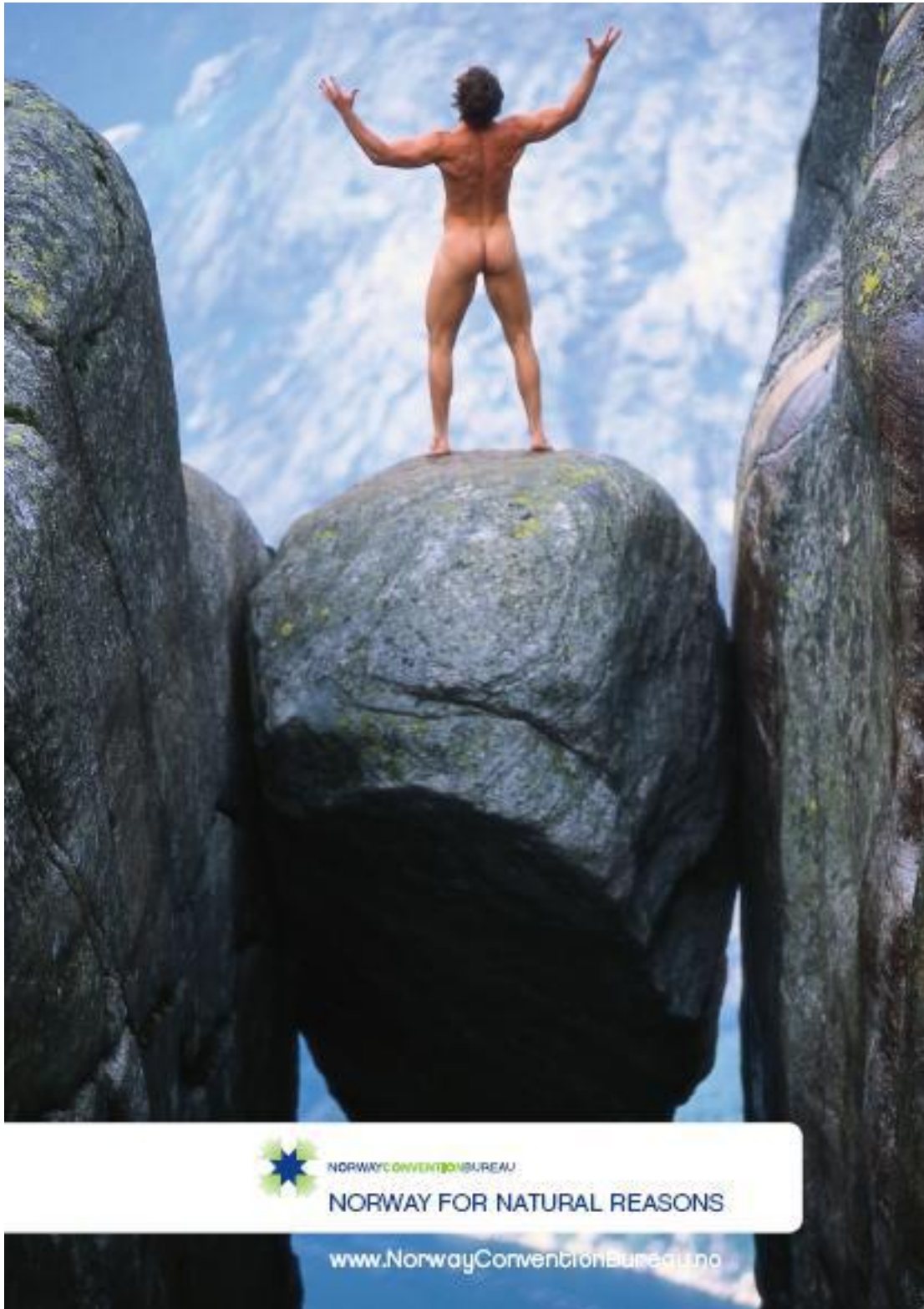


**Application of  
'ICCA BEST MARKETING AWARD 2009'**



NORWAY CONVENTION BUREAU

NORWAY FOR NATURAL REASONS

[www.NorwayConventionBureau.no](http://www.NorwayConventionBureau.no)



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## 1. Introduction

Norway Convention Bureau was founded and established as an organisation in 2005. The organisation is member driven with non-governmental funding.

During the project period which is relevant for this application, we had 20 members and an administration consisting of three people.

NCB's partners are represented from all regions in the country with a market mix consisting of destinations (cities), the largest hotel chains in Norway, Congress centres, an airline and a cruise company.

## 2. The Marketing Challenge – three key issues

### A) Achieving 150 000 additional passengers to Norway in the project period of three years

When Norway Convention Bureau (NCB) in 2006 decided to work on the corporate market, Avinor (National Airport Authority), agreed to support this project financially if we could manage to deliver 50.000 new incoming passengers yearly for a three year project period starting 1. September 2006 terminating 1. September 2009.

In order to continue the financial support throughout the entire project period, Norway Convention Bureau needed to report statistics that demonstrated the development of 50.000 new passengers on a yearly basis.

### B) Creating a brand for the corporate and incentive market with limited budgets

Norway Convention Bureau started on scratch. We had no brand for the meetings industry nor economic resources to run a campaign with a PR agency. The challenge was to create a brand or photo which could create a dialog as we did not have budget to buy advertisement to match the word of mouth among our international colleagues in the industry, as well as potential new buyers.

### C) Getting the industry in Norway to work towards the same goal

The international corporate- and incentive market was a new arena for Norway. Key issues to succeed were to build knowledge among our partners and create trust towards our potential clients.



### 3. How did we solve the challenges addressed above?

#### A) Achieving 150 000 additional passengers to Norway in the project period of three years

We needed to create an environment and a way of working together, in which the entire meetings industry in Norway could adapt. Further down in the report we will explain these details in the process.

In order to meet the requirements from Avinor (supporting the project), we made contracts with DMC's in Norway that worked with us in the project.

The DMC's reported the number of passengers incoming for the last half year, and prognoses for the following half year in order to indicate the development in the project. (Referring to the table in chapter 'did we reach our goal?').

#### B) Creating a brand for the corporate and incentive market with limited budgets

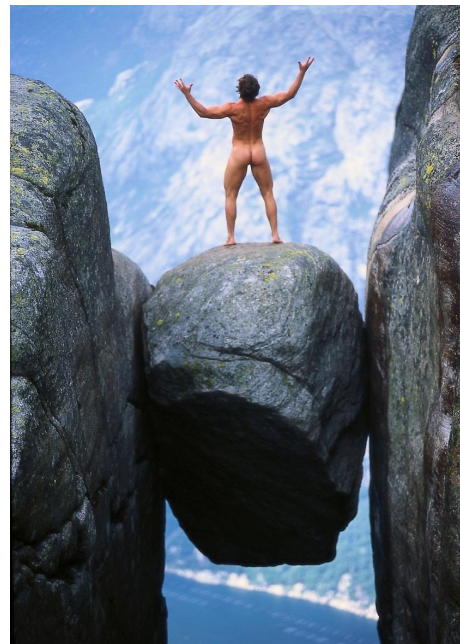
##### The key element in the campaign;

We wanted to use one picture which was **different** in a relatively conservative market.

We found the photo in the photo bank belonging to one of our partners and asked kindly for the permission to borrow it for a campaign period of three years.

The idea was to use a photo which expressed a feeling and not a destination or a product. In addition we created a pay off that mirrored the Norwegians living close to nature.

The campaign with the pay off 'Norway for Natural Reasons' was born during a vote at lunchtime in June 2006 in Norway Convention Bureau's office in Oslo, and was ready for launch two months later. The adventure with the naked man had started.



##### Other key elements;

The idea was to make Norway to stand out from the crowd. We needed to differentiate from strong competitors in Northern Europe who could offer similar products, hence we decided to focus on concepts rather than destinations.



We went through the photo bank to pick a few photos that could tell the story from different regions in Norway. Some examples of concepts we focused on were;

- 1) Killer Whale Safari
- 2) Northern light / Midnight Sun
- 3) The Fjords and mountains
- 4) The Arctic



It came clear to us that we should have our main focus on the incentive market rather than trying to take a position in the conference market. We understood it was a challenge to differentiate ourselves from other competitors on conference products, and we would quickly face the price question. The incentive market was therefore chosen to be our way into the industry, which would create the attention we needed to win market shares also in the conference and association market on a longer term.

In order to test that we were going in the right direction with the naked man we researched the market with a survey during IMEX 2007. The survey was carried out by a market analysis bureau, interviewing 255 meeting planners and incentive houses participating as hosted buyers during IMEX 2007.

The main results were:

- The campaign created attention;  
45% responded that they had seen the campaign prior to IMEX 2007
- The sender of the campaign holds high knowledge;



77% respondents of those being interviewed, knew that the naked guy was from Norway

- Very positive attitude towards the campaign;  
84 % reported they were positive to the campaign.

Feedback showed that the respondents thought the campaign was:

- Original
- Fresh
- Created attention
- Brave

The results of the survey confirmed that the campaign met the expectations we had when we created 'Norway for Natural Reasons'.

C) Getting the industry in Norway to work towards the same objectives/goal

**Key success criteria's we had to implement when introducing Norway to a new segment;**

Working with our partners:

- Educating our partners to understand and adapt to the objective of an increase in traffic by 50.000 passengers per year.
- Creating a platform for our partners to front the new segment as one destination instead of 20 different products.
- All partners had to give their fair share into the project by sharing and contributing with money, knowledge, focus, sales leads, support and good spirit.
- Frequently meetings with partners during the year to evaluate activities and set new goals for the upcoming periods.

Bringing the message to the world:

- Build trust in the market as an organisation with common goals, representing a chain of products.
- To sell concepts rather than destinations. Partners had to adapt to selling themselves as a part of a total concept even if they needed to recommend their competitor and/or neighbour in order to deliver the most suitable product to the client.
- To teach our partners to front potential clients as partners during tradeshow and first act as competitors when arriving home.
- Share information on our success factors with our international colleagues and competitors in order to create a positive image of Norway.



# 4. Three strategies developed to get our message out, and sales

## 1. Media and PR

As a new destination in the market it was important to establish a partnership with representatives from the media within the meetings industry. Press coverage in industry magazines would give us a start within an already crowded and competitive market place.

In the ICCA network we found good partners who could tell our story to the industry. Journalists who represented industry magazines in the UK and Germany were invited to various destinations in Norway to learn about our unique concepts.

Our ambition was that Norway would be covered in at least one industry magazine per month within the first year of the campaign period to introduce us to the market.

Our main focus' were:

- A) To introduce our unique concepts
- B) To create recognition of our campaign 'Norway for Natural Reasons' with the naked man.

Achievements/results for 2007:

- 12-20 pages coverage in every issue of CIM Magazine, Germany in 2007
- 3 pages per month in various UK industry magazines throughout 2007
- 12 interviews in European industry magazines regarding our campaign 'Norway for Natural Reasons'

**Dancing with nature**

Advertisement text: Catherine Chetwynd has just returned from a familiarisation trip to Norway and was as wowed by the destination as the buyers she travelled with. It has all the elements necessary for a fabulous event at prices that might surprise you.

**Oslo – the funky capital**

Oslo is a vibrant city with a rich cultural life. It is a city that is easy to love and offers a wide range of activities for visitors. The city is a mix of modern and traditional architecture, and it is a city that is always full of life.

**Stavanger – charming Old Town**

Stavanger is a beautiful city with a rich history. It is a city that is easy to love and offers a wide range of activities for visitors. The city is a mix of modern and traditional architecture, and it is a city that is always full of life.

**CIM**  
Conference & Incentive Management

Special Norway | October 2006

**NORWAY**

Wir sind „Feuerseelen“ und brennen für deine Meetings & Incentives. We are „fire-souls“ and are burning for your meetings & incentives.

**INTERNATIONAL POLAR YEAR**  
The Arctic as early warming system – the world at Trosses in 2007

**KULTURHAUPTSTADT**  
Stavanger positioniert sich 2008 als „Open port“

**CULTURE CAPITAL**  
Stavanger positions itself in 2008 as „Open port“



## 2. Fam trips

### **A) Mega fam trips 2006 and 2007**

As a newcomer on the market, we needed to invite potential clients to present them our concepts 'live'.

100 qualified clients were invited to Oslo and sent out to various destinations in Norway.

Objective: To experience the concept and to create a buzz in the market.

### **B) Regular famtrips in 2008 and 2009**

Organised in total 8 famtrips (80 persons) to 4 different regions of Norway for the UK market

Organised in total 8 famtrips (80 persons) to 4 different regions of Norway for the German market

Objective: To create further awareness of Norway as a meeting- and incentive destination.

### **C) Educational famtrip 2009**

*The Norwegian challenge* - a new and innovating way of selling a destination.

Objective: To create a concept which challenged the clients to take an active part in the famtrip-, working two ways;

A group of Meeting planners were spread out to 4 different regions around Norway to create a proposal for a destination together with the local host.

Each team presented their proposal to a panel of judges and the other teams on the final evening, sharing their experiences and newly acquired knowledge and competing for a prize.

Achievement: Based on the meeting planners' proposals we gained real knowledge from what the clients really want, resulting in further product development for our destinations.

## 3. Trade shows, EIBTM & IMEX

Since 2005 Norway Convention Bureau and partners have attended both EIBTM and IMEX every year.

The tradeshows have been a very important arena for us to meet many good qualified clients. Attending tradeshows means high costs and we needed to take some steps to get return on the investments.

Following elements were important to get in place:

- To get as many pre booked meetings as possible
- To create a professional and eye catching destination presentation for pre booked groups





- To organise meetings with partners prior to the show. The objective was to work towards the same goal; getting maximum qualified meetings from every trade show.
- To create routines on the stand which would make everyone work together as partners
- Register all clients visiting our stand
- Share all leads afterwards to follow up when returning home
- Give the client the feeling that we are good hosts, and that we all work for Norway
- Make our partners understand that the tradeshow last a year, it is therefore important to work prior to, during and after the show to make the most out of it

All partners of Norway Convention Bureau have been contributing to make this work successfully. The development in number of meetings during the shows has development in a positive direction;

### Results:

Development in meetings with clients IMEX 2005 – 2009

IMEX, Frankfurt

2005:	80 meetings
2006:	220 meetings
2007:	350 meetings
2008:	490 meetings
2009:	700 meetings





## 5. Did we achieve our goal?

### Budget

<b>Avinor</b>	<b>1 060 000 Euro</b>
Norway Convention Bureau	470 000 Euro
<b>Total</b>	<b>1 530 000 Euro</b>

The table shows the total budget for the project period of 3 years.

### Results, traffic development

Norway was also hit by the financial crisis in 2008/2009, which had a negative impact on the bookings for 2009. Luckily it looks as if the development has a positive turn for the rest of the year.

Overall, both Avinor, Norway Convention Bureau and partners are all very satisfied with the results.

	<b>1.7.2007</b>	<b>31.12.2007</b>	<b>1.7. 2008</b>	<b>31.12.2008</b>	<b>1.7.2009</b>	<b>31.12.2009</b>	<b>Results</b>
<b>Goals</b>	25 000	25 000	25 000	25 000	25 000	25 000	150 000
<b>Results</b>	21 000	21 000	20 715	20 000	15 000		
<b>Prognoses</b>	20 000	20 000	25 000	22 000	22 000	20 000	117 715

The numbers in the table are based on the DMC's measurements as referred to above. The actual traffic to Norway is considerable higher.

### Economic results

Turnover for our partners during the project period was measured by a marketing analysis bureau, showing the following result:

Average spending per passenger per trip (no travel costs included): 814 Euro

Based on the number of incoming passengers of 117 715, results in a total turnover of

**95 848 500 million Euros.**



## 6. What lessons can other ICCA members learn from our ideas

- Steel the best, invent the rest BUT spend time on how to stand out from the crowd. Dare to be different!
- When you are clear on your opposites the customer will understand your concept better.
- Be partners instead of competitors when meeting clients!
- If you are new on the market, sell concepts instead of destinations!
- Trust your own creativity, YOU have been in contact with the customer your PR agency haven't!
- Treat your competitors as potential clients – they can be your ambassadors and you never know what side of the table you will meet them in the future.

**YOUR NEXT  
CONFERENCE  
SHOULD BE  
STAGED IN  
NORWAY**

**FOR NATURAL  
REASONS**

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destination for Executive retreats,  
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