

THE BANGKOK MANIFESTO

*Nature, Purpose & Direction
of Incentive Travel 2019*

site

Incentive travel.
Business results.

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“It takes a village...”

Inspiration: SITE International Board of Directors 2018, SITE Foundation International Board of Trustees 2018, SITE's Global Community of Incentive Travel Professionals

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Patron: Meet in Ireland (title sponsor)

Photos: All Bangkok photos Brian Kramer; Statement photos via Marriott, Unbridled Media, Getty Images, AIPCO, Fáilte Ireland, Legal Shield, IMEX, Slovenia Convention Bureau, Rwanda Convention Bureau

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SEARCHING FOR A HIGHER PURPOSE



Philip Eidsvold

CIS, CIP

SITE President 2019,

Vice President,

Strategic Alliances, One10

These days corporations, businesses and enterprises big and small are becoming more reflective around their purpose – why they exist, what they stand for and, crucially, the value they create beyond revenue generation.

SITE, too, has been undergoing such a process, and the document you're about to read is a direct expression of this. Welcome to the Bangkok Manifesto, our 10 statements about the nature, purpose and direction of incentive travel.

I'm especially proud to lead SITE at this exciting time of reflection and thoughtfulness, as I believe we are laying solid foundations for the future of our association as an exceptionally powerful community, dedicated to the art and science of incentive travel.

As you'll realize upon reading the 10 statements and the wonderful commentaries that accompany them, we are becoming more and more concerned about the higher purpose that guides our work.

This focus on higher purpose is perhaps best illustrated by the lead statement of the Manifesto, which was selected as the top "must have" during the live vote crowdsourcing activity that took place at the closing session of our 2019 Global Conference in Bangkok. It states:

Every stakeholder in the incentive travel community should embrace social responsibility as a core part of their business philosophy and recognize that our business practices and policies will define how that responsibility is exercised.

The SITE International Board of Directors, the SITE Foundation Trustees and the 350 delegates at our Global Conference, all of whom played a proactive part in the creation of the Manifesto, clearly believe – primarily and before everything else – that, as an industry, we must be caring, we must look beyond ourselves, we must treat others as we would like them to treat us, we must create great places to work and we must take responsibility for others...

I am humbled to lead such an incredible association and look forward, with all of you, to making a real difference to our members, the wider MICE industry, the business world and to society-at-large, where travel can be a transformational force for good.



why **SITE** needs a **MANIFESTO**

Didier Scaillet

CIS, CITP
CEO, SITE

SITE's legacy reaches back almost 50 years to New York in 1973, when a group of true industry pioneers got together to share best practices around creating extraordinary travel experiences to reward and recognize exceptional performance in corporations.

Since then the business world has been turned upside down by the dawn of a brand-new digital age, the impact of which is still sweeping through communities and bringing dramatic change at a rate we can hardly keep up with. Yet despite the internet, despite virtual meetings, we continue to crave connections with real people, in real time and real places. We may be intrigued by augmented reality (AR) and virtual reality (VR), but what we most want – to use the term coined by *Monocle* magazine – is tactile reassurance (TR).

SITE has prospered as an association throughout these times of massive change, probably because we stand for something fundamentally and undeniably human – delivering authentic, extraordinary destination experiences to exceptional individuals whose performance exceeds the ordinary. Our association has grown and we now stand at over 2,500 members – the largest we've ever been.

As we approach our golden anniversary in 2023, the time has come for us in SITE to tell our story to a wider audience. We need to reach beyond our membership, even beyond our industry. To the business world, we need to demonstrate unequivocally how incentive travel is a unique and effective tool for improving business performance. To society at large we need to highlight how travel is a transformative agent for positive change for individuals and communities.

This publication is our first step as an association in establishing a vibrant dialogue with members, industry, the business world and society. SITE is the "I" in MICE, the "business" in business events. We are a truly global organization and we have both the right and the responsibility to publish this manifesto for incentive travel, questioning its true purpose and identifying its enduring value within the ever-changing business world today.

But remember, this is just the first step. In the lead up to 2023 we will expand on these initial 10 statements. In 2020 we will create the Vancouver Manifesto and others after that linked to the global destinations where our tribe convenes so that we can accurately and authentically channel the modulating voice of our industry.



THE BANGKOK MANIFESTO

- 1 Every stakeholder in the incentive travel community should **embrace social responsibility** as a core part of their business philosophy and recognize that our business practices and policies will define how that responsibility is exercised.
- 2 Relationships and **teamwork build business results**, not isolated individual effort. And nothing creates and strengthens relationships more effectively than shared incentive travel experiences.
- 3 **Incentive travel contributes significantly to economic growth**, partnerships within and between organizations, and innovative thinking by both participants and the organizations that create the programs.
- 4 The interests, aspirations and perspectives of incentive program **participants should be placed center stage** in our industry's strategic thinking and advocacy work.



5. The definition of luxury has changed. The era of logos and brands is ending. Luxury in the future will be defined by **authentic, unique and personal experiences**.
6. Incentive travel helps to create **corporate cultures that are fueled by motivation** and focused on future success.
7. **Inclusivity** should become a **critical concept for our industry** – we believe that incentive travel changes behavior and builds motivation at all levels of an organization.
8. Our industry must encourage more **second- and third-tier cities** and **non-urban destinations** to **embrace incentive travel** as part of their business mix, highlighting that success in our business is not dependent on massive infrastructure or investment.
9. **Incentive travel drives human capital excellence** and innovation within destinations, with profound benefits for other targeted business segments.
10. **Emerging destinations** that include incentive travel in their strategic plans will experience **faster economic growth** and human capital development than would otherwise be the case.





INTRO





STEVE O'MALLEY

HMCC, CITP

Division President

Maritz Travel – A Maritz
Global Events Company

Our industry transforms business and people through the incentive event experience.

Through our collective work, we have a significant impact on the communities we serve, the companies who utilize incentive travel as a performance improvement tool and the guests that take part in the experiences we design and deliver.

Our work is noble.

When used wisely, incentive travel can be the beacon of a corporate culture. It becomes a guiding light for achievement and recognition – setting goals for individuals to strive for personally and professionally. For the company, these goals underline the true metric of success and even its purpose for being. The people who earn these trips through their hard work and dedication build a unique community through the shared experiences they co-create. This community of high achievers influences the company and its culture, setting the ultimate example for others. As a result, the company is able to attract and retain top talent, proving the quantifiable return on investment these programs provide.

We drive business results.

Over the last half-century, our industry has unlocked the world's most unique and wonderful destinations to many who would not have otherwise seen or experienced them. Together, we provide livelihoods to hundreds of thousands of people worldwide. We are an economic powerhouse that has a sprawling impact, as our guests visiting a new place yearn to return or explore somewhere new. And over the years, our efforts to give back to the communities we visit have directly benefited those in need of help, sometimes after devastating events like earthquakes and hurricanes.

We are a force for good.



1.

Every stakeholder in the incentive travel community should embrace social responsibility as a core part of their business philosophy and recognize that our business practices and policies will define how that responsibility is exercised.



DENISE NAGUIB

*Vice President,
Global Sustainability and Supplier Diversity
Marriott International, Inc.*

As communities face increasing challenges related to scarcer natural resources, shifting weather patterns, overtourism and the negative impacts from a disposable culture, travelers around the world have no greater responsibility than to consider how they can address solutions. Travel can and should be a force for good. For us at Marriott International, this idea is embedded in our sustainability and social impact platform, Serve 360: Doing Good In Every Direction. And that power to positively impact the world around us is not that of superheroes, but a real power each of us possess.

Incentive travelers have a unique opportunity to realize that power by experiencing the destination while mitigating negative impact. From offsetting one's carbon footprint through tree planting programs, supporting renewable energy projects, traveling with a reusable water bottle, or by participating in a volunteer event in the communities where we visit, we can make a difference.

Imagine the impact an incentive group can have when they engage in a mangrove restoration project while on the beaches of Thailand. Or support a community by assembling recycled soap hygiene kits to help children combat illness from sanitation. Or build a well or install solar panels so communities can have access to water and connections to the world of information.

Mitigating negative impact will allow those amazing destinations we depend on to remain vibrant and sustainable places that others wish to come back to again and again. I can't help but think back to the story about the young girl who methodically picked up sea stars washed up after high tide, tossing them into the ocean one by one. It is important that we not try and tackle the entire "ocean," but instead take one small step, then another. And before long, every action we take will be in support of each of us doing good in every direction!

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2.

Relationships and teamwork build business results, not isolated individual effort. And nothing creates and strengthens relationships more effectively than shared incentive travel experiences.



SCOTT GRAF

Global President

BCD Meetings & Events

Incentive travel experiences drive revenue and profitability, but also deliver another important dividend for the companies that use them: they create and strengthen relationships within the corporation and contribute significantly to the building of a positive company culture. They have the power to inspire and change behavior by creating emotional connections that foster loyalty, engagement, and lasting connections.

But relationships and teamwork are also at the heart of the incentive travel industry and play a defining role in ensuring the winners and qualifiers for the trip benefit from an extraordinary travel experience. Working together, across the entire delivery spectrum, we strive to create the right environment to foster relationships that influence, motivate, educate, etc. – all in the effort to drive business results.

Events are structured for success from the very inception of the program. By intentionally aligning every phase of an event – procurement, planning and engagement processes – with business objectives, the program becomes audience-centric. And just as no two events are the same, every corporate audience is unique. What will encourage them? What will inspire the behavior needed to drive performance? Developing unforgettable experiences begins with asking the right questions to ensure that we understand the goals of the incentive and needs of the audience.

This is event architecture at its best – DMCs, hotels, CVBs, third-party providers working together to design incentives that are incredibly purposeful and highly customized to key personas while weaving in experiences collectively shared by all attendees. Thus, creating stories that resonate and are mutually transformational.

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3.

Incentive travel contributes significantly to economic growth, partnerships within and between organizations, and innovative thinking by both participants and the organizations that create the programs.



SEBASTIEN TONDEUR

CEO
MCI Group

The 4th Industrial Revolution (4IR) will see the rise of AI, robots, internet of things, quantum computing and automation – enabling physical, biological and digital systems to come together. This “phygital” era is collaborative, bringing people and relationships to the fore. Previous waves of globalization were about trade and manufacturing of goods across borders, whereas the 4IR technologies enable global services and collaboration, through people, automation and data.

The trust “contract” will define success of this human-centric, transparent and fair era. Incentive travel allows personal connection, there’s simply no substitute for a handshake. In an era of value chain systems or collaboration – where each participant focuses on its own core competence – a sense of community for positive business outcomes is of essence.

By 2025, 8 billion people will be connected to the internet – from 3 billion today. 1 trillion sensors will track our every move – creating data points. Engagement and incentive management sophistication will be augmented by data, automation and AI algorithms. The winners in the truly global war for talent will create authentic engagement and transparency. Incentive experiences will win the human capital engagement game. By bringing people from all around the world to many places all around the world, real people in real places will connect, grow and perform.

According to research conducted in 2018 by Oxford Economics for the Events Industry Council, the global value of face-to-face meetings and events is a staggering \$1.07 trillion. Incentive travel experiences are included in this figure but have a significantly higher per person spend than meetings, conferences or events. Clearly, incentive travel contributes to economic growth. But the impact extends beyond mere economic metrics – in our ever-evolving times they’ll act as the humanizing agent that, in turn, is the alchemy that turns our moments golden.

Further Reading/Thoughts

Not only are emerging destinations recognizing the value of incentives, but even long-established association conference destinations are getting on board with incentives. Example of Glasgow – the conference market in Glasgow could be described as being quite saturated, and they could be described as a victim of their own success in the meetings and conferences market.

Launched at IMEX 2018, Glasgow is now incorporating incentives into the city’s MICE mix. The city recognizes that incentive travelers spend more than other business event travelers.

“By targeting this market, this campaign will help support the delivery of Glasgow’s Tourism and Visitor Plan to grow the city’s tourism economy by attracting one million more overnight visitors by 2023. New incentive business will contribute to an associated spend of £771 million and an additional 6,600 jobs in the city.” – <https://glasgowconventionbureau.com/news/glasgow-launches-new-campaign-to-encourage-incentive-planners-to-make-their-next-stop-glasgow/>

A photograph of a group of women at a conference or event. They are all smiling and have their hands raised in the air, suggesting a celebratory or enthusiastic atmosphere. The women are wearing professional attire, including blouses, scarves, and blazers. The background is slightly blurred, showing other people and a green exit sign. The overall lighting is warm and bright.

4.

The interests, aspirations and perspectives of incentive program participants should be placed center stage in our industry's strategic thinking and advocacy work.



MICHELE SAMOULIDES

*Senior Manager,
Worldwide Reward & Recognition Programs*
Microsoft

As we continue our journey at SITE and look for ways to show businesses that incentive travel can be a powerful tool for improving business performance, we must make sure to acknowledge that every corporation has a mission statement related to their culture and beliefs.

More and more companies are focusing on making a positive difference in the world. They have a purpose-driven mission to grow, learn and exceed while also being considerate of diversity, inclusion and sustainability. Many of these companies have a global reach.

When employees from these companies participate in an incentive program, they want their experiences to reflect their beliefs as well. If the destination doesn't match the culture and beliefs, then it is difficult to support that location. It's not just about security threats.

Increasingly, companies are looking at what the policies and beliefs are of the country, hotel, DMC before they will choose to spend their money with them for their incentive programs. While security continues to be a top priority, it is becoming just as important to support destinations that care about human rights and have respect for diversity.

Companies know their participants coming from all over the world are more comfortable in these destinations and that will be where they choose to do business. Corporations and their participants also want to leave a positive impression behind. They want to be socially responsible. They want to support local communities. They want to make sure the incentive program is considerate of sustainability and waste. If we at SITE recognize that corporate as well as individual interests and perspectives are an integral part of how incentive travel is perceived, then we will all be more successful in the long run.

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5.

The definition of luxury has changed. The era of logos and brands is ending. Luxury in the future will be defined by authentic, unique and personal experiences.



One10^x

BOB MILLER

CEO

One10

In many ways, luxury is a state of mind existing when circumstances make people feel special. What we consider extravagant is personal and often changes. Luxury can be defined by long-held preferences and higher expectations based on new experiences.

In travel, luxury means over-the-top destinations, exclusive accommodations and lifetime experiences. However, the general concept of luxury continues to evolve. For some, luxury could be champagne and caviar, while for others, it could mean craft beer and local cuisine. Researchers attempt to understand the shifting face of luxury based on generations, archetypes and life stages. But, as the power of individuality continues to emerge globally, many preconceived definitions of luxury are being challenged.

The incentive travel industry is at the forefront of the changing perceptions of luxury. Our clients still look for obvious comforts, but the focus is more about unique access to experiences – access their guests can't buy or curate on their own. They want access to locations, activities and other people. They want to create those true, once-in-a-lifetime moments we all dream of. Technology fuels the desire for more experiences as people continue to share through social media. Whether it's hiking on glaciers in Patagonia and then enjoying lunch with locals, a surprise flight to Cuba or passing a football with NFL greats on a beach, travel provides experiences to be shared.

Luxury is emotional – a state of mind. But, more than anything, luxury exists when we experience life-changing moments that become the memories that define and transform our lives! A well-designed and executed incentive travel program can be this life-changing moment. It offers an extraordinary travel program to individuals who have transformative experiences.

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6. Incentive travel helps to create corporate cultures that are fueled by motivation and focused on future success.

Incentive travel helps to create corporate cultures that are fueled by motivation and focused on future success.



TINA GACCETTA

VP, Marketing & Incentives
LegalShield

Incentive travel experiences have the unique ability to rally an organization against focused goals, over a specific period. I'm proud to have spent most of my professional life witnessing the absolute truth of this statement. When executed well, the incentive contest creates a fun competition while bringing awareness of and engagement with targeted behaviors that both encourage personal development and build business success.

This, in itself, is already motivational – but there's more! When winners are appreciated and recognized with incentive travel experiences it fosters confidence, trust and full-on, magnetic loyalty! Companies that connect with their performers to craft, deliver and share memorable experiences strengthen their commitment to the company in ways that otherwise could never happen.

But it needs to be coherent. An incentive travel reward will only be truly successful when it's an expression of a deeply rooted corporate culture that, ultimately, appreciates and cares about its people. The "authenticity" factor is crucial – companies must be authentic and value-centric in terms of their core ethos, otherwise the incentive travel experience becomes an empty corporate bribe, akin to putting lipstick on a pig.

When the workplace culture is right to start with and folks feel appreciated and valued then there's a kind of alchemy that allows the incentive travel reward to become the golden moment that it can be. Winners, their peers and their respective significant others enjoy bucket list, extraordinary travel experiences that, ultimately, are credited back to the company – and you get a virtuous circle of positivity, reciprocity and trust.

So great workplaces create wonderful incentive travel programs and great incentive travel programs create wonderful workplaces. It's a *quid pro quo*. We believe this to our core at LegalShield, and, ultimately, there's no success without our associates.

Further reading:

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Inclusivity should become a critical concept for our industry – we believe that incentive travel changes behavior and builds motivation at all levels of an organization.



CARINA BAUER

President-Elect of SITE Foundation

CEO

IMEX Group

By the simple action of bringing inclusivity to the fore, we (meaning everyone working in or with the incentive travel industry) make one fact abundantly clear: without focusing on it and starting with the end in mind, true inclusivity rarely happens!

Rather than berate ourselves for perceived failures or moments of blindness or ignorance, I – and the whole IMEX family – are excited by the opportunity we now have to make a positive difference. It's time. The industry is different. The world is different. We're all more connected than ever before and yet, when it comes to understanding each other's needs, we're often moving too fast to truly understand or pay attention.

Travel is, by its nature, one of the best ways to foster cultural sensitivity, and increasingly immersive incentive travel programs that incorporate authentic destination experiences are one of the best ways of fostering understanding and building empathy.

All change starts slowly and the biggest changes of all are founded on the small decisions we make every single day, but first we have to remove any shame, embarrassment and awkwardness about what inclusivity means. For example, addressing the language around it. How do we discuss some of the issues and details if we're worried about causing offense? What education and insights do teams need before they can make better decisions, plan better programs and engage in more open conversations with suppliers, partners, destinations?

If we combine this awareness with purposeful, guided action plus a heartfelt desire to create a different kind of future; if we empower – and most importantly teach – everyone in our organizations to see and experience the world with empathy; if we simply start to pay attention to our own unconscious limits and bias, then, yes, we can change our industry for good.

Further reading:

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An aerial photograph of a coastal town, likely Dubrovnik, Croatia. The town features dense, multi-story buildings with red-tiled roofs, built into a hillside overlooking a blue harbor. Numerous sailboats are docked in the harbor. In the foreground, a large, paved square with a grid pattern is visible, with people walking around. The sky is clear with a few birds flying. A decorative geometric pattern is visible at the top of the image.

8.

Our industry must encourage more second- and third-tier cities and non-urban destinations to embrace incentive travel as part of their business mix, highlighting that success in our business is not dependent on massive infrastructure or investment.



TONY LORENZ

CEO
PRA

The secret is out. Interest in second- and third-tier destinations, relative to first-tier destinations, was up a remarkable 91% in 2018. Why? Larger destinations can be unreachable in availability and price point. Smaller consumer-centric destinations deliver authentic and unrivaled content, places, and one-of-a-kind experiences at an attractive price point. With the clear trend of a business and leisure travel mashup well underway, niche destinations readily stand apart in their value proposition to incentive program stakeholders.

- Music in Nashville
- Majestic mountains falling into Lake Tahoe
- Beautiful beaches and chill vibes in Tulum
- Sounds, smells and the labyrinth of alleyways in Marrakesh
- Equestrian and bourbon artistry in Louisville

Smaller destinations just may work a bit harder than their big destination cousins. Relentless focus on each client's experience is designed from business and messaging objectives forward, leveraging the heart of a small destination's personality to deliver on its promise.

A few attributes worth noting:

- Individual and valuable attention: Secondary markets offer unique experiences at valuable price points. What secondary cities lack in size, they make up for in safe environments and local charm.
- A sense of place: Participants yearn for new and unique bucket list experiences, many times available only in smaller destinations.
- Disconnect: Well-being, not just wellness, is within reach in smaller destinations. It may be easier to get off the grid of our daily grind in a smaller destination.
- Follow the money: Development in niche destinations is outstripping big-city development, with many significant brands making outsized investments in these destinations, growing capacity and interest in this sector.

While the overall population is accelerating primarily in only six hundred of the largest cities around the world, the growth of smaller destinations for incentive programs make sense given macro trends in society at large.

Think small. It may look good on you.

Further Reading/Thoughts

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9.

Incentive travel drives human capital excellence and innovation within destinations, with profound benefits for other targeted business segments.



NICHAPA YOSWEE

CEM

SVP of Strategic Marketing and Business Development
Thailand Convention & Exhibition Bureau

The Asian culture and fine art of hospitality are innate gifts of many home-grown talents. Our deep roots for filial piety and respect for others underpin how we anticipate needs in service as well as our sense of otherness.

For centuries, we are fortunate that our region appreciates the benefits of being inclusive and all these factors make our human capital excellent. People grow from interaction and development, especially when we are open to learn from one another. When we learn from one another, it results in growth in the service sector.

The business of incentive travel helps organizations drive success in talent motivation and retention. The “I” in MICE is so important in a culturally diverse country like Thailand – generating 20.67 million baht in revenue and welcoming close to 370,000 incentive travelers to the country in fiscal year ending September 2018. Incentive travel fuels economic development in regional towns and cities. The incentive travel vertical is all about creating memorable experiences because of our will to explore new frontiers.

Incentive travel requirements set high benchmarks, which motivate us to strive for the best especially when it comes to being innovative in our approach to creating solutions. Through development comes real social impact because of our willingness to explore true local experiences. It also creates opportunities not just within our industry but many others. Think about all the personalized gifts procured for incentive travel participants that are not accessible at the regular retail outlets and you will start to see the impact of our industry to others.

Even as the world embraces the success of artificial intelligence, human beings are still needed to provide an authentic sense of compassion and empathy for another. And it is the intangible warmth of this energy that makes us valid. People buy from people – that hasn’t changed and it won’t be changing for centuries to come.

Further Reading

This statement ties in with the previous statements linking incentives and motivation – see those resources also.

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A decorative border at the top of the page featuring a repeating geometric pattern of hexagons and lines in gold and blue colors.

10.

Emerging destinations that include incentive travel in their strategic plans will experience faster economic growth and human capital development than would otherwise be the case.



CLARE AKAMANZI

CEO

Rwanda Development Board

Governments all over the world are increasingly targeting and investing in MICE – meetings, incentives, conferences and exhibitions. These inbound channels are undoubtedly the most lucrative, beneficial and sustainable niches within tourism, generating revenues at a multiple of those generated by leisure visitors, fostering knowledge exchange between local and overseas meeting/conference attendees and, overall, leaving less of a trace as these discerning, educated visitors are highly sensitive to social responsibility.

The reality of overtourism in leading global destinations is a lesson to emerging countries around the unintended consequences that can be unleashed, like a Pandora's box, when countries seek indiscriminately to attract visitors at all costs. Short-term gains cause mid- to long-term woes and a nation's brand and reputation is easily damaged, sometimes beyond repair. In Rwanda we are determined not to make these mistakes.

Conferences and incentives are key pillars for Rwanda in a tourism strategy that takes the long-term view and seeks to build on solid foundations. For a country that upholds tourism as a strong contributing factor for its economic transformation, rebuilt on a strong foundation of reconciliation, and powered by the determination to succeed, Rwanda will continue to invest in its conference and incentive offerings.

Incentive travel rewards employees with an extraordinary travel experience for going the extra mile and meeting stretch targets. We believe Rwanda can be the extraordinary experience, *par excellence*. Blessed with awesome natural resources and truly unique visitor experiences, we don't require massive new physical infrastructure to deliver astonishing, transformational experiences.

The Travel & Tourism economy of Rwanda grew by 13.8% last year. Tourism has been noted as one of the fastest growth sectors in the world, according to the World Travel & Tourism Council's (WTTC) annual review of the economic impact and social importance of the sector. As a development board, we acknowledge the outstanding impact the incentive travel sector has on economic growth, and Rwanda is committed to grow this significant sector for our economies.

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HOW WE CREATED THE BANGKOK MANIFESTO

Pádraic Gilligan, CIS, CITP, Chief Marketing Officer, SITE

To get a perfect mayonnaise you have to combine ingredients that don't really want to be combined. The Bangkok Manifesto is like a deliciously rich, homemade mayonnaise as it combines blue sky thinking and practical application, a kind of oil and water combination that needs to be expertly coaxed together. Add to these opposites a generous measure of global attendees, a good twist of expert moderation, and a *soupçon* of audience engagement technology and this is what you get: 10 statements on the nature, purpose and direction of incentive travel signed off unanimously by the full assembly of the closing session at SITE's Global Conference in Bangkok in 2019.

So how did we make it happen?

There was a change of the guard at SITE in 2018 with a new executive leadership team taking the reins. The transition event was our Global Conference in Rome in January 2018, where the new team was struck by the star-quality of the attendees – legends of the incentive travel industry, from all over the world, experience and expertise in abundance. We wondered how we could tap into that knowledge, channel it for the benefit of the entire industry, turn it into a vision document, a big statement...a manifesto.

The Cluetrain Manifesto was a reference point. First published on the web in 1999 proclaiming "The end of business as usual" and declaring how the internet has given rise to "...a powerful global conversation..." its 95 theses included such bold statements as: Markets consist of human beings, NOT demographic sectors. More than 5,000 other books now cite Cluetrain as a source and its influence on the world of business, both direct and indirect, has been radical and widespread.

European Cities Marketing (ECM), an association of EU-based destination marketing organizations, created a Manifesto for destination marketing 2.0. This was a great example from our own industry and formed another reference point. Both examples represented powerful statements crafted by visionary individuals. They were inspiring and motivational but, we felt, lacked the collaborative approach. For SITE, it was vital that the Manifesto represent a collective viewpoint, one that our entire organization could sign-up to.

We engaged Martin Sirk of Sirk Serendipity (former CEO of ICCA) as consultant/moderator and designed a methodology with Martin aimed at "crowdsourcing" the Manifesto with key SITE audiences. In advance of a series of face-to-face workshops, we distributed a briefing document defining the term Manifesto, giving examples of good ones and sharing a wide range of stimulating reading material to tease the thought buds.

The first workshop with SITE's International Board of Directors, SITE Foundation's Board of Trustees and the title sponsors of the initiative, Meet in Ireland, worked for 2 hours together and produced 50 statements about the nature, purpose and direction of incentive travel. Using a simple voting system, they were then reduced to 30 statements and became the focus for another workshop, this time an invited group of 50 individuals including non-members of SITE.

This group added to and subtracted from the 30 statements but was mandated to select the 15 most important, representative statements. These were then presented to the entire assembly during the closing session of the Global Conference. Using Sli.do, the brilliant Slovak-born audience engagement platform, the 10 statements that you'll find in this publication were then selected electronically and voted upon formally by the assembly. An overwhelming majority was in favor of adopting the 10 statements, believing them to represent the nature, purpose and direction of incentive travel for 2019.



WITH THANKS TO OUR TITLE SPONSOR...



Ciara Gallagher
Manager, Meet in Ireland

The island of Ireland is home to some six million people, but thanks to a diaspora that's perhaps ten times that size we have a global reputation that allows us to punch way above our weight. And we definitely punch as heavyweights in SITE's arena.

Our country has been part of SITE since its foundation way back in 1973. Anne Wold-Graham, SITE's first president, was actually an associate at the Irish Tourist Board. And if there's a presidential plaque somewhere listing all subsequent presidents of SITE, you'll find more Irish names on it than those of any other nation!

For the reasons outlined above, Ireland's evolution as a destination for incentive travel has paralleled that of SITE. We've been in the incentive marketplace for almost 50 years and, over that time, we've invented and reinvented our motivational portfolio many times.

Throughout SITE's five decades, incentive travel experiences have altered significantly to match the changing preferences of qualifiers. The desire for extravagance and opulence has been replaced by a search for authenticity and immersion; the requirement for entire group activities has been supplanted by greater individual choice; formal functions and attire have become more flow-orientated and casual, etc.

In ways, Ireland has never been so appealing as a destination – we're a boutique destination, we do small brilliantly, there's no disputing our credentials around authenticity and we're as casual as the day is long. Add the extraordinary investment in hospitality infrastructure to that and Dublin's growing role as a bridge to the US from continental Europe and you really do have the perfect incentive destination.

We're massively proud to have been part of the entire Bangkok Manifesto process. We participated in the early co-creation sessions with the Board and the SITE Foundation trustees and witnessed firsthand the depth of passion, commitment and dedication around the topic. Individual words, commas and phrases were debated fiercely. We promise the same passion, commitment and dedication when you bring your incentive program to Ireland!

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TAKING THE LEAD ON **ECO-CONSCIOUS PROJECTS**

SITE has made sustainability a key strategic priority, and we are committed to fulfilling environmentally sound practices. With that goal in mind, we printed this book in the most eco-friendly manner possible: with soy inks, on FSC-certified Chorus Art paper, composed of 30% post-consumer recycled fiber content.



VAN COU VER

site 2020

GLOBAL CONFERENCE
VANCOUVER
JANUARY 24-27

**WHY DON'T YOU
JOIN US IN B.C.
AS WE CREATE THE
VANCOUVER
MANIFESTO?**

The Bangkok Manifesto is the beginning of a process that will culminate with the celebration of our 50th anniversary in 2023. Between now and then we intend to co-create a number of “Manifestos” on the nature, purpose and direction of incentive travel, although in output and format they may be quite different from each other.

We're excited to be heading back to North America in January 2020 to Vancouver, British Columbia, one of Canada's truly amazing incentive travel destinations.

Please save the date now and join us in Vancouver on the next stage of this exciting adventure.

To register interest in being part of any preparatory work in support of The Vancouver Manifesto, please email pgilligan@siteglobal.com.





ABOUT **INCENTIVE TRAVEL** & **SITE**

Incentive travel, the “I” in MICE, is the fastest growing sector of the business events industry with the highest per capita spend and the widest supply chain.

Accounting for about 7% of all business events activities, the Events Industry Council’s Global Economic Impact study (2018) estimates the incentive travel industry to be worth around \$75 billion globally.

The Society for Incentive Travel Excellence (SITE) is the only business events association dedicated exclusively to the global incentive travel industry.

Founded in 1973, we are a professional association of 2,500 members located in 90 countries, working in corporations, agencies, airlines, cruise companies and across the entire destination supply chain.

We bring value to our members at both global and local chapter level by networking, online resources, education, certification and advocacy.

SITE Foundation was established by SITE to support research, education and advocacy projects on behalf of the incentive travel industry.

Monies raised by the SITE Foundation help us make the business case for incentive travel and highlight the transformational potential of travel experiences on individuals, enterprises and communities.

The SITE Foundation is a registered charity holding a 501(c) (3) nonprofit organization status.

THIS IS **SITE**

GROWING MEMBERSHIP

2,500+ members strong

30 local/regional chapters worldwide

SIGNIFICANT BUYING POWER



SITE members have a combined \$700M+ purchasing power

MAXIMIZE YOUR DIGITAL PRESENCE



SITEGlobal.com page views per month

SITE News reaches 314M people with an advertising value equivalent to \$2.9M



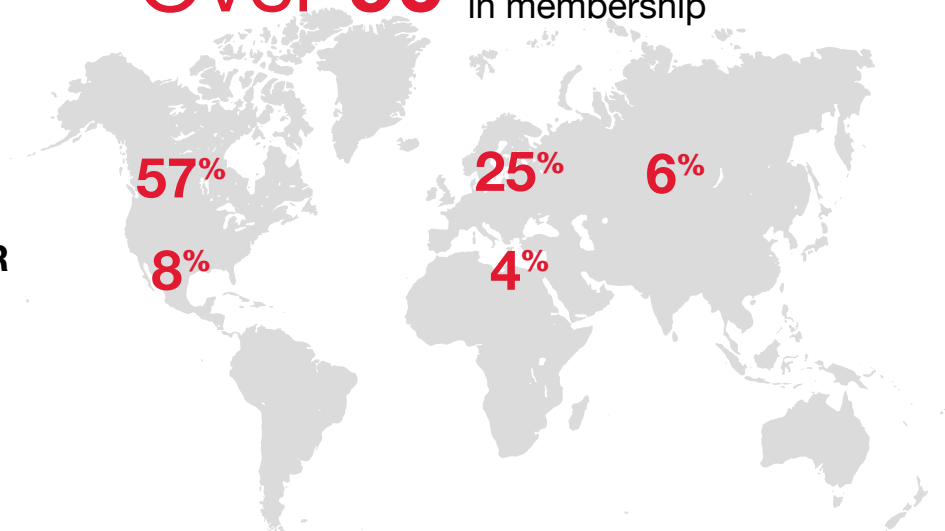
EDUCATION AND CERTIFICATION



The only organization with a dedicated curriculum and certifications for professional growth in the incentive travel industry

GLOBAL PRESENCE

Over 90 countries represented in membership



Participation in

Over 16

global industry tradeshows per year



OPTIMIZE YOUR MEDIA EXPOSURE



1,200+

SITE articles published annually in key industry media

One and only

organization dedicated to strengthening and growing incentive travel professionals



site

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