

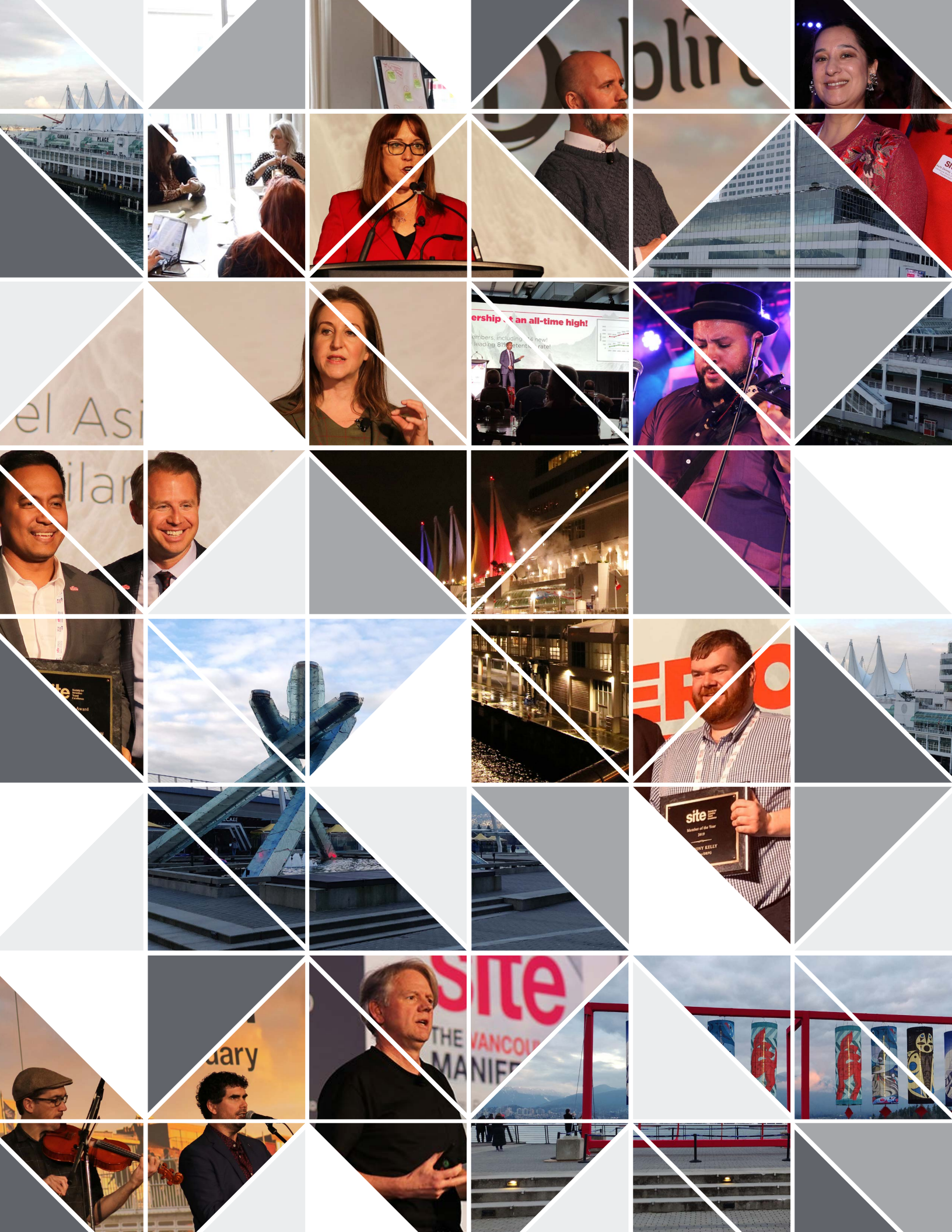


# site

## THE VANCOUVER MANIFESTO

*Nature, Purpose & Direction  
of Incentive Travel 2020*

Supported by **MEET IN IRELAND**



# WHAT'S IMPORTANT IN incentive travel?

If you're a SITE member or incentive travel professional, you most certainly have an opinion.

Two years ago, SITE set out on a journey to understand the nature, purpose and direction of incentive travel. The results of the first leg of that journey became the Bangkok Manifesto — a “big think” that shared what's next in 10 aspirational statements.

The second leg of that journey seeks to move from the broad ideas of the *Bangkok Manifesto*, and deliver actionable approaches for every part of the industry — whether that's corporate end users, incentive travel agencies, DMCs, hotels, cruise companies or DMOs.

The pages that follow begin with a detailed history of the journey, and finish with more than 75 ideas, stories, resources and insights to help you build more meaningful and impactful incentive travel programs.



A NOTE

from the SITE President —



## JENNIFER GLYNN

**CIS, CIP, MANAGING PARTNER, MEETING ENCORE LTD.  
& INTUITIVE CONFERENCES + EVENTS INC.  
CHIEF CURATOR AT INANEGGSHELL.COM**

This year in our ongoing examination of the nature, purpose and direction of incentive travel, we wanted to move from aspiration to action.

The *Bangkok Manifesto*, crowdsourced in Thailand during our 2019 Global Conference, revealed 10 statements that set out clear themes, talking points and concerns regarding incentive travel. These themes included sustainability, the definition of luxury, the choice of destinations, the position of the qualifier, and so on. They were big-picture topics, visionary and very aspirational – as befits a manifesto.

This year we wanted to narrow our focus and do a deeper dive into our curated statements. Our goal was to select from the statements and take them from conversations to actionable ideas.

In the lead up to our 2020 Global Conference we consulted with our Young Leaders, devoting several sessions at the 2019 YL Conference in Las Vegas to capturing their viewpoints. We also surveyed our members, asking them to rank in order of importance the 10 statements adopted in Bangkok. We brought the outcomes from these sessions to Vancouver, and with the expert assistance of our facilitator, Martin Sirk, we focused discussion around the chosen three themes: sustainability, culture and economic impact.

What you will find here is actionable content in support of these themes demonstrating how incentive travel is intrinsically tied to sustainability, the fostering of positive workplace culture and the creation of real and lasting economic value.

Most of all, you'll find clear evidence of the way incentive travel is a transformational force for genuine good supporting action in favor of sustainability, building strong cultures in businesses all around the world and delivering economic benefit to both source markets and destinations.

Keep well. Stay positive.

Jenn



A NOTE

from the SITE CEO

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**DIDIER SCAILLET**  
**CIS, CITP, CEO, SITE**

This year's Manifesto prioritizes three topics from the 10 statements crafted last year in Bangkok: sustainability, organizational culture and economic impact.

These are big themes, not just within the confines of the business events industry to which we belong, but within communities, global corporations and associations, sovereign governments and society at large.

They are key themes that define how we live as humans, how we work, how we measure success.

Our work as incentive travel professionals has dignity and purpose and is fully aligned with humanity's ongoing progress and advancement. As incentive travel professionals we have a worthwhile, meaningful mission.

We must remain focused on that mission as we navigate our way through stormy seas, the likes of which we've never seen before.

What's certain is that sustainability, corporate culture and economic impact will be as relevant as key topics and themes after Covid-19 as they were before.

SITE's Manifesto series is about the nature, purpose and direction of incentive travel. It provides us with context, perspective and reference points, encouraging us to see the woods and not just the trees.

Let's stay focused on the bigger picture, on the higher purpose that defines our work and on the transformational impact of travel on individuals, companies, the business world and society at large.



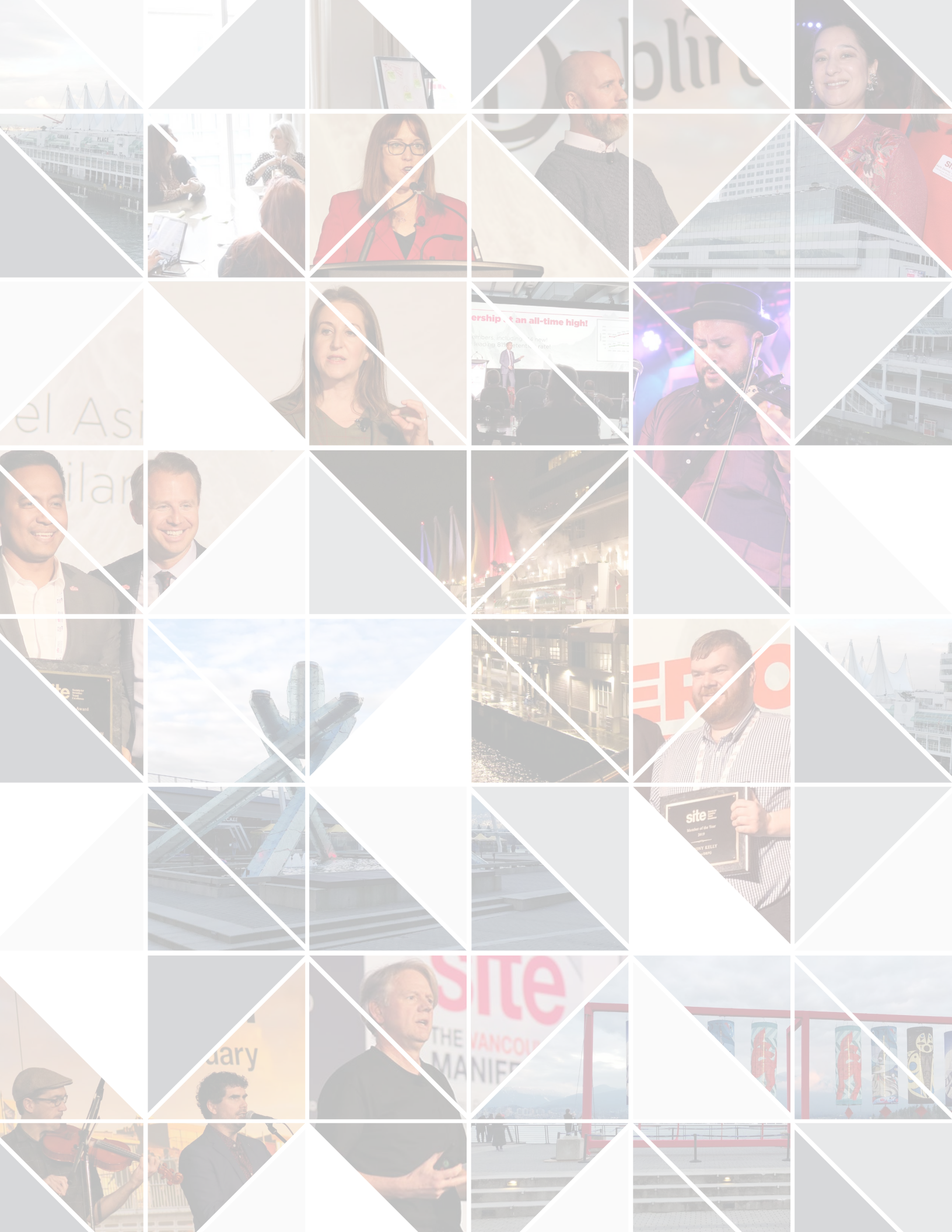
# THE VANCOUVER MANIFESTO & Covid-19

Manifestos that lose their relevance when business and societal environments undergo dramatic change can rightly be accused of having a lack of vision and insufficient focus on the organization's underlying mission. Covid-19 has given this generation its first experience of such a truly global upheaval, one that we are still struggling to understand in terms of its impact and longer-term implications.

Looking at the work SITE carried out to produce the first *Bangkok Manifesto* in 2019, and our collective efforts earlier this year in Vancouver — at a time when the pandemic featured nowhere in our thoughts — it is apparent that this was no wasted effort, and that the need to critically re-examine, redesign, and reimagine the incentive travel industry and experience is an even more vital task than we first believed.

Covid-19 has hyper-accelerated awareness and concern for sustainability and issues of social responsibility; it has challenged accepted assumptions and norms regarding the nature of work, employee empowerment, and the driving forces of motivation; it has forced businesses large and small, the not-for-profit sector, and government agencies to re-examine their business models, to experiment and innovate, to find ways to return to growth and recovery.

And these are also themes that you, the members of the SITE community, identified as our top priorities for action. Our world has changed, our challenges are in many cases existential, and we need to move faster than we ever believed possible. This manifesto can't provide all the answers, but it does confirm that we are clear about where our industry is heading. We know that SITE members will add hundreds if not thousands of additional initiatives and creative ideas, all of which will help us to invent and build our own future incentive travel reality.



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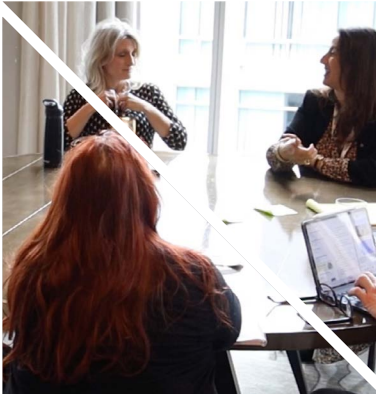
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# THE JOURNEY

## from aspiration to action

The *Bangkok Manifesto* sets out 10 statements around the nature, purpose and direction of incentive travel. The *Vancouver Manifesto* focuses on three statements and provides a map to take you from aspiration to action.



1

### Bangkok Manifesto

A series of crowdsourcing sessions was held during SITE's Global Conference in Bangkok to produce 10 statements on the nature, purpose and direction of incentive travel. The *Bangkok Manifesto* was adopted by the SITE assembly and published in a feature-rich guide.

To read the *Bangkok Manifesto*, visit [www.siteglobal.com/page/the-site-manifesto](http://www.siteglobal.com/page/the-site-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.

NOVEMBER  
2018

Conception of  
*Bangkok Manifesto*

JANUARY  
2019

*Bangkok  
Manifesto Sessions*

MARCH  
2019

*Bangkok  
Manifesto Published*



SPRING-SUMMER  
2019

Chapter Presentations

SEPTEMBER  
2019

*Vancouver Manifesto*  
Survey of 300  
SITE Members

2

## Vancouver Manifesto — Survey

More than 300 SITE members responded to a survey to identify the top priorities for action amongst the 10 *Bangkok Manifesto* statements. All of the statements had already been identified as important for a significant proportion of our members, but it was critical to understand where SITE's attention and resources could make the biggest positive impact.

3

## Vancouver Manifesto — Sharpening the Story

From the survey results, three 'Priority Statements' were created for discussion at SITE Global Conference in Vancouver, related to the themes:

- Social Responsibility | Sustainability
- Culture | Relationships | Teamwork
- Economic Growth | Innovation

4

## Vancouver Manifesto — Sessions

Seven sessions were held over the course of the Global Conference, with members collectively crafting, debating and ranking action points related to each statement, and a final validation at the closing general session. Importantly, action could be the responsibility of SITE itself, chapters, member companies, clients, and of course individual members, or a combination of these actors. We all need to act!



5

## What's Next

SITE will incorporate many of the key actions into its strategic plans for the coming year and beyond, and will regularly publish tools, insights, resources and case studies on the Manifesto themes that can help all stakeholders in the SITE community use the Manifesto in their own action-planning, brainstorming about the future, and experimentation.

SEPTEMBER  
2019

Ideation and  
Discussion with  
SITE Young Leaders  
in Las Vegas

DECEMBER  
2019

Editing of  
Initial *Bangkok*  
*Manifesto* Statements

JANUARY  
2020

*Vancouver*  
*Manifesto* Sessions  
at SITE Global

JULY  
2020

Publishing of  
*Vancouver Manifesto*

DECEMBER  
2020

Creation of Online  
Manifesto Toolbox



THE ACTION POINTS

you can be the difference.—

What is *most* important and possible for the incentive travel industry? Attendees at SITE Global Conference in Vancouver evaluated the opportunities and ranked them in order of preference. This section shows the complete list of rankings and provides both resources and stories to help any team activate the action point.

## SOCIAL RESPONSIBILITY <sup>1</sup> AND SUSTAINABILITY

"EVERY STAKEHOLDER IN THE INCENTIVE TRAVEL COMMUNITY SHOULD EMBRACE SOCIAL RESPONSIBILITY AS A CORE PART OF THEIR BUSINESS PHILOSOPHY, AND COMMIT TO RESPONSIBLE AND SUSTAINABLE DEVELOPMENT GOALS SUCH AS THE PAYMENT OF A FAIR WAGE, WORKPLACE EQUALITY AND INCLUSIVITY, ANTI-TRAFFICKING AND PROTECTION OF OUR WORLD'S NATURAL ENVIRONMENT."

PROGRAMS TO HELP WOMEN + CAREERS  
DESIGN FOOD WASTE

EACH CHAPTER APPOINTS SUSTAINABILITY CHAIRPERSON

CREATE A COMMUNICATION PLAN

CHAPTER GOES TO ALL ABOUT SUSTAINABLE MEETING STANDARDS

REDEFINE LUXURY  
NOT CONSUMPTION  
BUT EXPERIENCES

PLAN PAYMENT TO FLIGHT-SHAPING  
BE PREPARED



## Social Responsibility | Sustainability

Every stakeholder in the incentive travel community should embrace social responsibility as a core part of their business philosophy and commit to responsible and sustainable development goals such as the payment of a fair wage, workplace equality and inclusivity, anti-trafficking and the protection of our world's natural environment.

---

“

We look at sustainability as an enduring and balanced approach to social progress, environmental responsibility and academic activity.”

— Benoit Sauvage, DMCP, CMP, CIS, CEO, Connect DMC

# SOCIAL RESPONSIBILITY | SUSTAINABILITY

## Action Points & Ideas

### 1. **Contribute towards reduction in food waste**

2. Encourage adoption of “local where possible” sourcing
3. Adopt anti-child trafficking and abuse positions
4. Research clients’ sustainability policies; build SITE policies

---

### **How SITE chapters can build a better path to sustainability.**

#### ☐ **Name a sustainability champion.**

Choose someone passionate about sustainability.

#### ☐ **Distribute a Global Sustainability Charter.**

Look into SITE’S Global Sustainability Charter — currently in development.

#### ☐ **Create a sustainability roadmap**

Use the United Nations’ “Sustainable Development Goals” (SDGs) to develop a roadmap dedicated to environment, economic and social.

#### ☐ **Incorporate sustainability into certifications**

Five chapters are in piloting for 2020 — with all chapters looking to be certified by 2023.

### **15 sustainability actions you can take right now:**

- Apply this cycle to all events: rethink, redesign, reduce, repurpose, reuse and recycle.
- Identify a critical issue for your SITE chapter or company.
- Place a sustainability requirement in all RFPs.
- Conserve. Choose a destination with good airlift and strong transit.
- Use transportation companies with hybrid and biofuel vehicles.
- Choose hotels and venues with a clean energy commitment.
- Minimize transportation by choosing venues within walking distance.
- Use mobile apps to reduce printing and shipping.
- Encourage use of reusable water bottles with water stations.
- Eliminate swag bags and single-use plastic items.
- Ensure F&B containers, china, flatware and linens are reusable or recyclable.
- Choose food options that are more carbon neutral, reducing meat and dairy consumption.
- Choose “quality” over “quantity” and reduce portion sizes.
- Opt for local and seasonal F&B.
- Generate a waste minimization plan; work with local charities to organize donations of extra food.



## MAKING THE DIFFERENCE – ONE MEAL AT A TIME.

**“Food Rescue Events” can positively impact hundreds of people at a time.**

It’s a question that event planners and professionals get asked all the time.

***“What happens with all the leftover food?”***

Increasingly, there is a better and more responsible answer — “Food Rescue Events” see programs donate additional food to local communities.

One such event was recently held in South Florida. “We’re doing a live food rescue,” explained NACE South Florida President Alexis Wells on the night of a gala that was participating. “Any unused food was transferred from the hotel and given to the Food Rescue Committee, then put on a refrigerated truck and given to a certified food handler. By this time tomorrow, food that was unused at the gala tonight will be in the hands of the community in need.” The evening yielded more than 600 meals.

More than 63 million tons of edible food goes to waste each year. For the \$75 billion incentive travel industry, that means opportunity. Around the world, that opportunity is converted into positive outcomes by organizations like ReFED, a multi-stakeholder non-profit that created a roadmap for food loss and waste. The organization identified opportunities in farming, transport and consumption as a way to reduce food waste, and ensure additional food was used responsibly.

Events like food rescues put the power to change the world in the hands of planners. “We can make an actual difference with the world every day – and that’s a powerful thing.”

**SHARE YOUR STORY.** Send your cases, insights and stories to [pgilligan@siteglobal.com](mailto:pgilligan@siteglobal.com).

## ② CORPORATE CULTURE, RELATIONSHIPS & TEAMWORK

IN TOMORROW'S BUSINESS  
IT WILL DEPEND IN LARGE PART  
ON BRILLIANT TEAMWORK AND  
RELATIONSHIPS BETWEEN ALL  
EMPLOYEES. AN ETHICAL  
CULTURE.  
DESIGNED AND  
SUPPORTED BY  
PROGRAMS  
BUILDING

KNOWLEDGE  
RESOURCES  
RESEARCH

EDUCATION  
TRAINING  
EVENTS

STAKEHOLDER  
ENGAGEMENT  
&  
EMPOWERMENT

ADVOCACY  
P.R.  
(COMMUNICATION)

SITE  
STRATEGY  
&  
EVOLUTION

DEFINE THE  
CORE VALUES  
THAT SUPPORT  
TRUST  
- RELEVANCE  
- INNOVATION

E-LEAD DON'T  
UNDERSTAND  
THIS - NEED  
PLAN TO  
EXPLAIN &  
EVALUATE &  
THINK OF THIS

BROADEN  
MEMBERSHIP  
BASE  
(HOW?)  
(WHO?)

OBTAIN KNOWLEDGE  
DATA ABOUT  
I.T. PARTICIPANTS  
INCLUDING HISTORY  
OF I.T. ENGAGEMENT  
ON THEIR COMPANY  
CULTURE

STAY TO DEVELOP  
TRAINING & EDU-  
CATION THESE VALUES  
SO OUR PROGRAMS  
ARE POSITIONED  
TO ACHIEVE THIS

ENSURE STAY  
OWN CULTURE  
ENGAGEMENT  
DELEGATION  
THESE  
PROGRAMS  
(HOW?)

CREATE/  
"ETHICAL"  
BENCHMARK

NEED TO  
CONTINUE  
PUSH

ACTION BY:  
BOARD

ACTION BY:  
CHAPTERS

## **Culture | Relationships | Teamwork**

Success in tomorrow's business environment will depend in large part on fostering brilliant teamwork and respectful relationships between all stakeholders, as part of an ethical and empowering corporate culture. We believe that well designed and executed incentive travel programs are uniquely effective in building these attributes.

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“

Relationships provide us with good sounding boards, opportunities for growth and, often, valuable business opportunities, especially during stressful times. We should devote time to cultivating great relationships, ones that are authentic and purposeful.”

— El Kwang, CITP, Chief Executive Officer, Untangled Pte Ltd | Biz Events Asia

# CULTURE | RELATIONSHIPS | TEAMWORK

## Action Points & Ideas

### 1. Produce toolbox of strong emotional key messages

2. Create secure anonymous platform for sharing client results
3. Create metrics to measure business cultural impacts
4. Obtain testimonials from client champions

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### How SITE members can foster brilliant teamwork.

- ☐ **Be conscious about listening.**  
Go into any conversation with the mindset that the person you're speaking with has information that you want. Searching for that information is where great listening starts.
- ☐ **Ask more (and better) questions.**  
Go beyond logistics – ask the questions that help you understand a partner's needs and expectations. (A great question: "How can I help?")
- ☐ **Get alignment.**  
Teams often work with too many assumptions and mixed signals. Ensure everyone is on the same page at the beginning of an event, and that everyone clearly understands engagement.
- ☐ **Make meetings more effective.**  
Amazon's approach to meeting offers a progressive approach to getting things done. Attendees are given a specific goal, plus a dossier of information. The first 10 minutes of the meeting are reserved for reading the dossier. The rest is for discussion designed to meet the goal.
- ☐ **Embrace transparency, conversations and mistakes.**  
Incentive travel is a fast-moving industry. Things happen. Balls get dropped. Create a culture of possibility where everyone can feel confident in sharing and correcting. It reduces errors and improves outcomes.

### 9 culture and teamwork actions you can take right now:

- Use active listening to include colleagues.
- Define the problem before you pursue the solution.
- Go beyond the planner. Include cross-functional members in large meetings.
- Build on ideas, rather than dismiss them.
- Whenever a situation arises, always ask "why."
- Finish each project by writing a story that shares best practices with the full team.
- Use more visual cues in communications, including strong headlines, icons and images.
- Adopt a colleague who can share insights you might not have. If you're operational, seek out technology, if you're technology, ask about strategy.
- Work with the SITE Member Directory to increase your network.

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### 8 resources to learn more about collaboration:

[Podcast – The Knowledge Project. Episode 30: Company Culture, Collaboration and Competition](#)

[Blog – 20 Collaborative Learning Tips and Strategies for Teachers](#)

[Book – The Five Dysfunctions of a Team by Patrick Lencioni](#)

[TED Talk – The new power of collaboration. Howard Rheingol](#)

[Article – Eight Ways to Build Collaborative Teams](#)

[Podcast – Hello Monday with Jessi Hempel](#)

[News – SITEsource](#)

[LinkedIn Group – SITE](#)



## HOW A CULTURE OF TRUST SAVED THE DAY.

**It was a moment simply waiting for disaster.**

A high-value program in Spain. Teams set to head off to dinner. A rowdy public demonstration. All set to collide one weekday afternoon.

And yet, everything went off without a hitch — no disruptions, everyone enjoying a premier dinner, and an experience to remember. To event organizers, the secret to success wasn't simply in smart disaster planning.

It was in building a great, expansive culture of trust and collaboration — from day 1.

That started by ensuring everyone — agency, hotel, DMC and venues — were aligned during the very first team meeting on site. One organizer stood up and shared this with the group. “We may have different brands on our name badges, but here, now, we’re united as one team under the client’s banner.” More than an empty promise, this mindset drove everyone to work together.

Which is exactly how the hotel and DMC acted when they first heard rumblings of an organized demonstration set to intersect with an attendee dinner set a few days ahead. While Spain is infamous for its demonstrations, it would have been easy for the hotel to not mention the issue, or to downplay its significance.

Instead, all parties came together to develop a reliable plan. Times and activities were shifted. Transportation was moved. Backup plans were put into place, just in case.

And it all started when individual brands treated each other with a culture of trust and respect — making the entire team more responsive and generating a culture of possibility.



## Economic Growth | Innovation

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.

“

As times change and challenges pop up without notice, innovation is the key to deliver a meaningful, memorable, and motivational experience.”

— Dana Weaver, CIS, CITP, Senior Manager Marketing Services, GROWMARK

# ECONOMIC GROWTH | INNOVATION

## Action Points & Ideas

### 1. Develop two advocacy approaches – business & tourism

2. Collate all methodologies for measuring impact
3. Create a secure, anonymous platform for sharing client results
4. Identify and assist communicators within the SITE community

---

### How SITE members can drive growth and innovation.

☐ **Talk, listen, share.**

More people generate more ideas. Connect with peers, colleagues, partners and vendors. Ask what's happening, what's moving them.

☐ **Look to other industries.**

What does an e-sports league have to do with incentive travel? You'd be surprised. Discover new ideas and approaches by looking for stories, leaders and trends in entirely different spaces.

☐ **Be curious.**

"What if" and "why" are critical questions to instilling innovation into every day.

☐ **Learn Design Thinking.**

This formal problem-solving process focuses on end users to research, define a challenge, ideate, prototype and measure success.

☐ **Always start with the client.**

Growth means empathizing with the buyer – see what they see, understand how they buy and meet the need.

### 7 economic growth and innovation actions you can take right now:

- Follow influencers on LinkedIn.
- Take 30 minutes a week to ask, "how can I help a specific client achieve their objectives?"
- Interview a client per month, understanding what's important to them and how they buy.
- Look at analogous industries like PR and advertising. Ask, "how do they share, promote and pursue results?"
- Map your clients and potential clients; create a journey map for each.
- Answer the question, "What do they value that my team does?"
- Hold a quarterly blue-sky session that considers where any and all industries are moving. What trends can you identify?

---

### 6 resources to learn more about innovation and growth:

[Podcast – HBR IdeaCast](#)

[Book – Sprint by Jake Knapp](#)

[Podcast – The WorkLife podcast](#)

[Website – The Trend Hunter](#)

[Article – 8 Attributes of Successful Market-Creating Innovations](#)

[Book – Ten Types of Innovation: The Discipline of Building Breakthroughs by Larry Keeley, Helen Walters, Ryan Pikkell and Brian Quinn](#)



## INNOVATING AND GROWTH WHEN THE PATH DOESN'T SEEM CLEAR.

**There's an old quote, attributed to many that goes like this...**

"From obstacle comes innovation."

It's a line that SITE SoCal took to heart in the early days of the COVID pandemic home isolation. While many marketing agencies were trying to come to terms with the new realities of living digital and working from home, SITE SoCal got to work keeping everyone informed and connected — with a little help from the classic gameshow *Family Feud*.

Betting that colleagues wanted a way to share and network, SITE SoCal created a weekly Wednesday event called "Stay at Home with SITE." The goal was to find something positive and non-business-focused to inspire and energize people in a trying time.

The team expected 30 attendees for the first edition — 150 members actually showed up, underscoring both a need and an opportunity.

That opportunity turned the program into an incubator of sorts, a place to try out different approaches to digital and virtual where everyone could learn. The teams built in more lifestyle programs like margarita-making classes, developed gamification and contests to drive engagement, and even explored hybrid elements like sponsorships for prizing.

In total, SITE SoCal — and other chapters around the world — have taken what looked at first glance like an impossible situation, and transformed it into a pathway to learn, share, innovate and grow.

**SHARE YOUR STORY.** Send your cases, insights and stories to [pgilligan@siteglobal.com](mailto:pgilligan@siteglobal.com).



CONCLUSION

a note from our title sponsor —



CIARA GALLAGHER  
CIS, MANAGER, MEET IN IRELAND

Over 600 of us gathered in Vancouver in January for the biggest SITE Global Conference ever staged. Like Bangkok 12 months earlier, in Vancouver we participated in a series of hands-on, interactive workshops that led to the next edition of SITE's evolving manifesto, called after the host city of our Global Conference.

Since then we've been shaping the discussion, debate and dialogue channeled in Western Canada into what you are now reading, the *Vancouver Manifesto*, the 2<sup>nd</sup> edition of our ongoing series.

And since January the world of Business Events and, indeed, the world itself, have changed beyond recognition. Planes stopped flying, hotels were empty, convention centers were turned into hospitals or, as is the case in Dublin, into parliamentary chambers. I'm reminded of the words of Ireland's national poet, W. B. Yeats, "All's changed, changed utterly..."

But certain things did not change, and these things are at the heart of the *Vancouver Manifesto*. We need to live sustainable lives, work in environments that are empowering and culture-fueled, and build and strengthen our communities from this work.

Meet in Ireland is proud to be part of SITE's Manifesto series and to play its part in shaping the future of the Business Events industry.

## IT TAKES A VILLAGE...

### INSPIRATION:

SITE International Board of Directors  
SITE Foundation Board of Trustees  
SITE Global Community  
SITE Young Leaders

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# IRELAND: WHERE A WARM WELCOME AWAITS

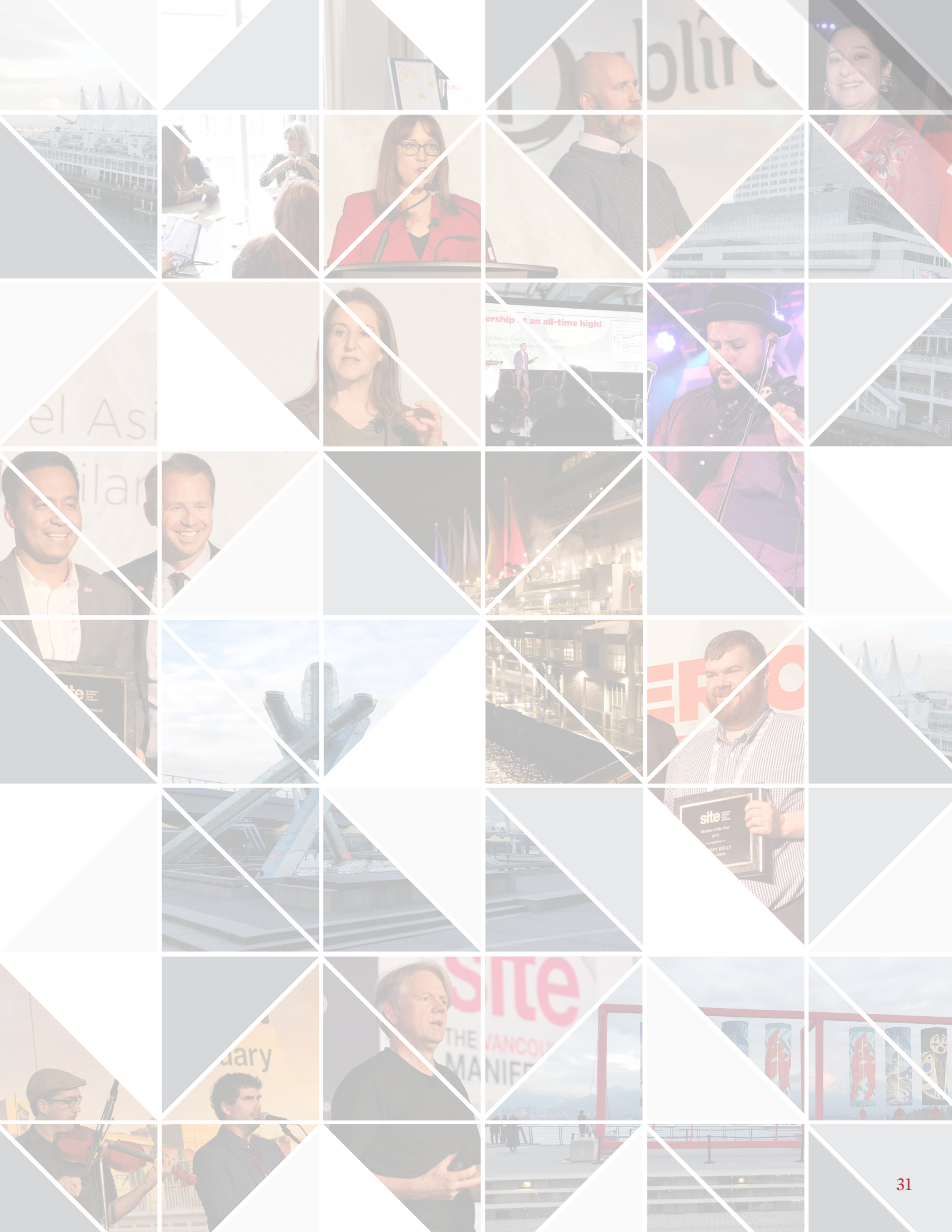


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for the Island of Ireland

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WITH YOUR NEXT EVENT WHEN  
THE TIME IS RIGHT**

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