

# NBTC

Vision for the future of meetings and  
conventions

Amsterdam, March 2021

***fronteer***

Strategy. Inspiration. Impact.

# In this document

00. Executive summary

01. The future of meetings & conventions

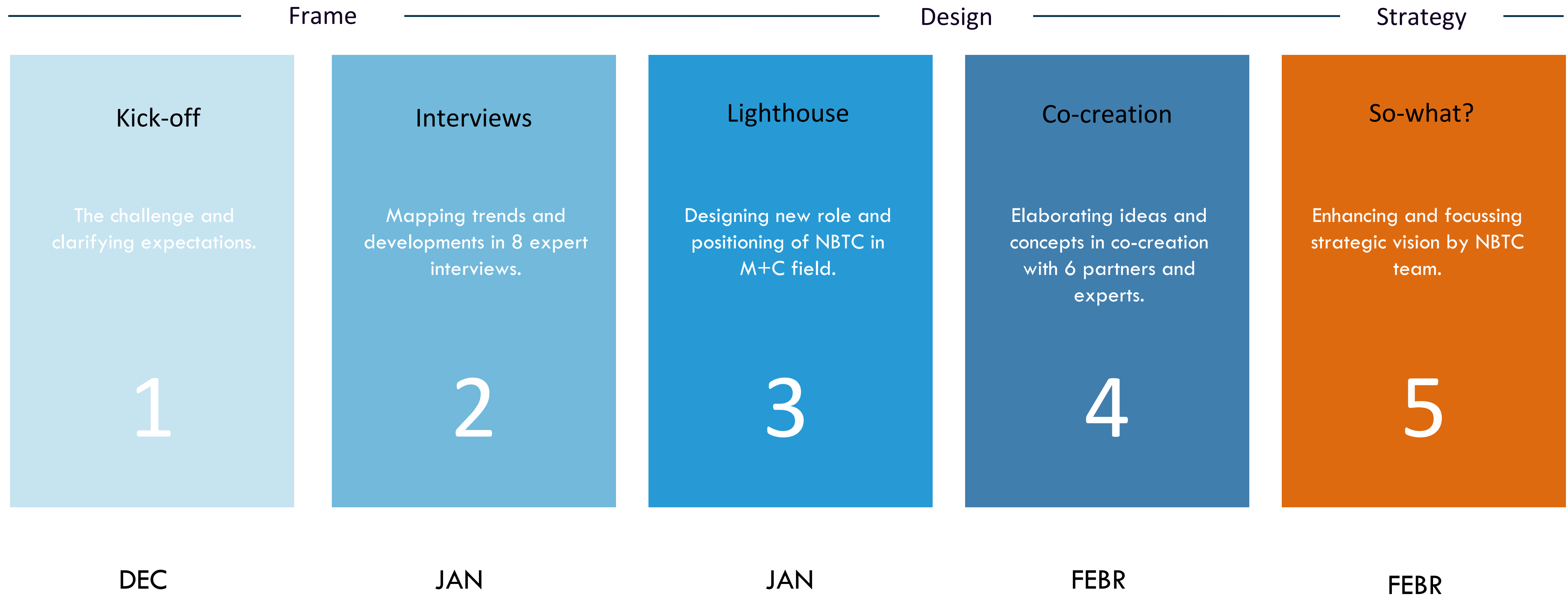
02. New value creation

03. Blockchain opportunities

04. Role of NBTC

05. Next Steps & Implications

# The Project





# Challenge

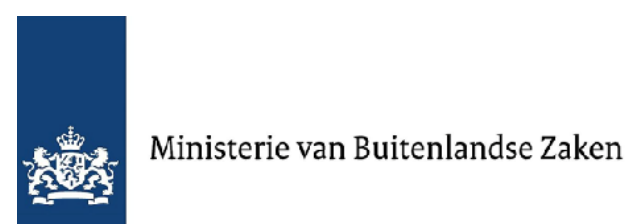
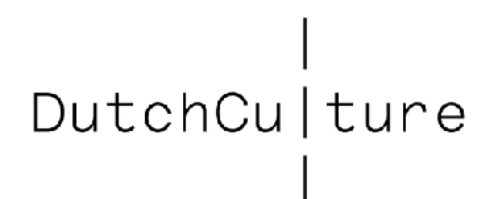
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## Developing a vision on M+C 2.0 and new roles for NBTC towards 2030

- 01 What does the future of meetings and conventions look like in the Netherlands?  
What trends will change the playing field?  
How will business events change?
- 02 How can meetings and conventions contribute to the development of the Netherlands?  
What does value creation look like?  
What is required to achieve this?
- 03 What role must NBTC take up in this changing playing field?  
Why is this role most valuable?  
What does cooperation with stakeholders look like?

# Engaged parties

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00

# Executive summary

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# Executive summary



The world of business events is changing. Big trends that emerged slowly before the pandemic quickened pace over the past year: hybrid models, focussed on meeting & experience, sustainability, and value creation have become key focus areas.

Events are not just to create economic value, but also to achieve social and ecological targets. The Netherlands can play a strong role in this respect, but the availability of expertise in the field is often fragmented. There is a need for more uniformity and steering in this field.

This requires a new way of organising. And a clear vision and direction on relevant social topics for the Netherlands; an umbrella perspective. NBTC faces an opportunity to take up a more leading role and, as such, to show its added value for the future.

NBTC in its capacity of a neutral, trend setting and engaging party. An expert partner that will promote the Netherlands strongly as a valuable destination for M&C. A partner that actively facilitates links between all future M&C stakeholders. An innovative role that accommodates for the need, but also requires additional expertise and skills from NBTC.





01

The future of  
meetings and conventions



# The world of meetings and conventions is changing.

Over the past few years, changes were emerging in the field of business events. Trends that had emerged slowly, quickened pace due to the impact of the pandemic.

Over the next years, four key trends will determine the playing field of business events. Probably, the effect will not be temporary but rather lasting.

1

Hybrid events  
Physical and digital in new formats

2

Sustainability is key  
Positive impact for all engaged parties

3

Focus on meeting and experience  
Smaller scales, more informal, and more relevant

4

New value creation  
Economic, social, and sustainable

# 1 Hybrid events

'The digital aspect can no longer be ignored when considering the future of meetings.'

— Robert Dingjan, Dutch Ministry of Foreign Affairs

There is general consensus: the future of meetings and conventions will be hybrid. However, the practical layout will only become clear after the pandemic. We must learn a lot yet to determine the best possible compound of physical and digital. One thing is crystal clear: it will not be a one-on-one translation of current events.

- The scope of events is expanding. Digital participants will allow an substantially wider scope of events.
- Online attendance requires new formats. Long keynotes and workshops will be replaced by new formats similar to fast tv shows.
- Technological expectations are surging. Quality of images, server capacity, and cyber security need to be of top-level quality.





# 2 Focus on meeting and experience

'The benefits conventions should provide - inspiration and random meetings - occur less frequently digitally when compared to meeting and talking in person.'

— Focco Vijselaar, Dutch Ministry of Economic Affairs

Conventions will be designed anew to provide more relevance to participants.

Facilitating random meetings will become more important than the substance of a convention or meeting.

- Events will be smaller in scale, more informal, more 'authentic', and at more sites. Since meeting will be key, networking sessions will more often be organised at small-scale venues and informal settings. Often, more satellite events and a digital core will be organised alongside a main event.
- Personal experience and relevance. Based on data, programmes will cater much more for personal needs of the participant. Quality and experience will become increasingly important at physical venues.





# 3 Sustainability is key

*‘Achieving a positive impact oozes through to all levels of the conventions.’*

— Carola van der Hoeft, International Pharmaceutical Federation

Sustainability did already play an important part in the choices made by business over the past years. However, the consequences of the pandemic have made remote work quite normal and businesses now see the cost effects of less travelling.

- Minimizing the impact. Organisers and participants make higher demands on sustainability during business events: this includes travelling, accommodation, food, and impact on cities. Events will increasingly aim for claims such as ‘CO2 neutral’ and ‘no waste’.
- Less frequent and shorter events. It is expected that larger conventions will take place less often, and be alternated by more regional satellite and online events. Costs are of the essence so that participants will travel less often.





# 4 New value creation

'We have to be really selective in choosing topics for conventions to be organised in the Netherlands.'

— Desiree van Gorp, NBTC Supervisory Board

The government and businesses no longer consider merely economic benefits of business events. Business events are attracted for economic, social, and ecological values to visitors, locals, and businesses.

- Business events are a driver for the development of the Netherlands. They can contribute to the development of our country from an economic, social, and ecological perspective.
- Value creation must be effected intentionally. Sharing expertise and collaboration on specific topics can achieve an impact that reaches beyond economic growth.





# 02

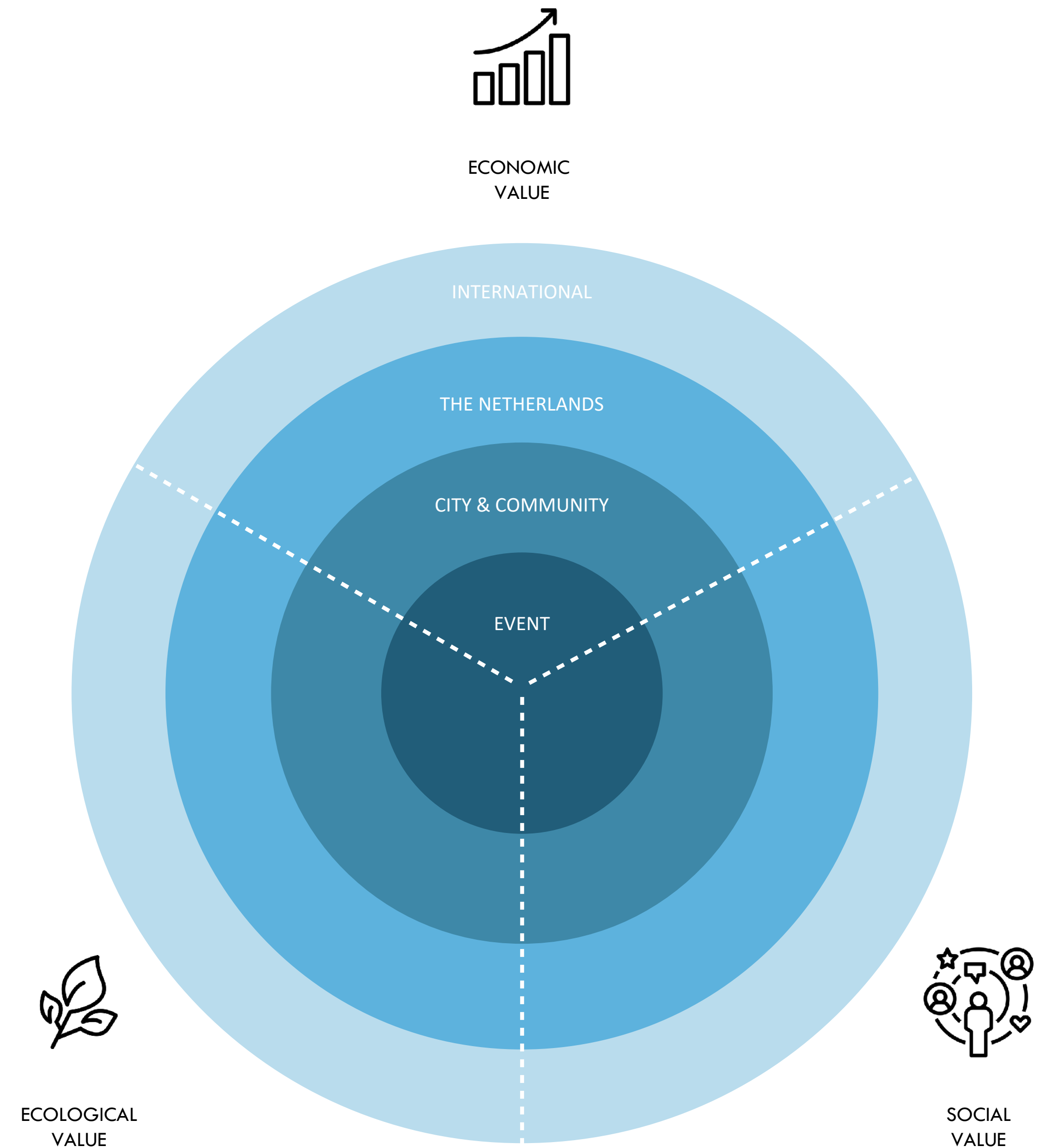
## New value creation for the Netherlands



# A fresh view on value creation

The added value of business events is considered in an increasingly wider scope. They do not just add economic value, but may also be of vital interest in enhancing the social and ecological targets of the Netherlands.

Moreover, value creation does exceed the limits of the event. Proper attention may add value to the host city, at a national level, and to international development.





# Economic value

Business events are important to our economy. On the one hand, because the relevant industries develop knowledge and collaboration, but also because proceeds are generated by high-quality visitors to the Netherlands.

Business events entail growth and development of participating businesses, people, and organisers:

Businesses and participants become increasingly successful by expertise development and networking.

EVENT

Visitors require a high level of facilities and provide a strong economic boost:

Conventions can provide a significant contribution to the local hospitality industry, retail, and the cultural sector. This impact is enhanced by buying locally.

CITY & COMMUNITY

Meetings and conventions contribute to the development of Dutch top sectors:

By selecting the events we attract we will make the most of our strengths and provide local players with an international platform.

THE NETHERLANDS

Sharing expertise and collaboration act as catalysts for international progress:

Sharing expertise, ideas, and contacts will entail international progress.

INTERNATIONAL





# Social value

Business events can contribute to social targets in our country. Society can enjoy prolonged benefits by organising meetings and conventions with a wider scope.

‘Doing the right thing’ as an important driver for convention organisers.

Initiators recognize their role in a wider eco system more often, and explicitly express their aim to have a local impact.

EVENT

Meetings and conventions provide expertise, buzz, and pride to the local community.

Events may increase the impacts on city and community by offering teaching packages, seminars, documentary series, and pop-up events. As such, they will enjoy prolonged benefits of the event.

CITY & COMMUNITY

Business events may be a cause to invest in sustainable solutions.

Business events may lead to social innovation, investments in infra structure, and sustainable solutions. Successful execution requires proper consideration in advance.

THE NETHERLANDS

Enhancing cross-cultural collaboration and accessibility of expertise.

Cross-country and cross-cultural sharing encourages debate on global social topics.

INTERNATIONAL





# Ecological value

Events can contribute to our national sustainability ambitions in the ecological field.  
Organisers will have to make conscious choices to achieve this, based on new criteria.

Positive impact to be achieved by smart choices:

Organisers will aim intentionally for topics such as no-waste and CO2-neutral, so as to have zero-climate-impact events.

EVENT

Events as a sustainable driver in cities:

Business events may be used to solve urban issues: use of empty office-space, investments in high-quality public transport, improving sustainability of the hospitality industry.

CITY & COMMUNITY

Enhancing the position of the Netherlands as sustainable frontrunner:

The Netherlands are leading in the field of sustainability. Our industries can be marketed explicitly in this field.

THE NETHERLANDS

The Netherlands as an example for international ambitions:

The Netherlands are ambitious in the field of sustainability. Our events can set examples for the international industry.

INTERNATIONAL



# 03

## Needs and opportunities in a changing market

# Needs and opportunities in a changing playing field

Creating value in a changing environment requires a new way of organising. It requires vision and direction of specific topics, an elevated perspective at national and international level, and a holistic approach of implementation.

The market seems to require new types of expertise development, collaboration, and scheduling of topics that are relevant in the Netherlands.



Expertise development  
Central collection and  
dissemination of expertise and data

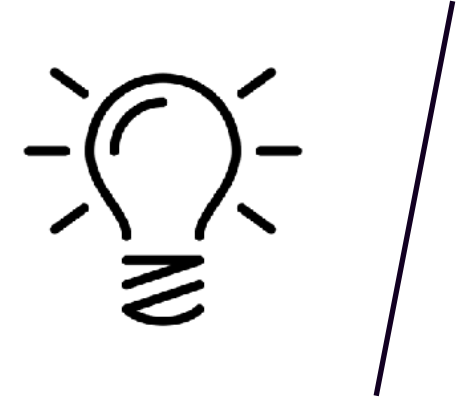


Collaboration  
Holistic collaboration to  
achieve an impact



Scheduling  
Umbrella vision and direction of  
transition topics

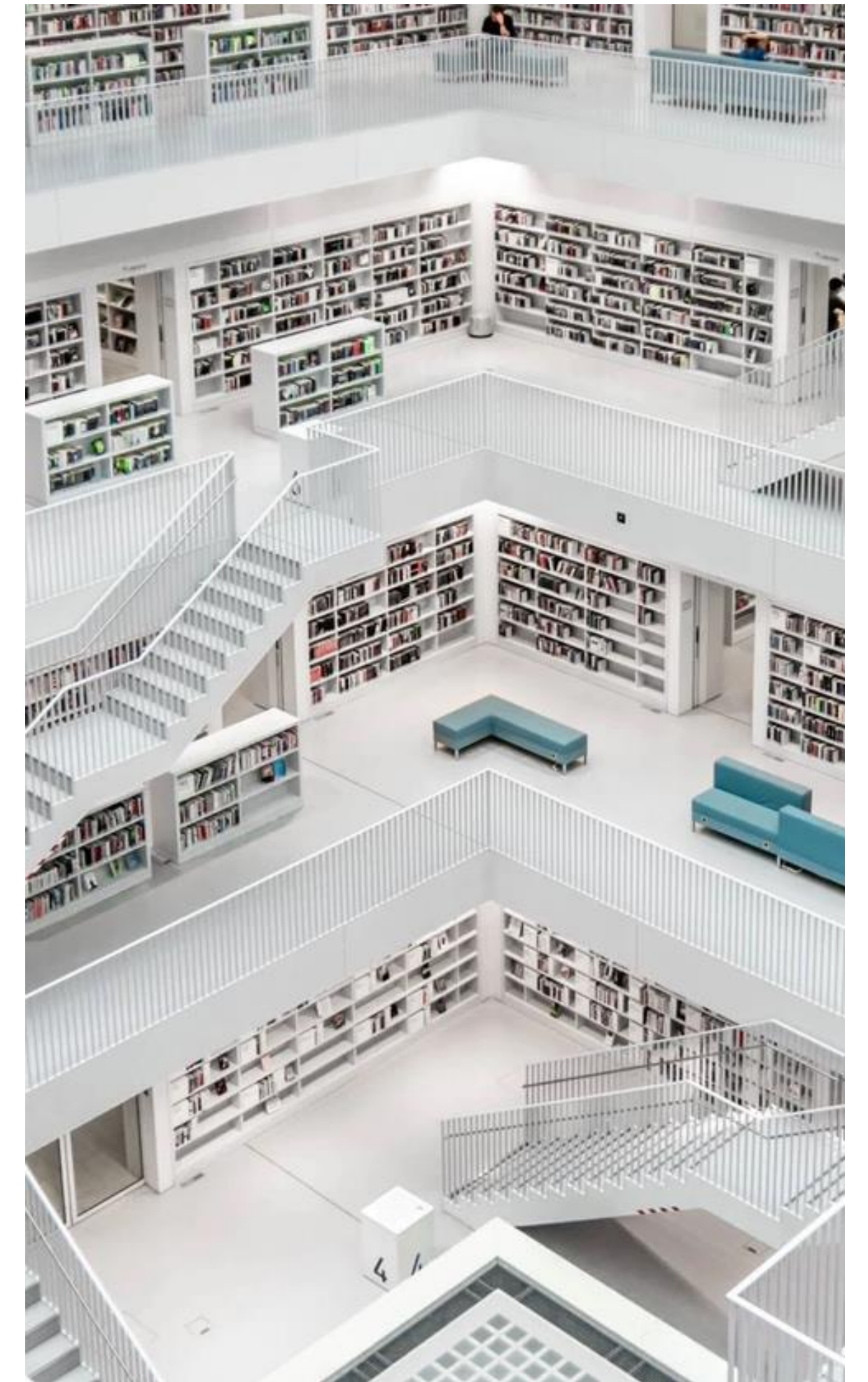




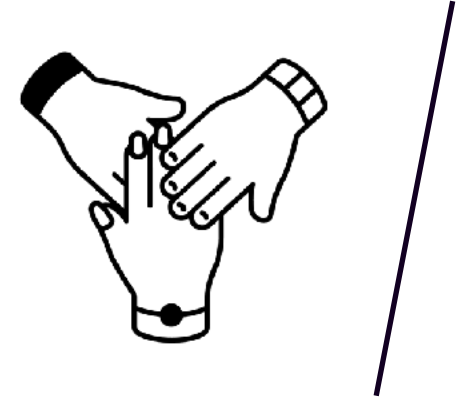
# Expertise development

Expertise is the first and foremost requirement to increase the impact of business events. Expertise within the industry is now often fragmented and is not always collected in a structural manner. There is a need for uniformity and direction in the field of expertise and data, i.e. from a national data alliance.

- Expertise development and sharing of current themes and top sectors: Centralized expertise is required in fields such as sustainability, cyber security, digital experience, local benefits, and social engagement. This expertise will allow organisers to have a more focussed impact.
- Data collection: Data on conventions, visitors, and added value is not always collected in a structural manner. There is a need for a data director that links up various sources centrally.





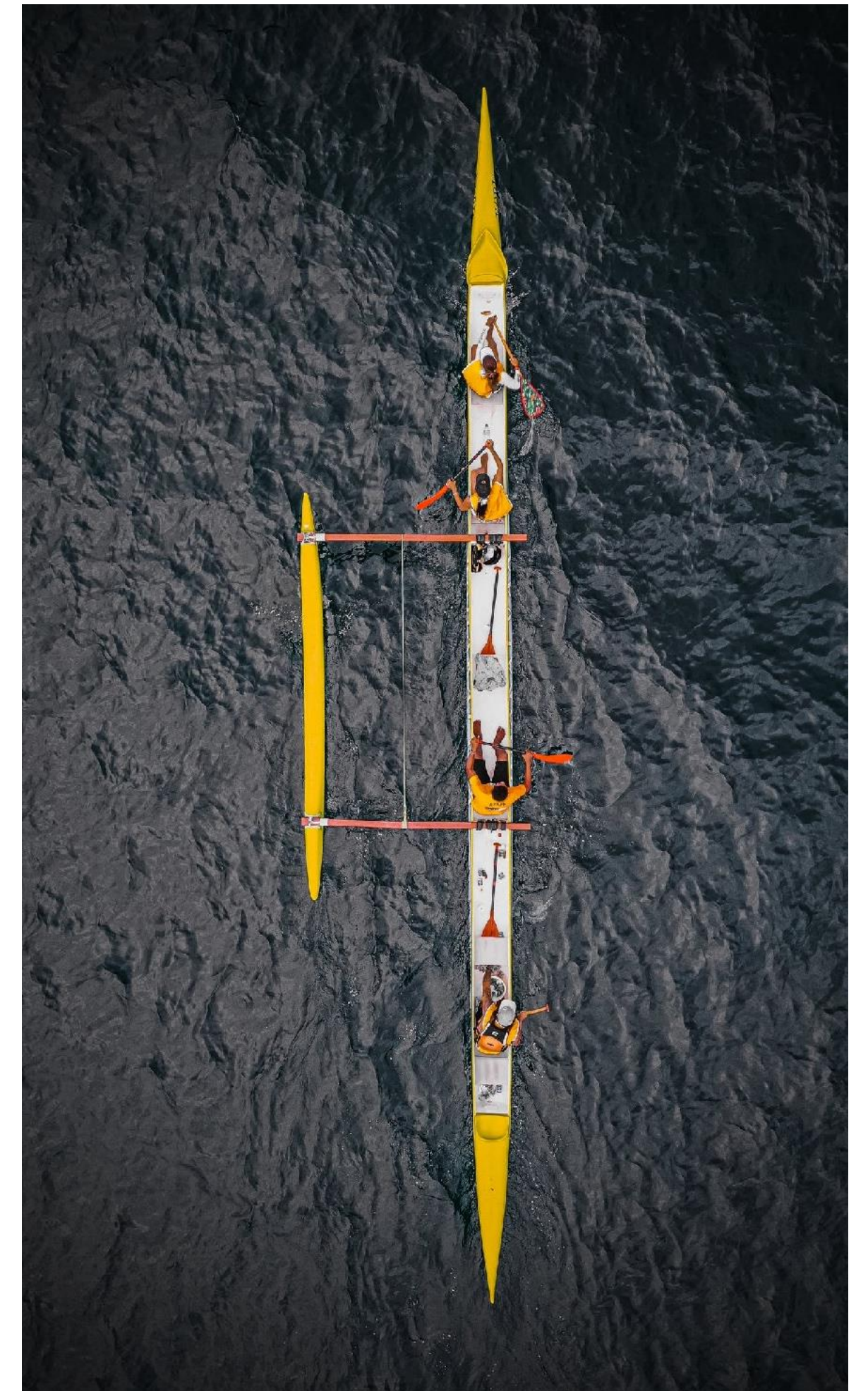


# Collaboration

New collaborations are required to achieve impact of business events. It requires coalitions of parties that will join forces to enhance each other and achieve joint targets.

- Within the events industry: Parties within technology, logistics, venues, the hospitality industry that will design the future of events together.
- At city level: A wide eco system of educational institutions, cultural institutions, and satellite venues to increase the scope.
- At a national level: Links in top sectors that will market the Netherlands together with relevant events.
- At an international level: International collaborations between government institutions and businesses to enhance the industry.

Focus  
for NBTC







# Scheduling

In times of transition, there is a need for an umbrella vision and direction. Businesses in an industry that will change radically over the next few years are trying to find long-term headings, and direction to achieve these together. Schedule management must take place at two levels:

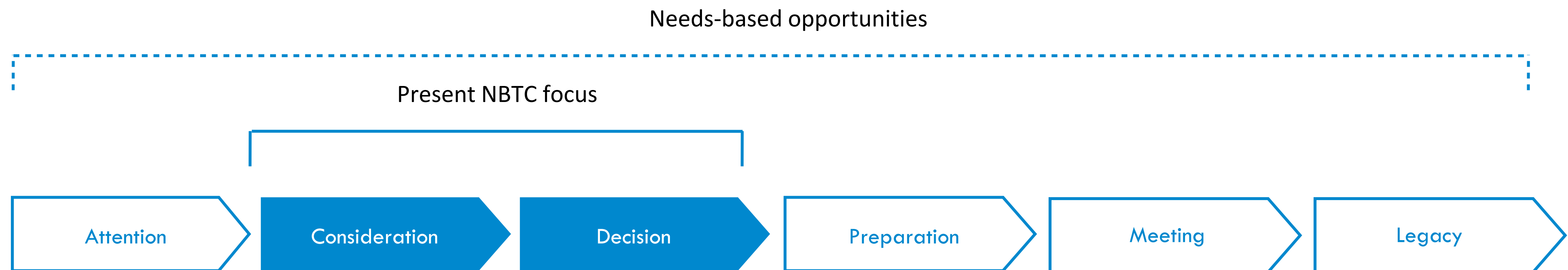
- Scheduling around social topics: Set ambitions for topics such as sustainability, security, and technology, and link up parties around these topics.
- Scheduling around Dutch top sectors: A strategy must be drawn up for business events in the Netherlands in collaboration with top sectors. This may happen when players who identify needs participate in consultations in these sectors.



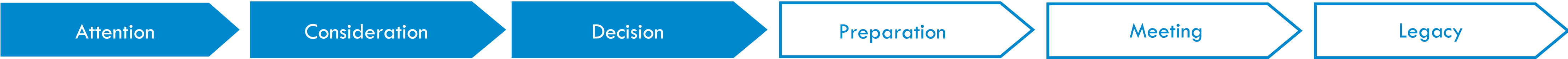


# New opportunities in the customer journey

At present, NBTC focusses on attracting business events, and assisting parties to choose the Netherlands as a destination. In order to play a role in the changing playing field and to create new value, opportunities arise in other stages of the customer journey.







> ATTENTION

Attend consultations of top sectors to provide an integrated event strategy.  
Identify needs and schedule business events as an element to enhance Dutch top sectors.

Investigate collaboration with national and regional governments to attract specific conventions.  
Investigate opportunities of collaboration with ministries and government bodies when organising meetings and conventions on topics that are relevant to the Netherlands.

> CONSIDERATION & DECISION

Market the Netherlands as a star player in the field of substantial and social topics.  
Support partners in developing the Netherlands as a frontrunner of topics such as sustainability, inclusivity, and technology, which may be clear USPs.





## > PREPARATION & MEETING

Support initiators to enhance event impact.  
Support organisers, according to a standard procedure or step-by-step plan, to enhance event impact at all levels.

Find collaborations within the sector to enhance expertise and skills.  
Connect players in the industry to achieve joint ambitions in fields such as sustainability and technology.

## > LEGACY

Evaluate each large business event and investigate impact and legacy.★  
Collect data after meetings and conventions. How did they proceed, what impact have they created, and how may they be improved?

Deploy research results to improve future events.  
Ensure expertise acquisition and share expertise actively with the industry so as to develop continuously.

★ ‘NBTC can add value by collecting and sharing unique event data in an accessible manner’

— Markus Konings, Sandenburg Concept Creation



# 04

A valuable role for NBTC M&C

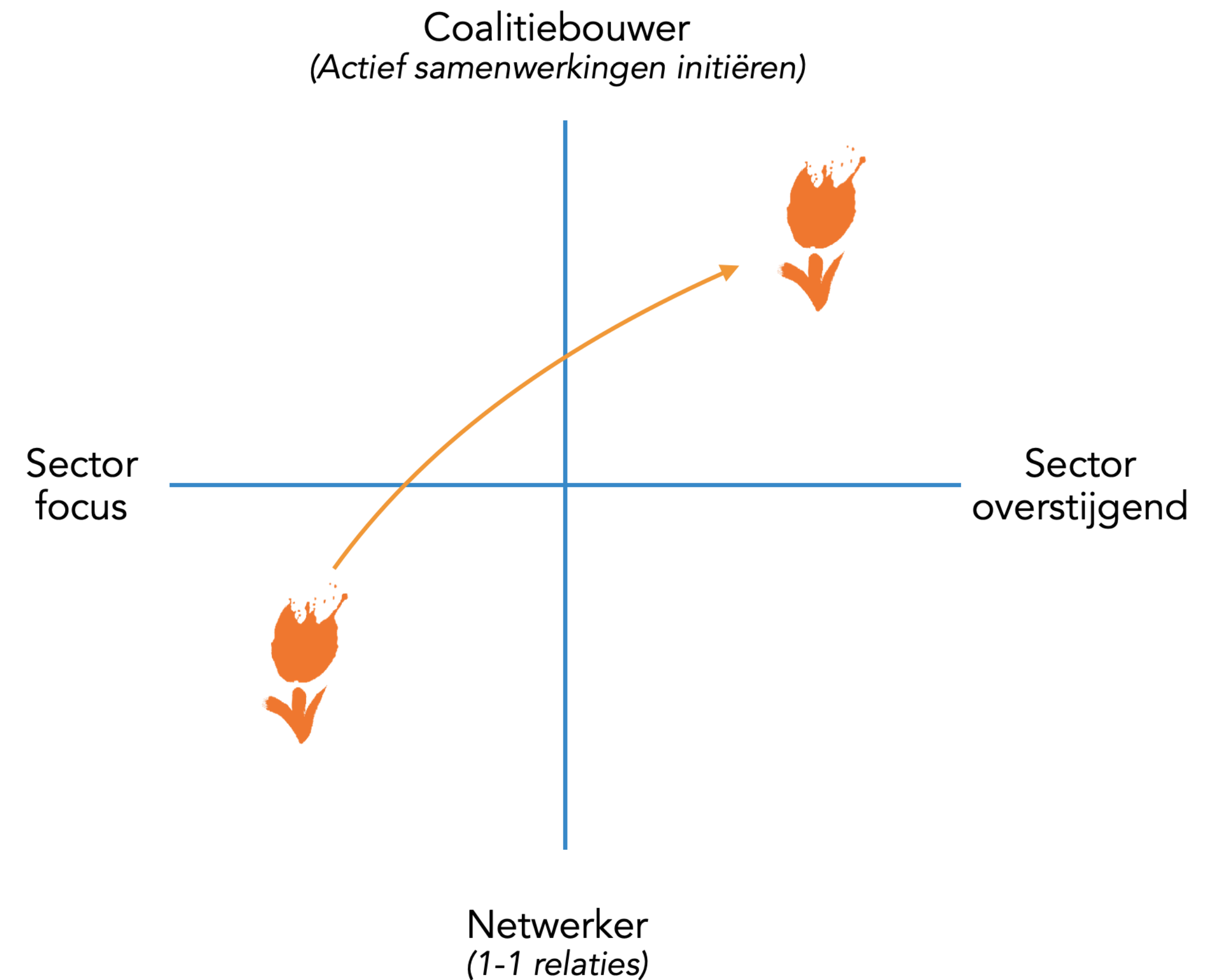


# A valuable role for NBTC

## M&C

The playing field of business events is changing. This leads to new needs and opportunities; however, it also requires a more leading role for NBTC to be able to add value in future too.

From a conventional networking organisation to connecting coalition builders. From an expertise partner for the industry to a schedule manager of topics and developments that exceed the industry.





# A new role for NBTC M&C

*From ...*

NL promotion

Economic value

Responding to trends

Connecting

Sector-oriented

Responsive and reactive

Authority



*To ...*

NL value creation

Social value

Leading in topics

Building coalitions

Cross-sectoral

Leading and proactive

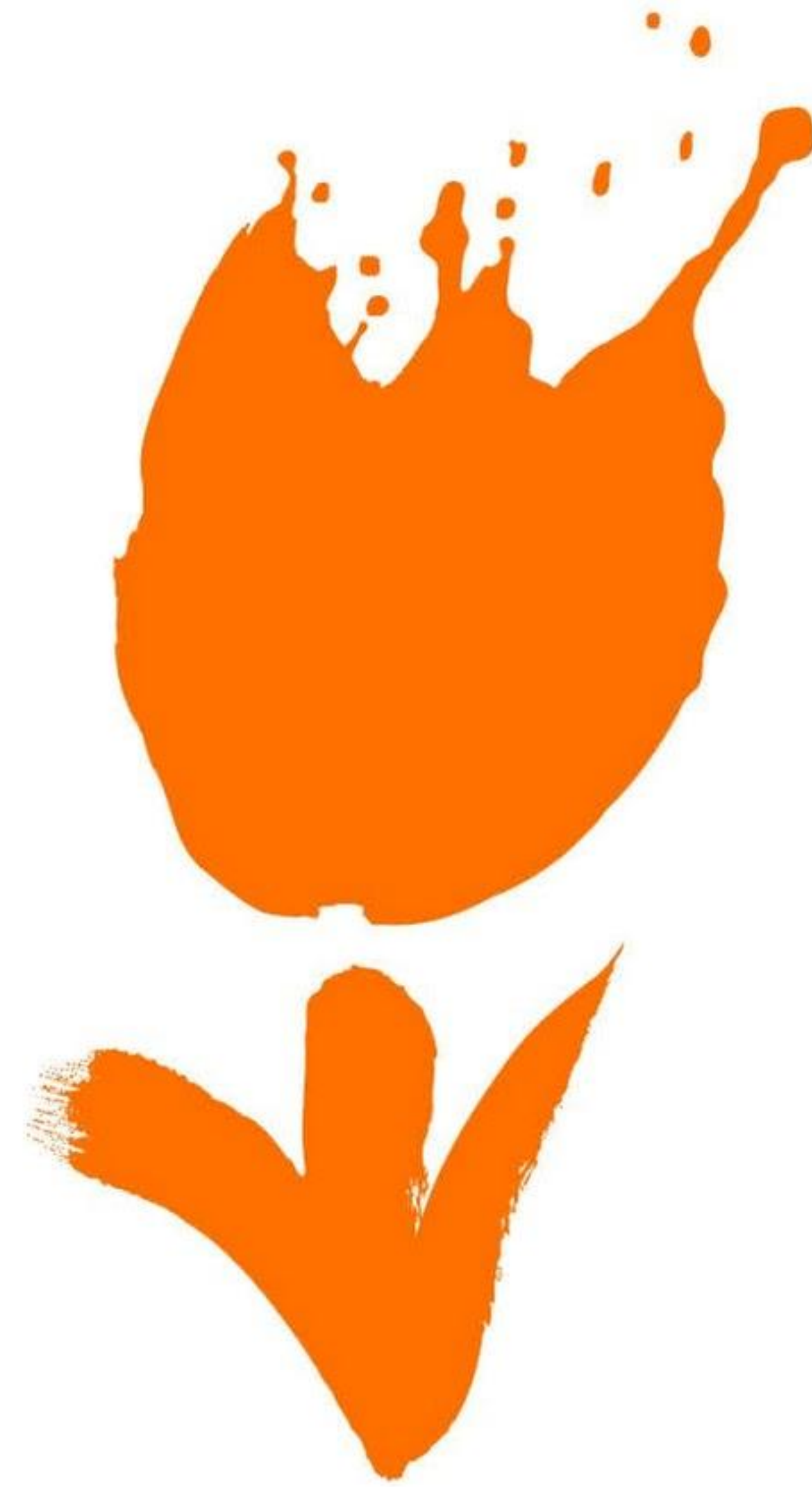
Integrator



FROM  
2020

## Connectors with a strong network ...

A reliable, somewhat traditional authority with a very strong network in the meetings & convention industry that is comparable to other conference agencies.



NL Netherlands

NL Pays-Bas

NL Países Bajos

NL Niederlande

NL オランダ

NL НИДЕРЛАНДЫ

NL هولندا

NL 荷兰



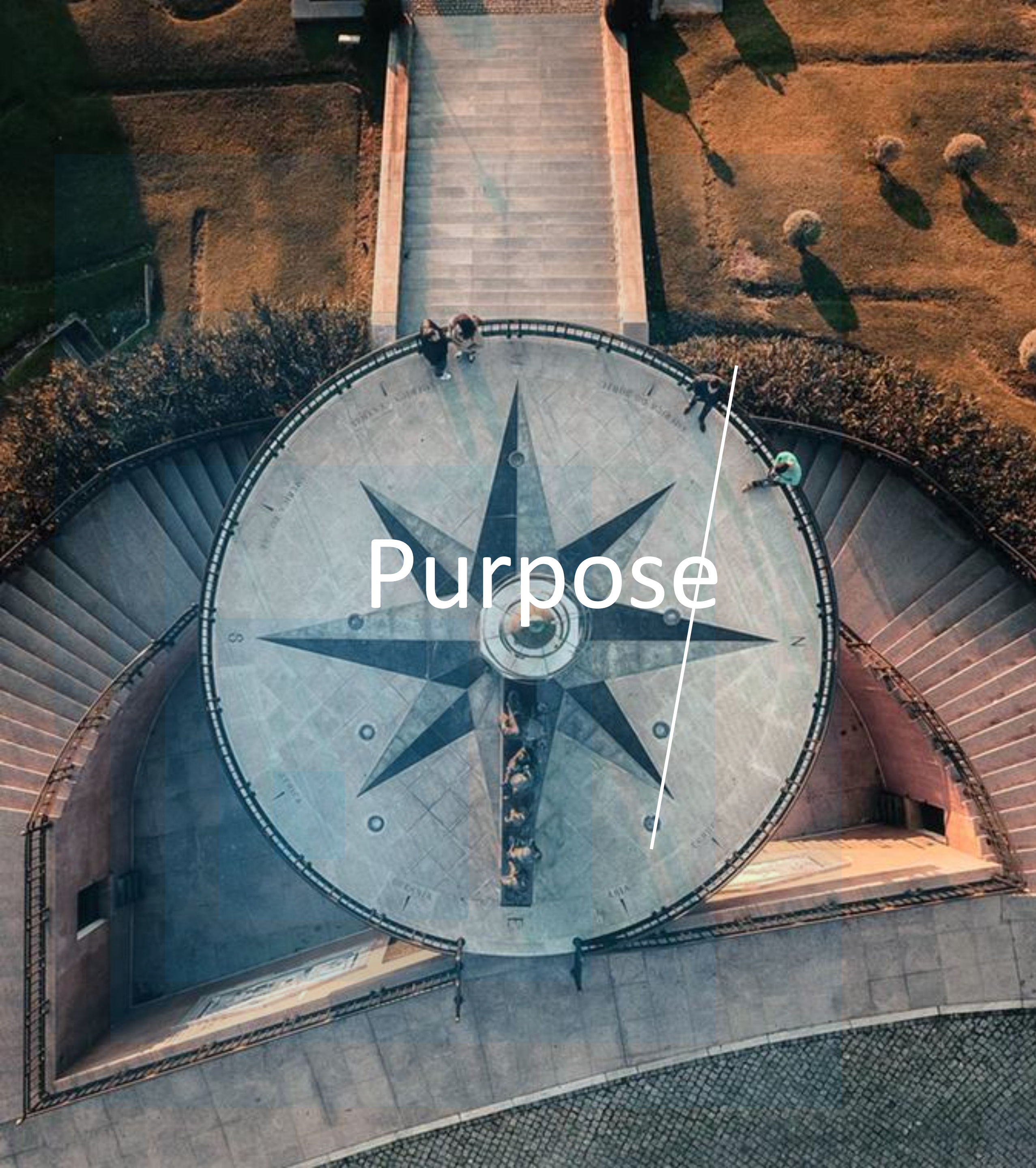


TO  
2030

## ... to a centralized M&C expertise platform

A position as a leading centre of expertise to build bridges and actively facilitate links between all future M&C stakeholders. A strong and attractive basis to attract new meetings.





# To what end do we exist?

To develop the Netherlands and to  
share it as a breeding ground  
for progress of society.

satisfied residents  
successful companies  
happy visitors



# Purpose explanation

NBTC and M&C have a shared purpose: marketing the Netherlands as an attractive and valuable destination. The focus of M+C is specifically on international business events.

And it is successful, the Netherlands have a high ranking on the list of attractive international business destinations.

To maintain that ranking in the future, we need to focus on active development of the Netherlands as an ideal destination. An ideal basis (breeding ground) in which NBTC M&C connects people, places, and businesses to collaborate on social progress and positive impact - a lasting legacy.



A close-up of a silver microphone on a stand, set against a blurred background of warm, bokeh lights. The word "Promise" is written in a large, white, sans-serif font across the middle of the image, with a thin white diagonal line passing through it.

# Promise

What do we promise  
to our partners?

Accessing to the best  
M&C knowledge and expertise  
to achieve valuable business events in  
the Netherlands.



# Promise explanation

Access to expertise & network, support in finding the right parties and collaborating with them. (NBTC in the capacity of connector, not as a partner on substance)

To unify leading expertise, businesses, and people that are relevant to M&C.  
(inside and outside the industry)

Access to the best M&C knowledge and expertise to achieve valuable business events in the Netherlands.

Distinctive with a positive impact to visitors, locals, and businesses. A lasting legacy.



A photograph of a goalpost on a sandy beach. The goalpost is made of wood and has a net. The word "Ambition" is written in large white letters across the net. The background shows the ocean and a clear sky.

# Ambition

## What do we aim to achieve in our market?

NBTC M&C to be the leading platform for the future of valuable business events.



# Ambition explanation

“NBTC has an international comparative perspective and can inform, innovate, and connect from this perspective.

— Cees de Graaff, Director Dutch Culture

The Netherlands offer a lot at the international level, but the expertise and developments are highly fragmented. A neutral party that links up fragmented national expertise is required to deploy it smartly.

Right now, there is no other party that can take up this role any better than NBTC can. A spider in the web 3.0. A platform to match demand and supply, for parties to connect to and to invest in together to really be forerunners. Partners who want to collaborate on the next step in innovation.

NBTC can play a key role in this transition, draw up a clear vision and topics and actively promote these: ‘Develop a vision and live by it’



# A new role: 3 pillars to tally with the needs



Expertise partner

Aggregate & direct

Collect and disseminate expertise and data. NBTC is in the know of what is required to achieve distinctive, valuable meetings that tally with what the Netherlands have to offer



Coalition builder

Coordinate

Connect and pool people, businesses, and expertise. Join forces and enter into new collaborations to set the trend together for the future convention market.

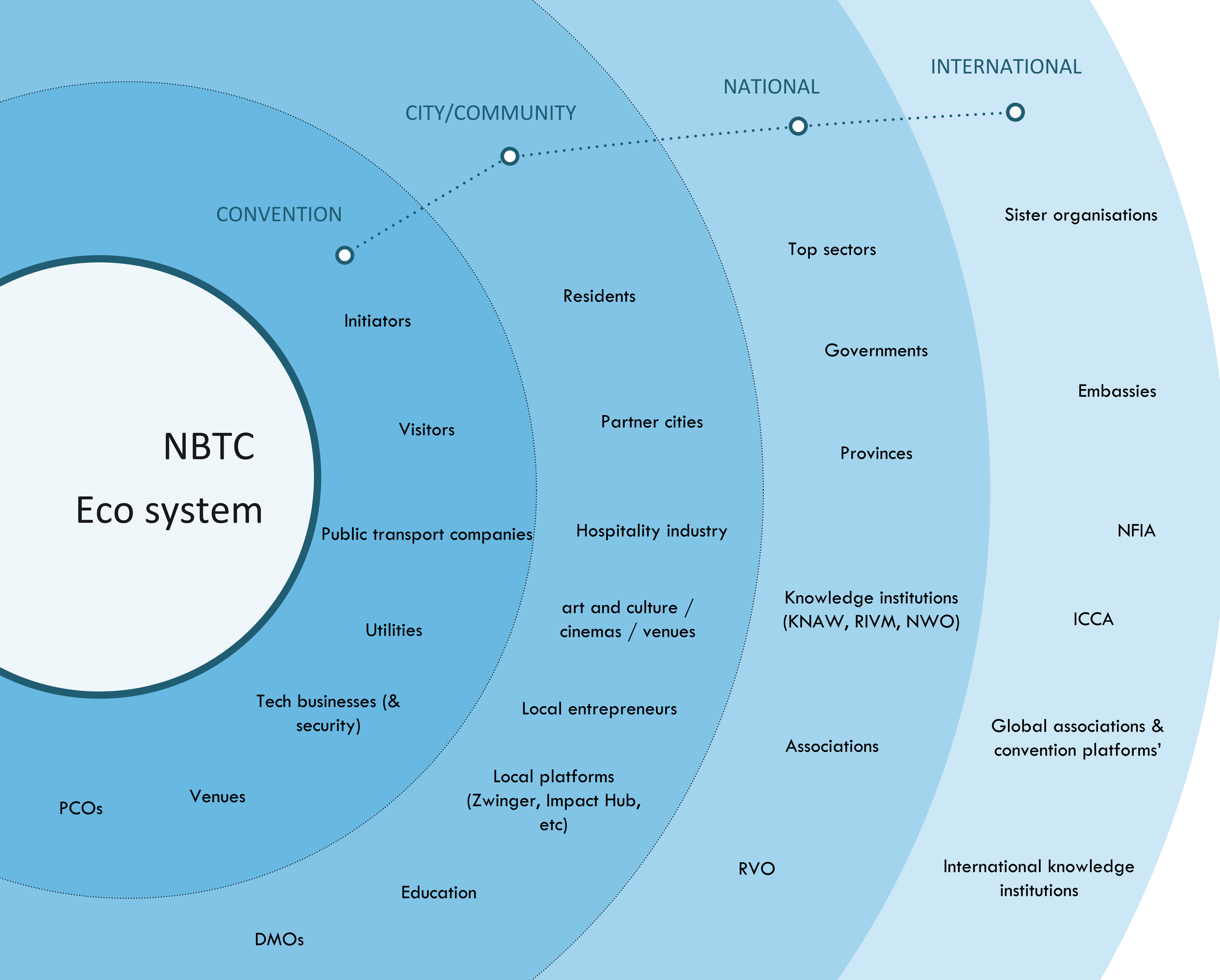


Schedule manager

Identify & schedule

To develop and promote a vision and heading for the long term. Identify and schedule developments in and around the industry: social topics, top sectors, innovations, etc.





Expanding the NBTC eco system outside the industry



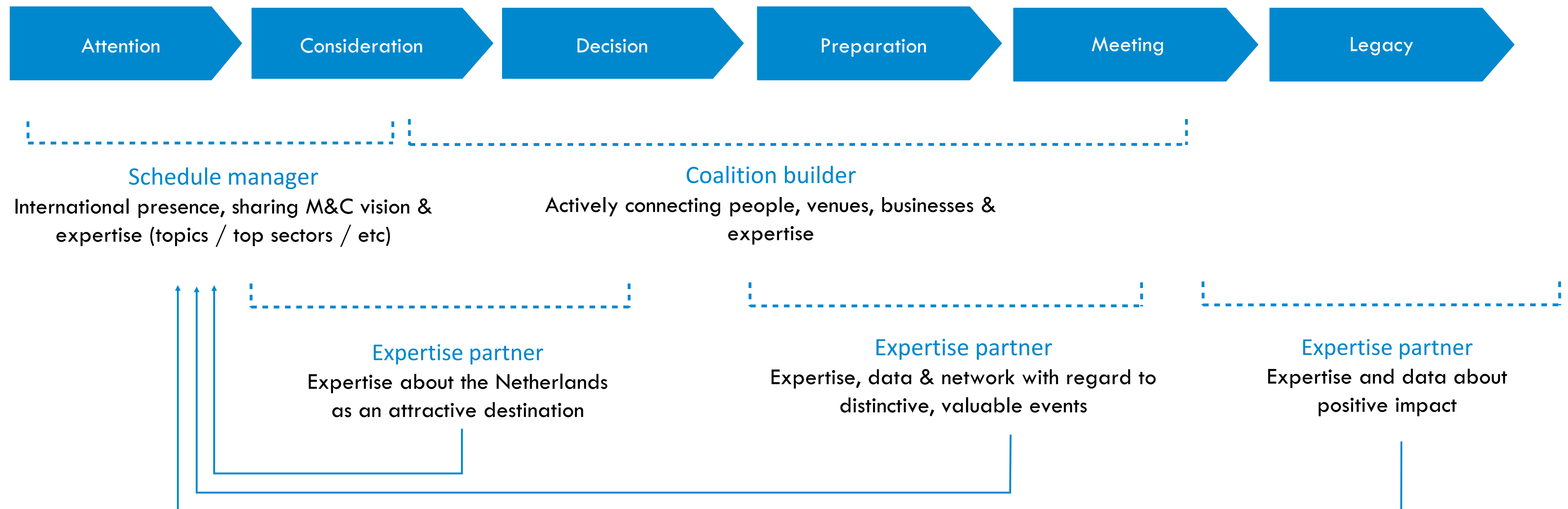
# 05

## Next steps & implications



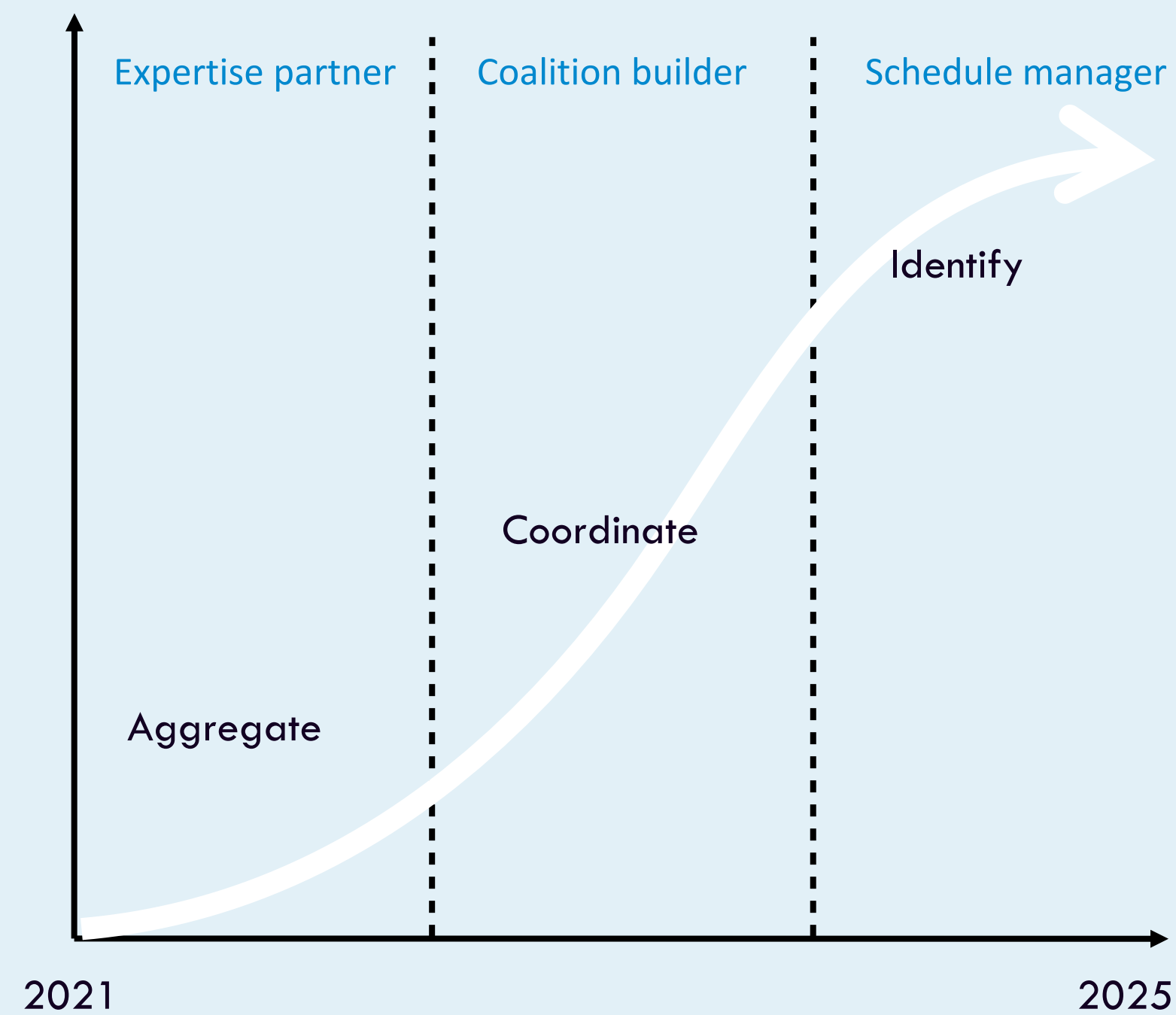
# Longer engagement in customer journey

The potential new role as depicted provides opportunities to be engaged for a longer time and to add value during the customer journey.





# Next steps for a new role of NBTC M&C



1

Clear positioning of NBTC M&C  
Drawing up the right proposition for NBTC as a platform for future business events

2

Operational layout of new role  
Alignment internally and with Ministry of Economic Affairs (MoEA): new role targets, availability of right people and means

3

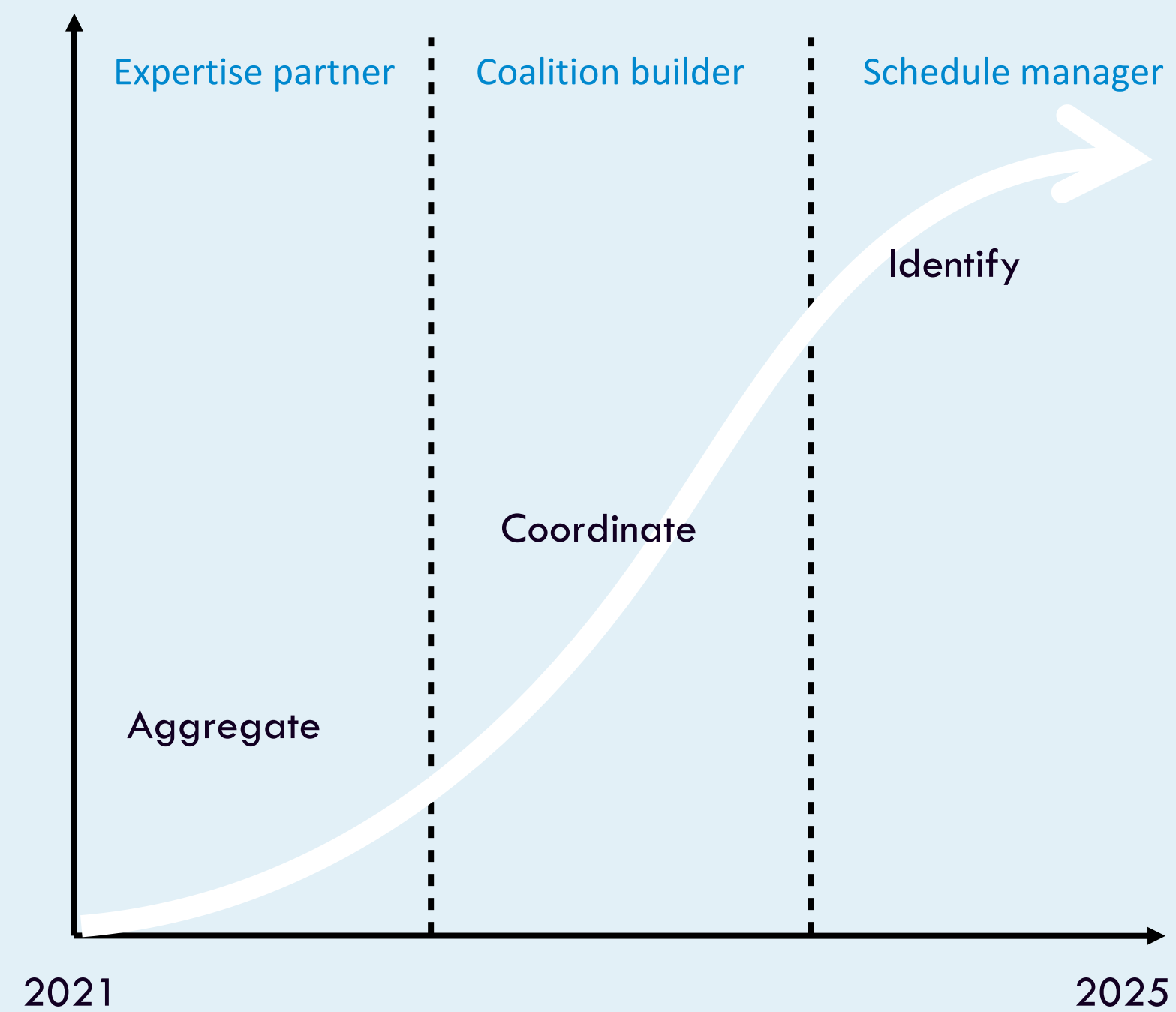
Choices & advice  
Roadmap: what is feasible in the short term, what is feasible in the long term + consequences: advice to Management Board

4

Share  
When advice is supported: announce new role



# Next steps: what is required to achieve this?



1

## Clear positioning of NBTC M&C

- Work session with core team: what do we want and what can we do? (short & long term)
- Draw up proposition & tighten up vision document

2

## Operational layout of new role

- Align vision document with MoEA and internal teams
- Draw up or rephrase targets with MoEA
- Proposal for required people & means

3

## Choices & advice

- Advice & proposal towards Management Board
- Work session: tighten up purpose, promise, ambition
- Develop final road map: targets / activities / projects + teams (incl. consequences when NBTC does not cover this)

4

## Share

- Appoint & start up project teams
- Communication campaign: announce new role



***fronteer***

Strategy. Inspiration. Impact.

[nicole@fronteer.com](mailto:nicole@fronteer.com)

[tim@fronteer.com](mailto:tim@fronteer.com)

