



**YOUR EVENT
NEEDS MONACO**

ICCA BEST MARKETING AWARD ENTRY 2014

**Strategic Repositioning &
Perception Changing Campaign**

monaco.
Convention Bureau

1. INTRODUCTION

Monaco Convention Bureau has been founded 10 years ago as a department of the Monaco' Government Tourist and Convention Authority. It is composed of a team of professionals whose mission is to promote all tourism entities in its territory.

Its mission includes :

- Managing major business tourism projects
- Offering to all clients an appropriate framework for hosting their event and ensuring that it runs smoothly
- Providing total support throughout the event, if the client wish so.

As a service of the Government, the Monaco Convention Bureau has an official role and is acting completely free and unbiased.

It is 100% funded by Monaco State.

2. PAST CONTEXT

The MICE market in Monaco has lost market share after the 2008-2009 crisis.

Some companies have cancelled or postponed their events to cheaper destinations or have intentionally avoided the Principality because of its luxurious image.

For decades, "The Principality of Monaco has arguably been the most exclusive and glamorous destination in the world" (*Prevue Magazine, November 2012*).

It was known as a "land of superyachts, super casinos and super rich" (*CNN international edition, September 2012*) where celebrities and royalty mingle during the Formula 1 Grand Prix or during a charity ball.

Since the global economic crisis, many event planners and corporate CEOs have removed all destinations with a luxurious or "resort" image, including Monaco.

All of a sudden, the finest assets of the destination became its weaknesses.

Since then, the Monaco Convention Bureau had to fight a problem of perception that has proved more difficult to overcome than the problem of price.

a. 2009 advertising campaign



In a first stage, the Monaco Convention Bureau, together with the convention centre, The Grimaldi Forum, quickly reacted by launching a campaign dispatched in European MICE trade magazines. This campaign was promoting a meeting package while undermining stereotypes about the destination.

b. What did not work with the past campaign?

In 2011, Monaco has returned to tourism growth and benefited from the media over-exposure of the wedding of Prince Albert II with Charlene Wittstock.

However, the MICE business was still struggling to recover, especially because of this persistent problem of perception.

The campaign marked the minds but not didn't meet all its goals :

- The notion of "good deal" was not linked to a price. In a rate driven market, the buyer needs to know how much it costs. If he does not have reference, he can not evaluate if it's a "good deal" or not.

As a matter of fact, the trigger effect among new buyers was disappointing

- Monaco destination prides itself on having 40 percent of loyal customers on MICE segment. The baseline of the past campaign, which was focused on "deal", has been interpreted by some regular clients as demeaning. In the meantime, they got worried whether their preferred rates remained competitive with those offered to the new buyers
- With the royal wedding in July 2011, Monaco renewed with the image which made it successful, based on princes and princesses, glamour and beauty of the place. In the meantime, a page in the history of our country has been turned with enthusiasm and confidence for the future.

After some time, and with the market recovery, the campaign became displaced. Customers started to criticize it, because it did not reflect the values of our destination, those who made Monaco so unique.

c. Articles & testimonials :

"In a bid to overcome perceptions of being costly and lavish, The Grimaldi Forum Monaco congress centre and partners have launched 'Go Beyond Clichés', a winter meeting package of discounts and benefits for events organised in the low season months between November and March" , **Meetpie, December 2009**

"To be very frank, I really didn't think that the joint campaign with the Grimaldi Forum really captured the spirit and brand values of Monaco (...)" **Martin Sirk, CEO ICCA, April 2012**

Last, but not least, this campaign has stigmatized the Convention bureau. It became associated with a package and it erased its legitimacy and official role. Our partners considered us a single seller of the "Monaco Meetings" offer.

This is the reason why it was necessary to launch a new advertising campaign and to change our sales & marketing message to all our customers : active clients, loyal clients and prospects.

3. NEW MARKETING CHALLENGES

- Develop MICE business in the Principality, while changing the perception of the destination and struggling against its restrictive image of a land of billionaires, where no one works
- Develop a strategic repositioning plan for the destination, with new selling points and new sales promotion tools
- Change the image of the Monaco Convention Bureau and strengthen its position as an expert advisor, coordinator and legitimate contact for clients and partners
- Create an identity for the Convention Bureau (associated with the identity of the Monaco Government Tourist Authority), and a new campaign for repositioning the destination
- Comfort the "destination teamwork" with all our partners (Convention center, hotels, DMCs & PCOs). Join all forces to adopt a winning strategy to be sure to work towards the same objective

4. NEW STRATEGY & GOAL

The ultimate goal is to attract much more major events, and make Monaco an established and major destination for MICE.

In 2011, MICE business represented 20% of overnight stays. The main goal was to increase business groups by 20% by 2015.

To do so, we have set an action plan with 5 major guidelines :

- 1- Develop a plan of conquest to attract large conventions in winter months
- 2- Develop dedicated action plan on associations business
- 3- Develop action to retain and rewards our best clients
- 4- Increase recognition and attractiveness especially on the "new" MICE markets
- 5- Create new promotional materials in line with our new communication campaign (brochures & packages, e-newsletter, website)

a. Targets

In 2012, 81% of the MICE Customers came from European countries

- France
- United Kingdom
- Germany
- Italy
- Benelux

Most of the events were meetings & conventions

US represented 15%, mostly incentive coming in high season (spring & summer).

In the meantime, we observed that 43% of the total MICE roomnights were produced by three sectors of activity:

- Banking and Finance
- Computing, new technologies
- Medical

These results appeared to be consistent with the economic structure of the Principality of Monaco. Indeed, those three sectors have been also pillars of our economy. We added the area of sustainable development, due to our strong legitimacy in this sector.

This represented a line of communication, as well as new opportunities of networking and development not really explored until then.

This helped us to decide whom and where we should focus on.

b. How should we speak to our audience?

We decided to speak to our audience differently.

Rather moving away from the luxury/glamour images that did not work well with specific audience, we considered the challenge differently :

How we could associate the unique selling points of our destination (our DNA) to the economic facet of our country that no one knows?

Our new communication agency understood our problem and created :

- new communication campaign for conventions & incentive on European markets with a new baseline and a new identity for the Convention Bureau
- new brochure for meeting & incentive planners, associated with ad-hoc package offers

c. Key elements in the new campaign

- Our strategy was to highlight what everyone knows to rebound on what the majority doesn't know yet
- We have deliberately played with the biggest "clichés" of our destination such as casino, Formula 1 and golf.

- We have then used the strengths of Monaco while highlighting the skills and expertise developed in each of the four areas of activity we have targeted. For each pole we have chosen to illustrate a strong visual image, which clearly illustrates the sector concerned
- The idea was also to keep the impression of seriousness and value for money of the previous campaign
- This new strategy also allowed us to link the communication of the Monaco Convention Bureau with the professional network of the Principality. Our arguments were not purely based on tourism attraction but also on existing economic assets
- Finally we wanted to affirm the dual expertise of Monaco, both of its entrepreneurs and of its Convention Bureau

Finance :



IN MONACO

**WHEN IT COMES TO BANKING,
THERE IS NO BET ON RED OR BLACK**

Monaco's finance industry is driven by 36 banks and 44 fund and portfolio management companies. It is prosperous, internationally recognised, perfectly regulated, professional and provides tailor-made services for the most demanding clientele. It has become a key feature of the Principality's economy.

Choose Monaco and harness the expertise that will make your event a success.

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YOUR EVENT NEEDS MONACO
www.visitmonaco.com

www.calbri.mc



IN MONACO

**TECHNOLOGY DOESN'T
ONLY DRIVE FORMULA 1 CARS**

Monaco is home to businesses in the fields of computing, telecommunications and new technologies. They fit in quite naturally here, blending into the environment of the Principality: they generate high added value, respect the planet and require little space. Research and development activities also play a significant role in Monaco's economy, stimulating innovation, the generation of wealth, and jobs.

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www.visitmonaco.com

www.colibri.mc



IN MONACO

SURGEONS DON'T OPERATE ON BLACKJACK TABLES

Monaco's healthcare sector is renowned for the quality of its professionals and its facilities in several specialist fields. It is one of the pillars of Monegasque industry. Thanks to the reputation of its healthcare sector and the appeal of the Principality, Monaco has been the venue of choice for medical as well as paramedical, pharmaceutical and cosmetic congresses over the years.

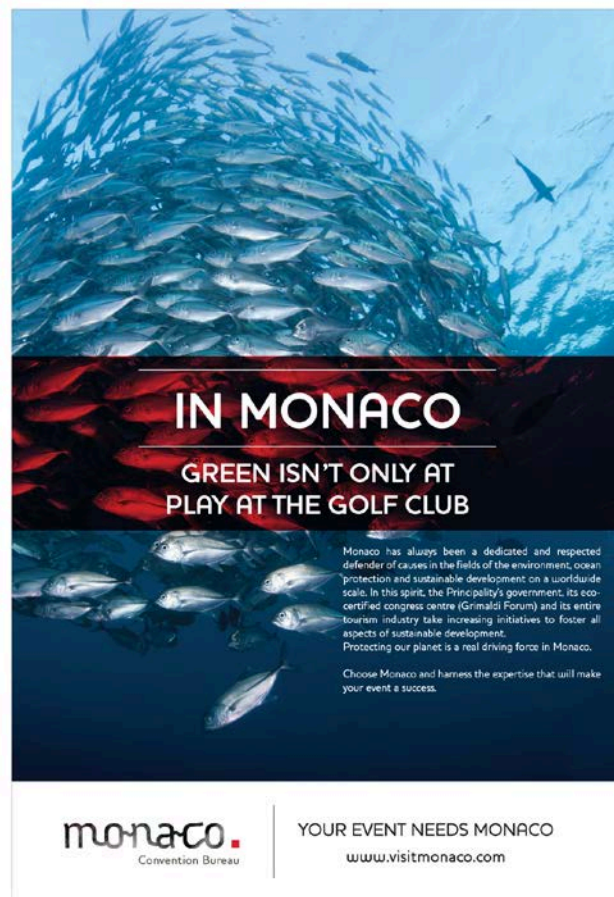
Choose Monaco and harness the expertise that will make your event a success.

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Green :



5. ACHIEVEMENTS

a. Media & PR

- **Launch :**
- Launch of the new campaign at IMEX Francfort – May 2013 with new booth for the destination
- Press conference at IMEX Francfort & IMEX Americas
- Ads, coverage and interview in the Daily magazine of IMEX Show
- **Media Plan :**
- 9 pages in various UK, Italy, France and Germany industry magazines throughout 2013
- 1 page in High Life BA inflight magazine
- **Press coverage :**
- coverage in various local newspapers & magazines throughout 2013
- 1 page coverage in Conference News / UK
- 5 pages coverage in Meetings & Incentive Travel magazine / UK
- 6 pages coverage in /Germany
- 5 pages coverage in Meet and Travel Mag / France
- 1 page coverage in Conference News / UK
- **Testimonial & Articles :**
- Article on Incentive Magazine's website / USA

<http://www.incentivemag.com/Incentive-Travel/International/Articles/Monaco-Makes-MICE-a-Top-Priority-in-New-Campaign/>

<http://www.successfulmeetings.com/Destinations/Meetings-International/Articles/Monaco-Makes-MICE-a-Top-Priority-in-New-Campaign>

[http://www.mastermeeting.it/it/rubriche/dettaglio-art-your event needs monaco-articolo-1060.html](http://www.mastermeeting.it/it/rubriche/dettaglio-art-your%20event%20needs%20monaco-articolo-1060.html)

“Nice looking images, very classy and impactful, getting the message clearly across, I think the start of a campaign that can run and run”

[illegible]

Client: PCC Global PR Media Coverage
Source: Conference News (Main)
Date: 02 July 2013
Page: 74
Reach: 15000
Size: 474cm2
Value: 3536.04



PEROWNE CHARLES COMMUNICATIONS

Monaco means business

Most UK conference destinations would die for Monaco's glitzy, sophisticated image, but, occupying such a narrow high-end niche can be a little dangerous in a business environment characterised by increasing austerity, says **Philip Cooke**. Nevertheless, there are lessons in destination marketing for all

The Monaco Tourist Authority, despite relatively high levels of current demand, is seeking to change the way in which conference buyers perceive the Principality. It has launched a new travel trade marketing campaign targeting organisers in France, Italy, Germany and Great Britain.

The magazine advertising campaign was launched at IMEX in Frankfurt in June and is designed to shift perceptions within Monaco's key markets, making it a 'top of mind' conference destination while not corrupting or compromising its core identity as a world class resort.

Repositioning isn't easy and it nearly always relies on the use of clever and subtle copywriting, rather than photography, to plant new ideas inside the minds of prospective customers. It's based on the idea of winning 'the battle for your mind'.

For instance, and going back a few years, Glasgow's reputation as a major international conference destination was built upon the 'Scotland with Style' campaign which replaced the city's reputation for bad

housing, poor health and industrial decline with a completely new idea that was so good it helped transform the way people thought about Scotland itself.

'Scotland with Style' was designed to attract shoppers and leisure visitors as well as conference delegates to Glasgow and it provided the foundation for the marketing of the whole city. Glasgow occupied territory that could not be copied by its great rival, Edinburgh, whose eventual response was the one-dimensional, and somehow not very exciting, 'Scotland's Elegant Capital'.

Monaco is one of the most well-known and most attractive destinations in the world and it has an identity that is strong enough to need neither explanation nor clever slogans. With no income tax, no unemployment and the most expensive real estate in the world, Monaco is, well, Monaco.

But, this is also why Monaco is not such an obvious choice as a conference destination, especially within the very strong NTIC (Les Notions Technologies de l'information et de la Communication) sector which is Europe's largest and most

important conference market.

Sandrine Camia, Director of the Monaco Tourist Board, says: "Finance, health and engineering represent 50 per cent of our MICE business and they are also the pillars of Monaco's industrial base. But, we do not think that our expertise in these sectors and our convention centre infrastructure and assets are as well known in Europe as they should be."

This is why the new campaign does not contain a single glamorous image of Monaco. Instead, it shows photographs of professional convention delegates, suited, booted and ready for work, thus enabling potential delegates to 'see themselves' and perhaps think that this promotion, and Monaco, is for them and about them.

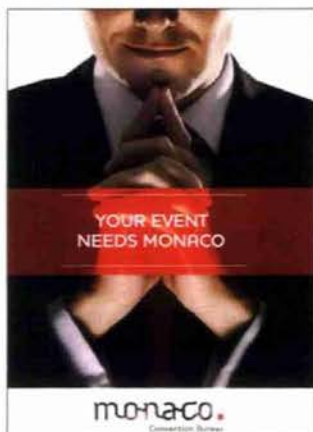
These adverts use 'long copy' text to reach out to the medical, engineering, finance and environmental technology sectors, saying that in Monaco: 'Surgeons don't operate on blackjack tables', 'Technology doesn't only drive formula one cars', 'Bankers don't gamble in casinos' and 'Green isn't only at play in the golf club'.

Mentioning gambling, golf and F1 racing at all is a little dangerous, but Monaco has decided to address these impressions head on.

The new adverts contain nothing else about Monaco's casinos, hotels, beaches, palaces, Princes, shops and yachts. Instead, they talk about its huge financial services infrastructure, its eco-certified Grimaldi Congress Centre and many other reasons why it should be considered as a serious conference destination.

It would have been so much easier for the Monaco Tourist Board to rely on the use of glamorous images of this Mediterranean destination and that is why this campaign, which asks us to reconsider our assumptions about Monaco, deserves to succeed. 

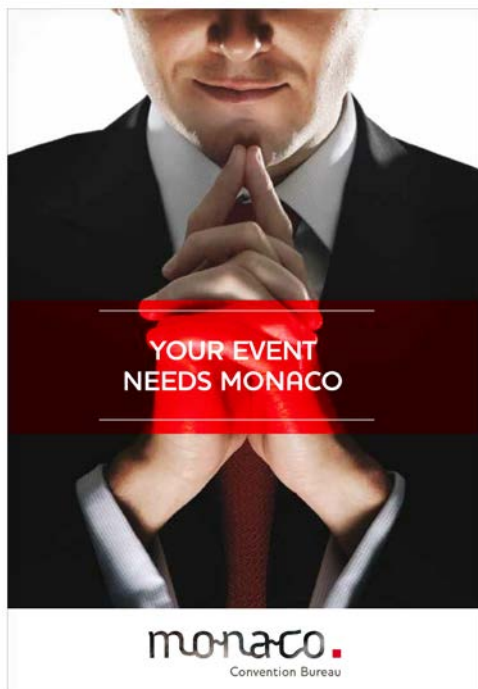
Philip Cooke is Director of the Glasgow based Destination Marketing Group.



b. Sales & Marketing

- New brochures & packages

New brochures & packages displayed by the convention bureau and its 9 representative offices worldwide during all sales activities (200 MICE events throughout 2013)



Link on E-brochure : <http://asp.zone-secure.net/v2/index.jsp?id=4206/5458/36844&lng=en>

Link on package flyer : [file:///D:/Mes%20Documents/Downloads/Monaco Meetings 2013 GB%20\(1\).pdf](file:///D:/Mes%20Documents/Downloads/Monaco%20Meetings%202013%20GB%20(1).pdf)

- Sales activity

In total, the Convention Bureau and our representative offices have conducted nearly 200 actions throughout the year 2013 on their respective MICE markets :

- Workshops
- Sales blitz
- Trade shows
- Destination Events
- Fam trips & press trips

- E-Newsletters and website

E-newsletters sent to the 15.000 MICE contacts of the Convention Bureau and representative offices.

- Website : www.monacoconventionbureau.com

New url with direct link to the section of the convention bureau;
Updated content and E-brochures in 7 languages.

- New video : <http://www.youtube.com/watch?v=ONjoLb9uMXY&feature=youtu.be>

Launched in Paris in December 2013 with Monaco Convention Bureau partners and MICE clients, in cooperation with representatives of the core businesses of the Principality : health, finance, new technologies and sustainability, the chamber of economic development, convention centre and hotels.

Testimonials following the presentation of the new video :

Par ces quelques lignes, je voulais officiellement vous féliciter à nouveau pour la soirée parisienne de jeudi! Comme je vous le disais, nous avons vraiment ressenti un 'tournant' dans la communication tourisme d'affaires de la destination avec cette étape du nouveau film promotionnel et des « Ambassadeurs sectoriels » [...]

Souhaitons que nous sachions - tous ensemble - transformer cette belle soirée en résultats MICE concrets pour la destination.

Alice Gentils

Directrice des Ventes

Monte-Carlo SBM - Hôtels & Casinos

- Ambassador Programme

Today the Monaco Convention Bureau is building up for the first time, an « Ambassador Programme » specific to the destination that primarily targets Monegasque companies, in cooperation with the Chamber of Economic Development, and doctors and professors practicing in Monaco. This program will then developed internationally with the support of our foreign offices and our consular network, especially in Europe.

6. DID WE ACHIEVE THE GOAL?

a. Budget

Total budget for the campaign (fees of the agency + media kit)= 150.000 euros

b. Results

- In 2013, the MICE market share jumped up to 27% of the global tourism in Monaco
- 2013 has been a record year for tourism globally with a total of 587.431 hotel rooms sold
- Hotel rate occupancy has increased by 2.70+% in 2013 up to 64.54% average -(compared to 2012)
- Hotel average rate reached 297.06 euros
- Up to September 2014, the portfolio for winter season 2014-2015 (November 2014 to March 2015), has increased by 97% compared to the portfolio we had last year at the same time for the winter season 2013-2014
- Ranking ICCA 2012 : country : 78 – city : 207
- Ranking ICCA 2013 : country : 37 – city : 81

7. WHAT LESSONS CAN OTHER ICCA MEMBERS LEARN FROM OUR IDEAS

- Listen to your clients and partners. You need to respond to their respective needs. Being successful with clients will make you and your partners successful at the end.
- Your strategy must be based on numbers & reliable statistics : this is the best “photograph” of your business and it is an essential support when it comes to know which markets, which sectors, which type of clients have the biggest potential for your destination
- Build a clear strategy and take time to introduce it to your colleagues and partners. It's not enough to have ideas and money. You need to gather all players around you that will spread the message out and help you to achieve your goal.
- Take time to make a good brief for the communication agency. They need to understand exactly the context , the needs, the goals. It's up to you to say what you need to the agency, and not the reverse.
- Pay attention to the consistency of your promotional tools and make sure that they are all in line with the content and design of your new communication campaign.