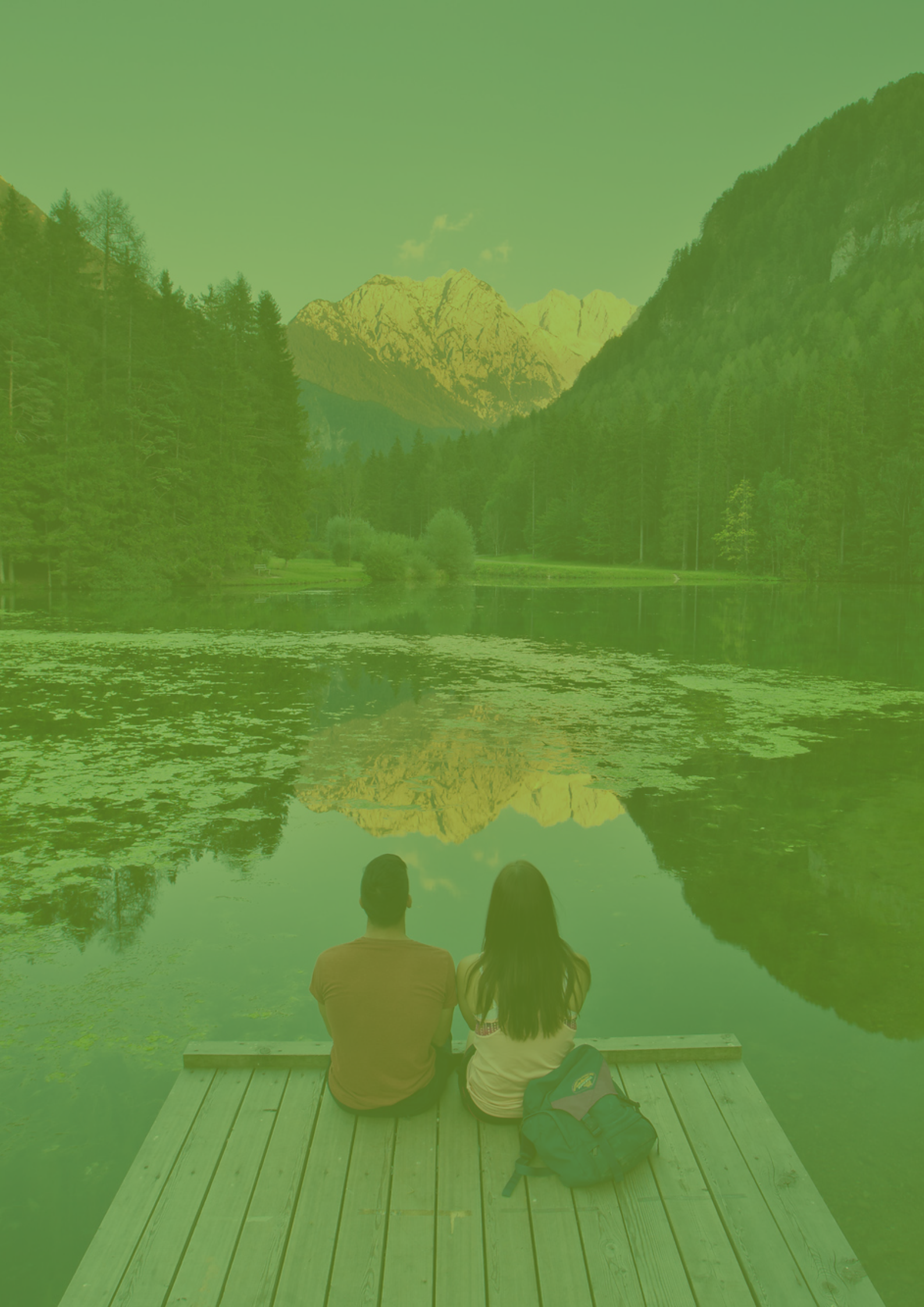
The proposed digital strategy, in two phases, addresses both the urgently needed basics of a digital presence and advanced measures that will develop the Slovenian Convention Bureau into a data-driven, innovative promoter of Slovenia.

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 our 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 personalize our offer more intelligently. 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.

The ultimate goal is to transform the Slovenian Convention Bureau's digital channels into a unified ecosystem that tells a compelling story of Slovenia to the world. Through these efforts, Slovenia will be seen and heard globally—as a destination where knowledge meets authentic hospitality, offering boutique, sustainable experiences of the highest quality.

By leveraging cutting-edge digital tools, Slovenia will confidently position itself as a trusted, leading choice for business events and meetings by 2030 and beyond—fulfilling the core vision of SCB 2030.





Slovenian
Convention
Bureau

