



Changing the Present shaping the Future

Fostering transformation
through the events industry

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Changing the Present shaping the Future:

Fostering transformation through the events industry

The Convention Bureaux face different challenges everyday making our daily work even more demanding. Not only do we guarantee bringing as many events to destinations as we can in order to provide an increasing number of tourists, to generate an economic impact and to improve our image worldwide, but also to being experts in providing and delivering creative solutions. All of this making up part of our foundation.

For us, working for the destination implies the recognition of our own reality.

Our responsibility as the Greater Bogotá Convention Bureau is enormous. As the political and economic capital of Colombia, Bogotá is one of the most dynamic cities in Latin America with 7.6 million inhabitants and contributing to 25% of the nation's GDP. The absolute commitment to lead through transformative initiatives that call for the integration of our society is mandatory, even more so now that in Colombia we are at a crossroads in our history as the nation is leaving behind more than 50 years of internal conflict.

Attracting events cannot be an independent strategy.

There is another reality that we have to face along with many other Convention Bureaux around the world: the lack of awareness of people who are not directly part of the meetings industry, regarding what events can mean for a destination...

Taking this into account, how can we go beyond what has to be done, and help our destination in a more meaningful way?

We changed the question from: What do we have to do? And started asking ourselves: Why? What is our purpose?

The most amazing things in history have happened when people gather towards a single purpose. We are the industry of gathering people...Let's utilize this power, the power of events...

This is the story of Bogotá - Colombia





To create a collective understanding about what meetings and events can mean for a destination and raise their level of importance so that the entire city, not only the Bureau and actors of the industry, begin thinking about this as an important long term strategy, and are able to recognize that any event always has a larger purpose.

The challenge had 2 main components:

1. Institutional Context: Bogotá is the headquarters for all governmental entities (16 Ministers, 141 related entities), 261 NGO and foundations, 60 universities and of course 11 entities related to tourism. The Mayor of Bogotá happens to be the second most important governmental position in the country.

We concentrate major institutions; where main decisions are made in this country, including those to create public policies, and those to generate business.

Regarding meetings and events strategy only a few were aware. They expressed their support in a very basic way: letters of support for bidding processes. They saw events as a very specific and small branch of tourism, they didn't understand that the Convention Bureau could be their ally in

achieving their goals, and didn't imagine that this could be an industry in itself.

2. About love...: Locals can love Bogotá much more!!!!

Why don't locals share the love at first sight that foreigners feel for our city? Because in the past we allowed others to let us think that we were never enough... because there were years in our history when as a society we put the responsibility of building our reality in the hands of former governments, and when they failed we felt we all failed... we decided to become blind.

It was urgent to remind ourselves that there are millions of reasons why Bogotá deserves our love.... **Let's face it, you won't trust what you don't love, and trust is business...**

Facing the challenge was a decision: we had to be able to turn adversity into opportunity...

To give our work a larger purpose.

How did we face this challenge?

We needed to make our **heart beat again**. We came up with a reason: If we change the present we will shape the Future:

1. Let's raise the level of the dialogue of the industry. We cannot continue to talk about the same things while our country is going through a deep and historical process of transformation.

2. Our country needs hope and reconciliation, our society needs to believe that a better future is possible and that we have the responsibility to make it happen.





Working from the heart will always make a difference. If we are able to find a connection between people's deepest desire to be part of something bigger, and the way we know for sure our industry can help, then we will have an amazing result.

The answer was already there: we really believe this is an industry of transformation!! Events, no matter the sector, are always created with a larger purpose:

- To improve skills and knowledge
- To foster networking
- To increase businesses - profit
- To enhance reputation
- To motivate
- To provide people with a social outlet
- Among others

Something will always be left behind in the destination where events were held, but sometimes we just stick to numbers and forget the non-tangible impact.

Gathering people towards common goals becomes a power tool. Mixing that power with the current reality of the city and country will end up fostering a real transformation. We decided to convince people that we could start relevant transformation processes with the help of events.

We identified four main stages to be accomplished:

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The heart: We need everyone

Through the entire process there was a fundamental principle that became the engine in helping us make everything happen: “We need everyone, we can’t do anything alone”. We started to search for allies. It was also mandatory to understand that every institution has its own goals which will always be their priority, so starting an engagement process would definitely require creating a collective purpose which could at the same time help us all answer our individual objectives.





Do you want to lead and be part of the transformation process of the Country?

Let's work
Together
in an event

Do you want to boost the model of reintegration to society?

Do you want to bring more knowledge to your team, clients and companies?

Do you want Bogota to be more attractive for business?

Do you want to sell your new projects?

Do you want to improve international perception?

Do you want to showcase your successful business story?

The Pillars

1. Industry United:

Actors of the industry must feel they are a fundamental part of this decision at the same time they are responsible to deliver the value promise of the destination. If the city wins, we all win. Let's leave behind any selfish competition.

2. Increase value perception of the industry:

By understanding the specific needs of the city in terms of economic development (which sectors are more relevant?) public and institutional interests, combined with national goals of working together in the construction of a better society. Gathering all of that in our bidding processes; searching for events to accomplish all of these goals.

3. Create a weaving: Creating ties between different actors that will remain over time. Create bidding strategies in which all of them have a different and definite role. Giving a voice to the regular citizens to make them also feel part of the decision instead of just giving them notifications of events. Asking them all to believe...

4. Make it happen: Trust is built through facts. Work hard! Insist! Persist! Don't take it for granted!! At the end everyone will realize that **yes, it was all worth it!!**

The Target



Actors of the industry



Official and non-official entities of the city and the country



Productive sectors of the city



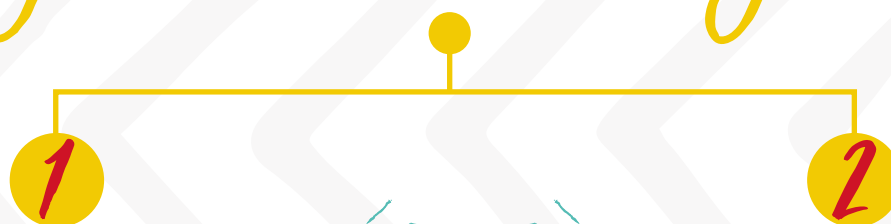
Bogotá citizens





On how we did it... and we keep doing it

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An active industry in the reconciliation process

- Match the industry with reality
- Procurement process
- Improving knowledge
- Employment opportunities

Events that transform

- Activate a citizen movement
- Create a weaving
- Involve vulnerable communities affected by the conflict
- Think in a bigger purpose
- Make it a reality





AN ACTIVE INDUSTRY IN THE RECONCILIATION PROCESS

We identify events as an opportunity for productivity and knowledge, focusing on a specific target: victims and former rebels.

We decided to be active actors through:

-  Generating scenarios to match the industry with the reality of the country
-  Involving victims and former rebels in the procurement process
-  Using events as a platform to improve knowledge regarding the reconciliation process
-  Promoting employment opportunities



Zona MICE + MICE Talks:

Every year we gather the entire industry along with different buyers from our target markets in an event called Zona MICE, this event is meant to generate business opportunities and knowledge through academic sessions called MICE Talks in order to keep improving the competitiveness of the industry in Bogotá.

In 2016 we took a step ahead during MICE Talks: we started a new discussion within the industry on how we could and should think about the current moment of the country from different points of view: the victims, the former rebels, the private and public sector:

- **The victims:** they currently have successful productive processes that can be useful in the industry
- **The former rebels:** they want to take part; we all deserve a second chance.
- **Public and Private Sector:** successful stories about how they are already including former rebels in their organizations.

In order to keep our purpose of lining up with one of the sectors that is a priority for the city, we also chose to send the messages through **fashion!!**

We hosted Zona MICE + MICE Talks at the same time and on the same nontraditional venue of the Bogotá Fashion Week making a strong statement and reducing the gap between our industry and the city.

We can work together and support each other.

We put all the elements together:
peace and reconciliation + fashion + the events industry = think differently!!!

Cleiner Cabadías, a special guest at the event, showed us how these elements can be combined to create a powerful impact: Cabadías, a fashion designer and victim of the Colombian conflict presented her last collection "Memoria del Campo" (memories of the countryside) giving a small glimpse to attendees of how powerful can this industry be...



Cleiner Cabadías a story of success.



2 EVENTS THAT HELP US TRANSFORM

To shape our future we decided to bid for events that had the power of transformation and could answer our needs. We searched for events that could:

-  Activate a citizen movement
-  Motivate people to create a link
-  Involve the vulnerable population affected by the conflict
-  Connect people to a larger purpose according to our context.
-  Make them a reality in the short term.

With that in **mind** and in our **hearts** we decided to bid for 2 events that accomplished what the city and the country needed. The first event targeted young people as key actors in different movements around the world, the second, an event that would inspire a whole country around a concept. These events were:



One Young World is a nonprofit organization, which gathers the brightest young leaders aged 18 – 30 from 196 countries every year. OYW enabled dialogue between young people and global leaders, including Nobel Prize winners, CEO's, politicians, artists and social activists.

The concept for OYW's bid was how youth are relevant actors in the historical moment of Colombia and a clear invitation to youth around the world to join us in that moment, to **“help us create our future”**. The Bogotá's bid started in April 2015 and throughout the process we were able to:

- **Create a social movement around the bid:** Colombian trend setters joined the initiative of hosting OYW in Bogotá 2017. 49 trend setters, representing 27,013,323 followers on Facebook and 8,383,319 on Twitter, plus regular citizens that join the movement.
- **Engage communities affected by the conflict:** Youth from different communities engaged in the site inspection and in the consolidation of the bid document. Agencia Colombiana para la Reintegración - the agency in charge of working with former rebels.
- **Legacy:** The Mayor's office included youth in their Government Plan 2016 – 2020 as one of its main pillars guaranteeing resources for the execution of the event and projects related to youth after the summit.
- **Citizens regain pride:** Winning OYW was a clear result that the city could achieve great things and that people could be part of this process.
- **Involving communities affected by the conflict:** One Young World organization agreed to involve communities affected by the conflict in logistic previous training with the National Service for Learning SENA, being carried out in Bogotá.



OYW Bid process

¹One Young World Bogotá bid strategy – People the Power of Hope won the ICCA PR Award 2015



The most important annual event in the field of peacemaking. Every year it gathers the most eminent personalities from all over the world, Nobel Peace Laureates, historians, scientists and international organizations who are invited to discuss and formulate concrete proposals to tackle the planet's emergencies and fight for human rights and a world without violence.

On August 25, 2016 the National Government and the leftist guerrilla group (FARC) successfully announced the end of peace negotiations, putting an end to the longest conflict in the continent. This is a milestone for the country hence hosting the most important peace event was something that we needed.

As representative of the entire private sector of the capital city, being able to bring together all the economic sectors and to articulate their interests with the purposes of the National and District Governments, the Bogotá Chamber of Commerce is fully committed to the transformation of Colombia. For this reason the CCB wants to propose scenarios to make their commitment clear and public and accepted the invitation to start a bid process to bring the Summit to Bogotá.



After more than 10 months working on the bid, on September 16, 2016 at the United Nations Celebration of the International Peace Day, in New York the Secretariat of the Summit announced Bogotá as the official host for 2017. The effects of hosting this event for the destination will be:

- **Taking action:** Peace is more than signing a document, we must build it. A clear invitation for civil society to take an active role to build peace and to overcome the challenges after the signing of the peace agreement.
- **A new dialogue:** The Summit is meant to increase the level of dialogue about peace among citizens, looking to reduce polarization and generate an atmosphere of confidence and optimism.
- **Legacy:** The event plans to leave a legacy in terms of construction of peace. The laureates will be godfathers of concrete projects lead by civil society regarding the construction of long term peace.
- **Involving communities affected by the conflict:** The organization of the Summit is committed with the Bogotá Chamber of Commerce to involve communities affected by the conflict in logistics previous training with the National Service for Learning SENA.



Monica de Greiff President of the Bogotá Chamber of Commerce, Shirin Ebadi - Nobel Peace Laureate, -Leynah Gbowee - Nobel Peace Laureate, Ban Ki-Moon - United Nation Secretary General, Yoo Soon - Taek - Tawakkol Karman - Nobel Peace Laureate and Ekaterina Zagladina President of the Permanent Secretariat of the Summit.





From our heart to you:

- Weaving makes you more powerful, but more important, it is the only guarantee of a long term and sustainable strategy.
- When connecting everything to a greater purpose results can exceed expectations.
- Generating early victories ratifies the power of the strategy and strengthen the confidence of allies in you.
- When you make others feel not only relevant but also part of the decision for achieving a goal they will really make it their own.
- By letting the destination be the only super star, we will all become stars...
- Become visible and relevant for other sectors different from the meetings industry no matter if they don't seem to be related. They will be in the future...
- Committed citizens can deliver more business to the destination. Love = Trust = Business.
- Telling your story constantly can strengthen your strategy: If you don't communicate it simply doesn't exist.
- Money can not be a limit. There are plenty of opportunities of being resourceful. The clue is to be able to find the value of the smallest things and not being afraid of putting them all together to create something bigger.

Our early victories:

- Bids to host worldwide events have increased by 160% compared to previous years
- Bogotá Chamber of Commerce as the main representative of the civil society and private sector in the city became our best ally and is helping us motivate and encourage other relevant actors of the country to see the industry as it deserves to be seen.
- Today competitors are willing to sit together to help us think of a common strategy.
- The Mayor's office decided to be officially part of this city strategy by investing 50% of the required resources beginning in 2017.
- At this first stage, 40% of members of the Convention Bureau want to be proactively involved in transformation processes and are willing to find ways to do it. This is just the beginning.
- It didn't matter that our resources were limited. Our allies quadrupled our available resources.



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heart
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difference