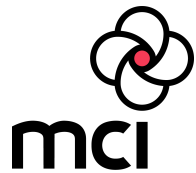


MICE Industry Prospects after the COVID-19 Pandemic

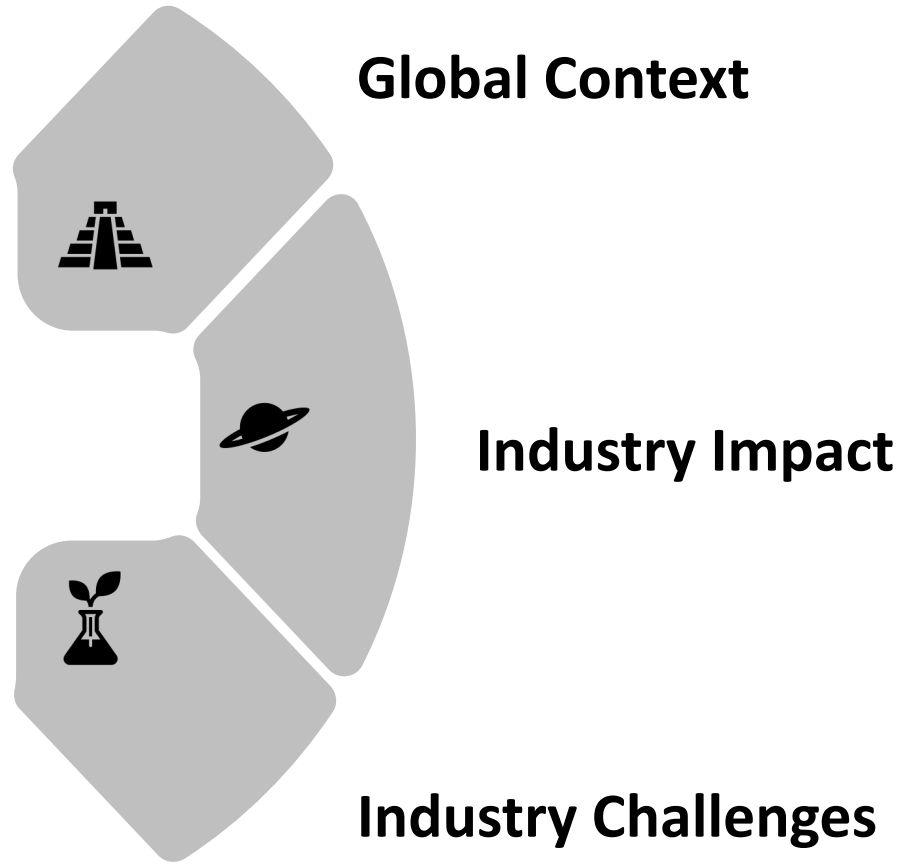
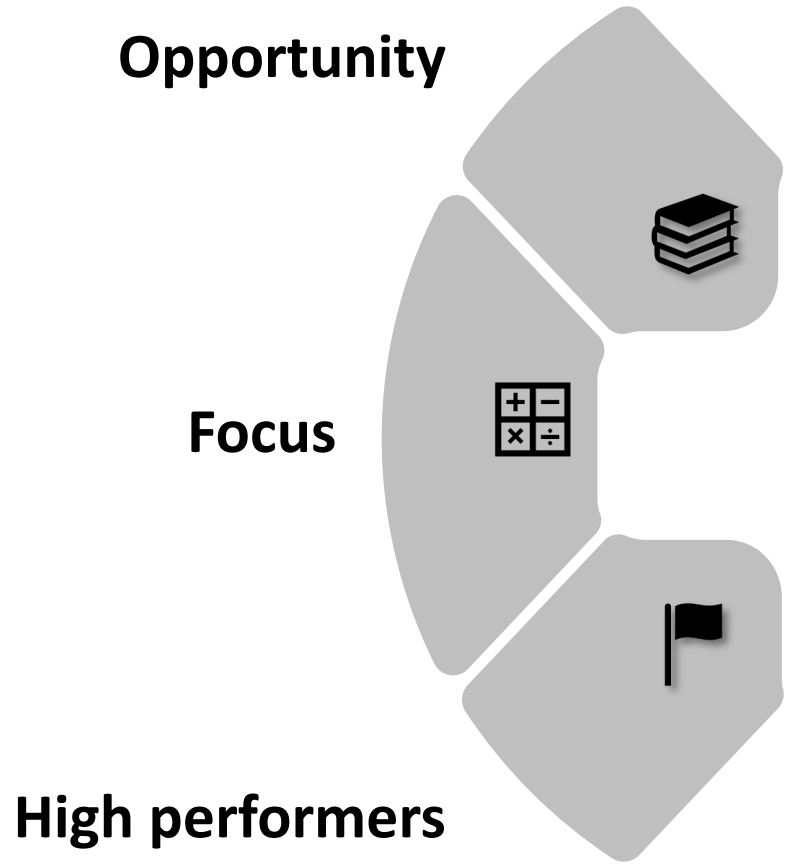
Oscar Cerezales
Chief Strategy Officer

25 August 2021



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Global Context





BLACK SWAN

#COVID

EXTREME OUTLIER + DISPROPORTIONATE IMPACT + HINDSIGHT

π

HYPER ADAPTABILITY

NEW FUTUREWATCH

\$

INCONSISTENCIES + UNCERTAINTY + VOLATILITY

Industry Impact





Yesterday

Fixed ecosystem
Predictable market
Clear success metrics



Post Covid

New ecosystem: players, rules, way of doing business
Volume: exponential growth in number of events
New metrics: rankings, economic & social impact

Industry challenges

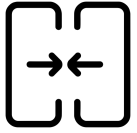
A decorative graphic in the top right corner consisting of several overlapping, thick, dark gray circular lines that form a partial, abstract pattern.

Problem 1

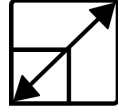
Uncertainties



Government support



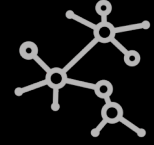
Business models



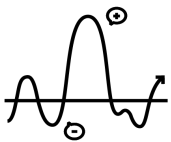
New consumption habits



New Biz events ecosystem



Economic trends



Talent acquisition



New metrics



New organizational design



Problem 2

Engagement (lack of)





[centralized]

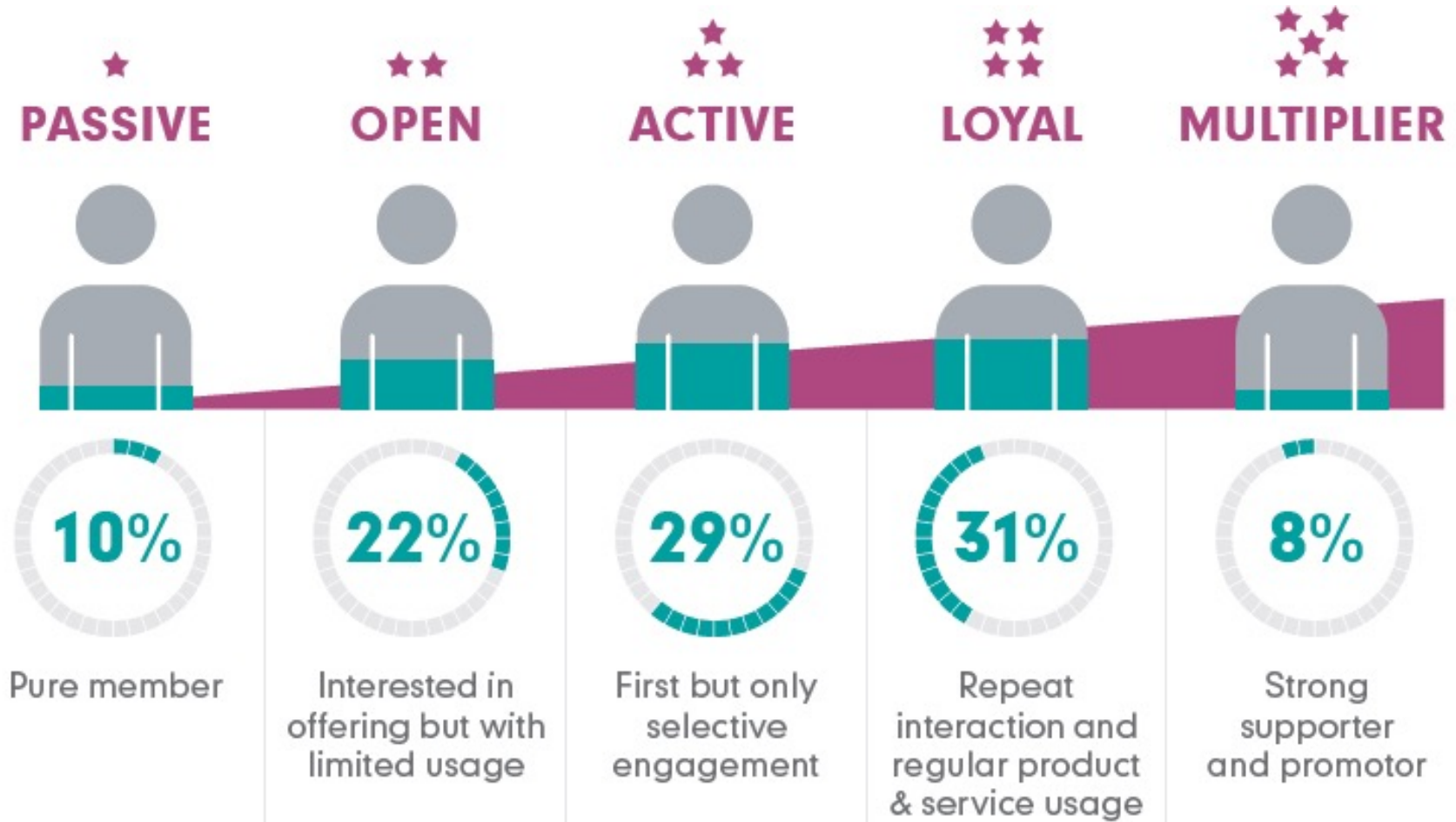


[decentralized]



[distributed]

GLOBAL ENGAGEMENT INDEX

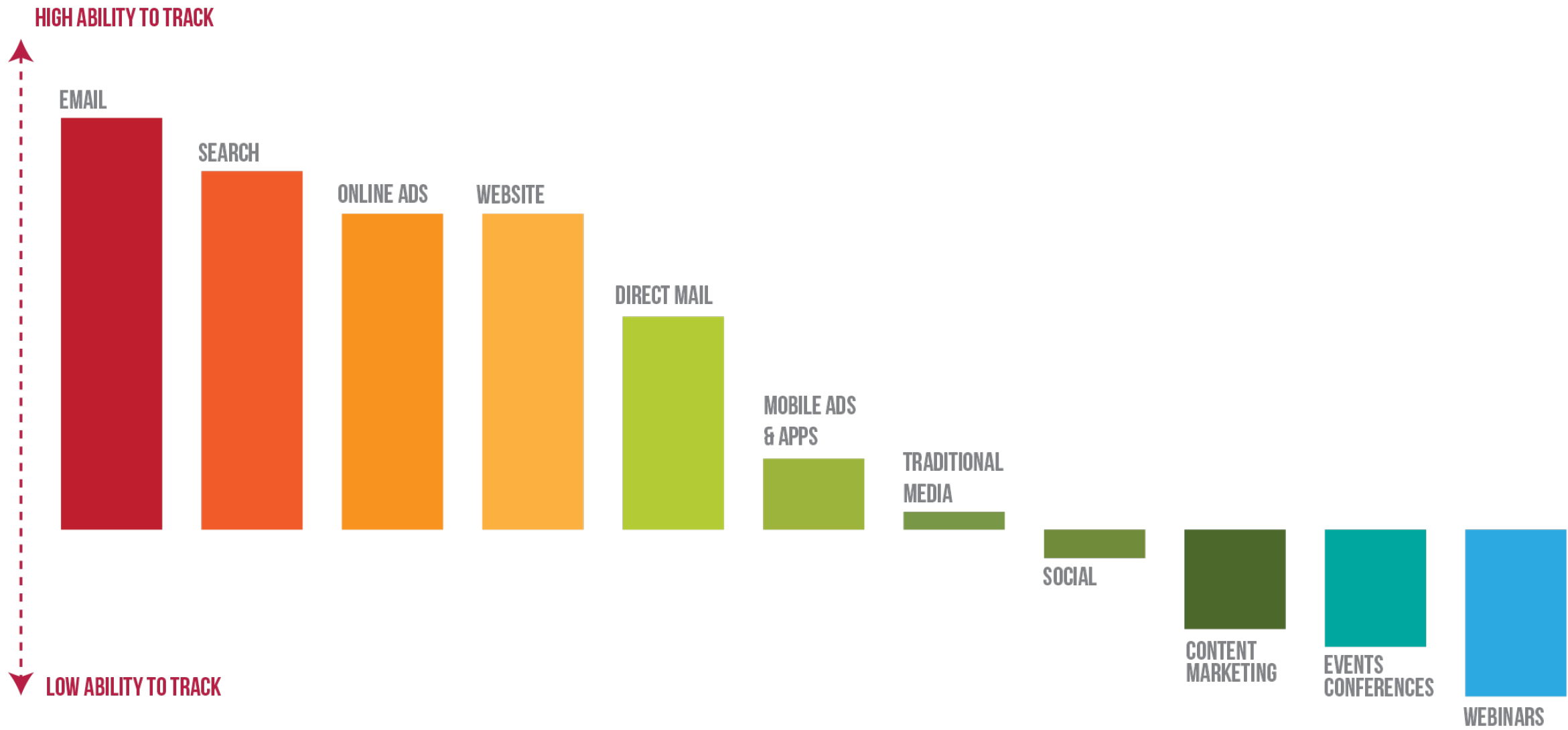


% Represents the size of the groups of survey respondents in each engagement segment

Problem 3

Benchmarks (new)

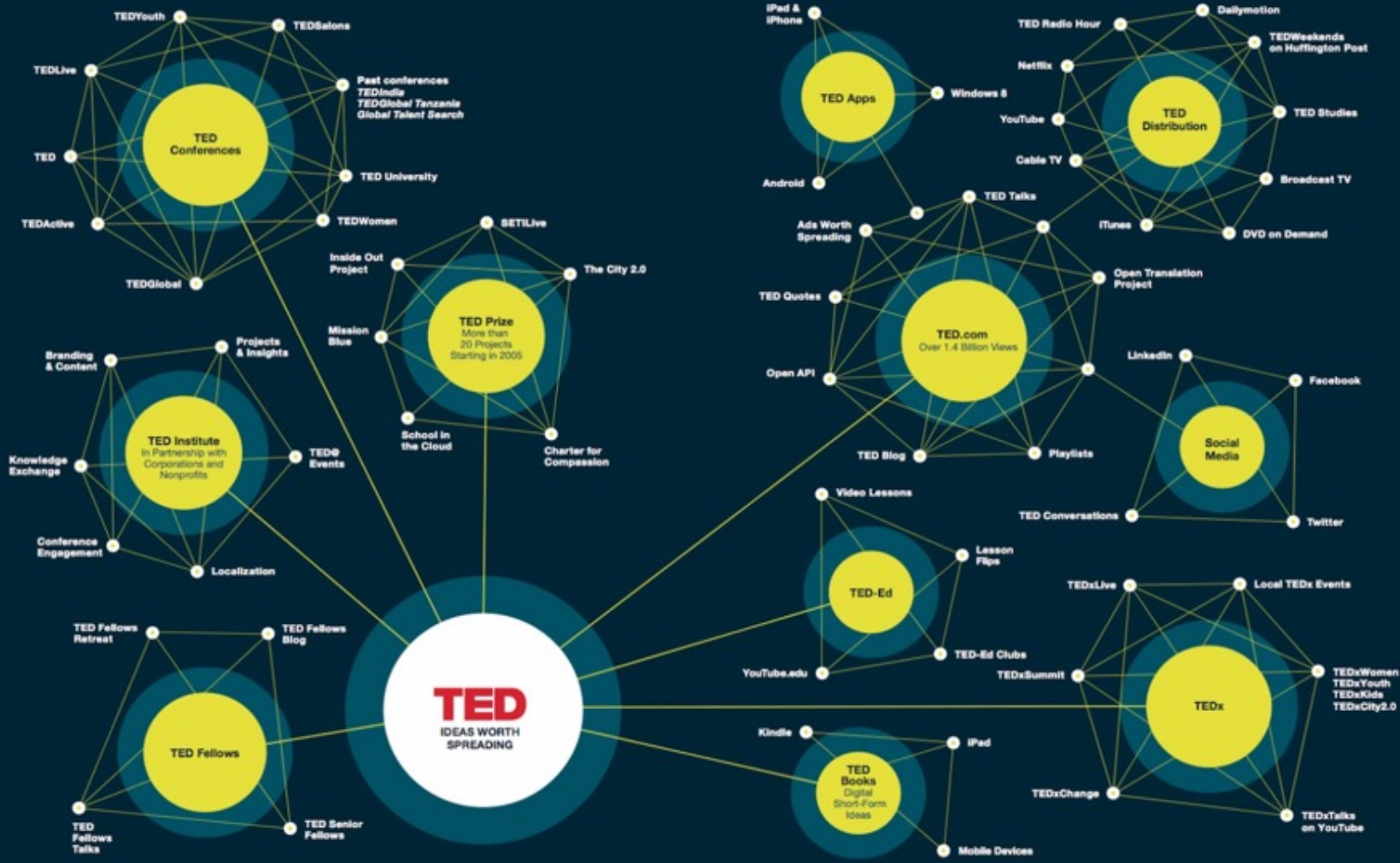




Problem 4

Platforms (lack of)



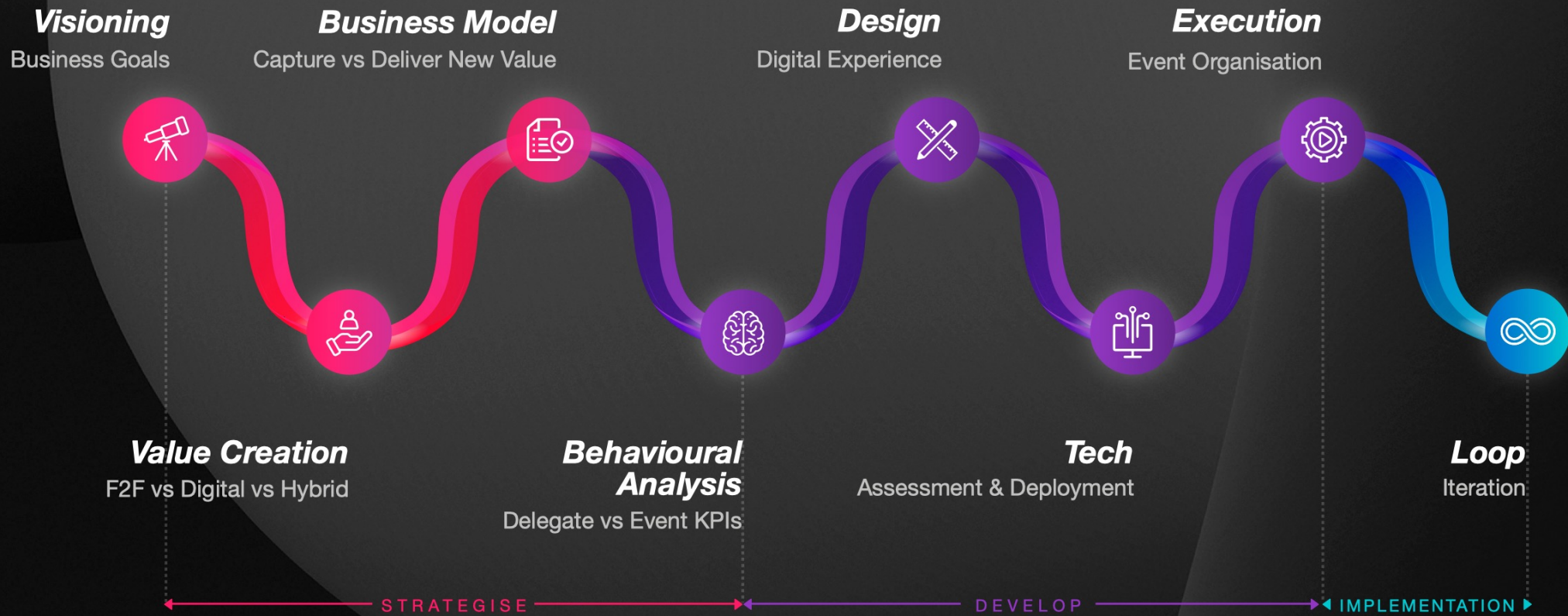


Problem 5

Tech > Strategy



Xperience Journey



High performers





Off-White™

CANYON

Canon

duolingo



IRONMAN

wework



ZARA



McKinsey&Company

TED



Harvard
Business
Review



Grab

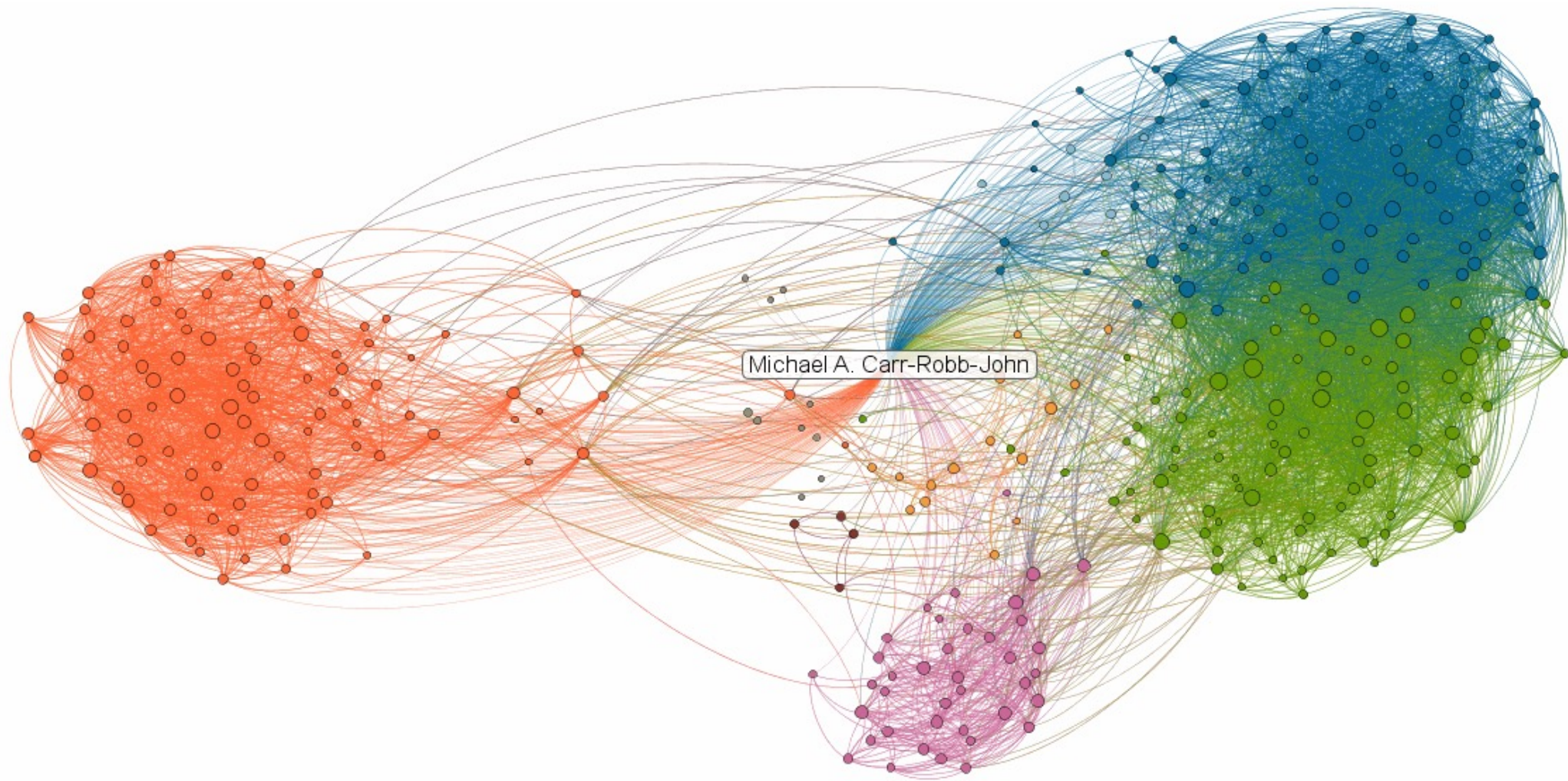


GAME OF THRONES

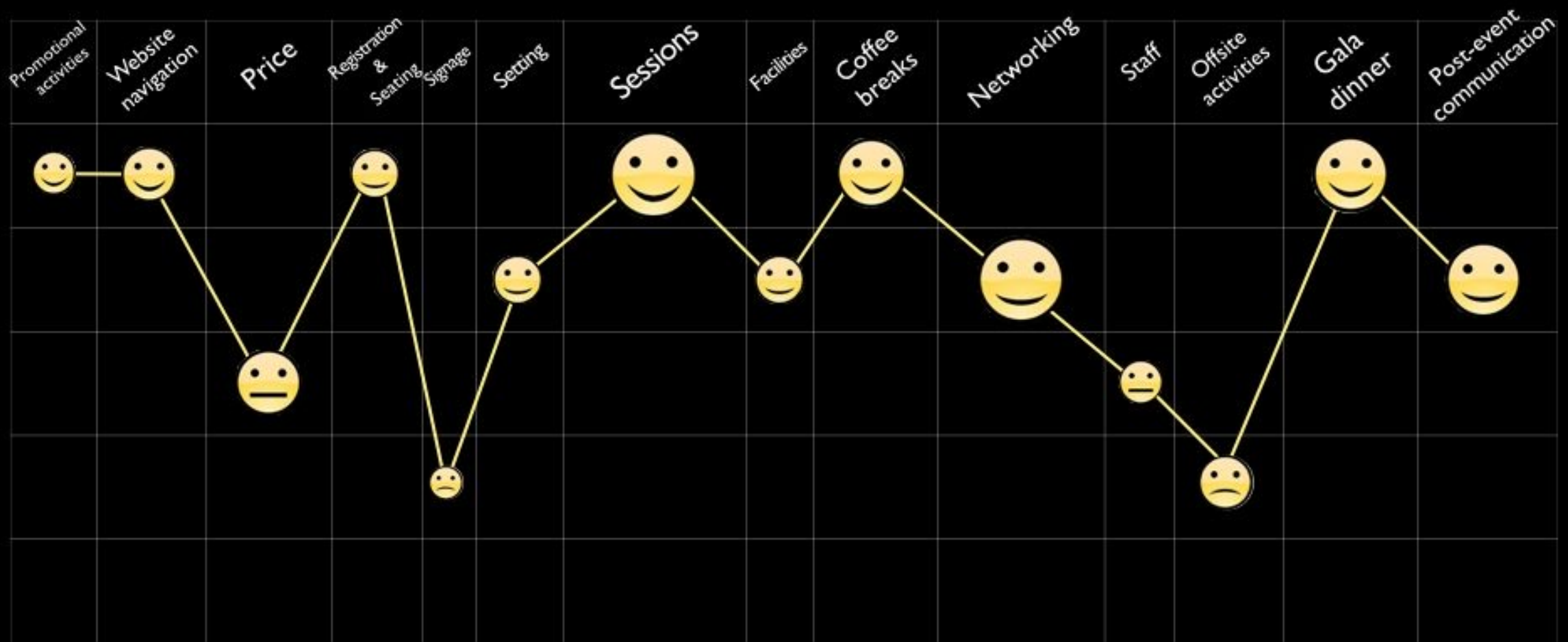


Linked in





The Experience Curve



Laser focus





SOLUTIONS
New packages



BARRIERS
Competition & substitutes



CHANNELS
Omnichannel > audiences



MARKETS
New ones



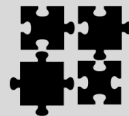
VALUE
Long term capture & deliver



FINANCIAL FORMULA
Revenue & Cost structures



TALENT
Access to new skills



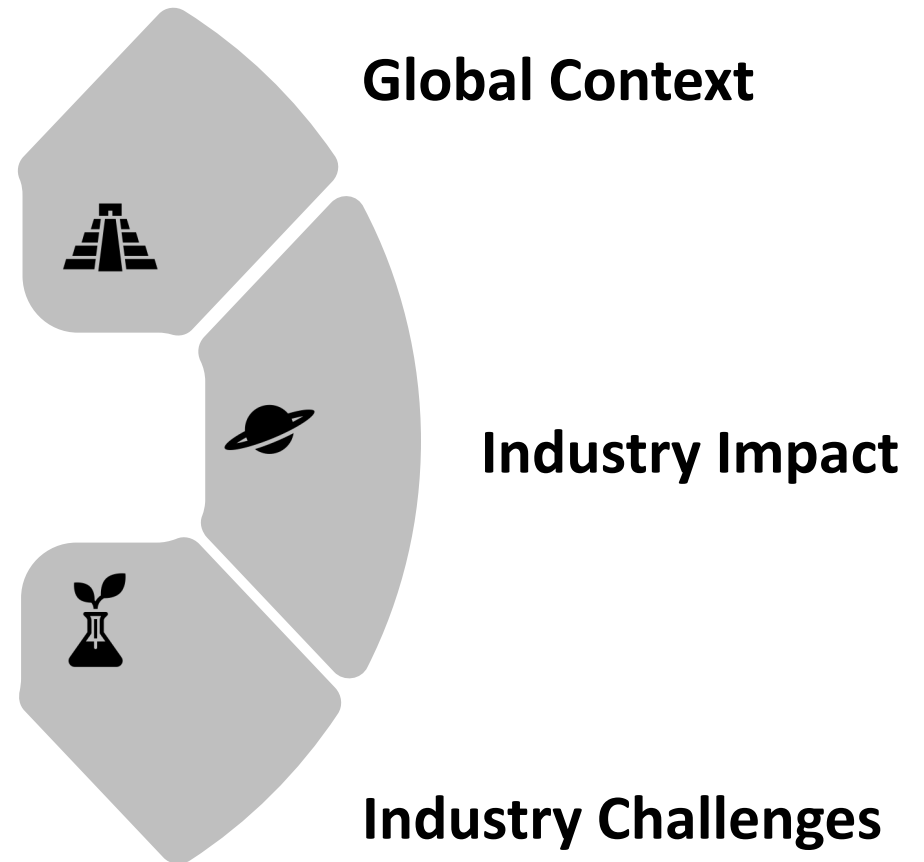
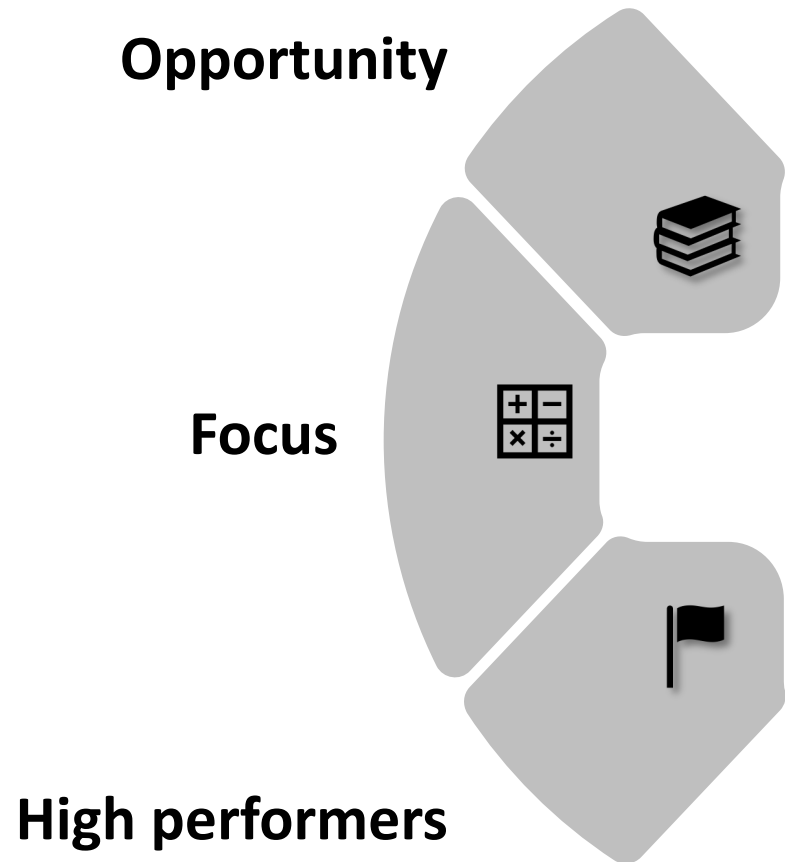
PARTNERS
New JVs, M&A



COMMUNITY
Building community

Opportunity





Thanks!



Oscar CEREZALES
Chief Strategy Officer (CSO) at
MCI Group

