

visit.brussels

/ DIGITAL TRANSFORMATION JOURNEY FROM MARCH 2019 TO NOW
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BELLY & BRAIN
DIGITAL TRANSFORMATION AND STRATEGY



ENERGIZE



TRANSFORM



ORIENT



SIMPLIFY



THIS STARTED IN A
COVID-FREE
WORLD

An organisation on the path to success with its 2023 objectives

10 MILLION NIGHT STAYS

2018: 8,8Mio
2014: 7 Mio d

+ 5% MORE VISITS PER YEAR IN ATTRACTIONS

+ 1.2 Mio visits VS 2018
2018: 4,2 Mio visits

PROFIT ALL 19 COMMUNES OF BRUSSELS

Good standard deviations

STABLE OCCUPANCY RATES THROUGHOUT THE YEAR

Variance of 25% between months
29% in 2018

INCREASE THE AWARENESS OF BRUSSELS

20th position at the City Reprack
2018: 30th

SATISFACTION RATE

Maintain 90%

Rationalisation of institutions

Rationalisation of funds & organisations

New traveller expectations

Beyond travel information

EXTERNAL CHALLENGES

Ecological considerations

Maintain acceptable footprint

Digital pure players captivating the audience

Solutions built around the traveller, valid wherever they are, based on real time data

Brussels citizens

More and more participative in hospitality but also concerned about tourism & impact on quality of life

Over tourism

Learn to target « quality » instead of « quantity »

Internal challenges

Small organisation with numerous responsibilities & silo's

Historical accumulation of responsibilities & companies on 180 team members

Huge & diverse target audience

Needing to make choices and focus to make impact

A product not under control

Numerous players, actors (transportation companies, mayors, restaurants, museums etc)

Pressurised organisation

Numerous & ambitious activities, strong constraints (financial processes etc)

A need of direction & leadership

need of a shared strategy, priorities, but also meaning & mission

Digital opportunity

Optimisations & incremental improvements, but no rethinking of the role of digital

THE DIGITAL OPPORTUNITY ?

OPTIMIZE the digital experience to free up people's times to capitalize on value added services

WHAT IS THE **AIM** OF DIGITAL TRANSFORMATION?

DO WE WANT TO **OPTIMIZE EXISTING ACTIVITIES** THANKS TO DIGITAL OR DO WE WISH TO **PROPOSE NEW ADDED-VALUE SERVICES?**

IMPROVE CUSTOMER DATA


By increasing digital touchpoints' usage, increase customer knowledge and data to build better services/solutions

INNOVATE

Identify & create new solutions & services to improve the experience of Brussels

USER CENTRIC

Needs to rethink our ways of working, around the customer and not the activity



Need to **rethink**
the organisation and its plans to be
ready to face tomorrow's challenges
not ignoring today's issues

Step 1

Frame the transformation & create
room for change

Summer 2019

1. What is our **mission and ambition** for Brussels' visitors, citizens and partners?



2. What are the activities allowing us to make the most **impact** to reach these ambitions?



3. How should we **organize** ourselves to deliver & run these ambitions?



4. How can **Digital contribute** to make that happen?



5. What **prevents us/ blocks** us from making that happen ?



1. **Reformulate the mission** in a customer-centric fashion

2. What is **priority**? what to stop, change or continue?

3. What is **the best organization** to deliver the change ?

4. **Refine the role of digital** & its roadmap accordingly

5. Show you acknowledge them and **solve them**

S2 2019

Create the context for change

- Setup the organisational & strategic enablers: **mission, segmentation, targets/objectives per segments**
- **Launch no-brainer projects & projects aiming to unblock the organisation :** Setup & acceleration of the procurement/financial quickwins to ease daily life of operations, digital platform renewal project
- **Accompany & setup process & teams/people** that will carry the first transformation projects
- **Start changing the mindset :** Develop customer centricity in the organisation through the Customer proximity plan
- Mapping of key activities & define the reallocation of resources to build a new organisation

2020

Customer centric strategy & organisation rollout

- **Rollout & support of the new organisation**
 - New organigram, job descriptions, governance
 - Leadership development plans
 - Procurement reorganisation
- Setup **Programme management** responsibilities and processes to effectively monitor & deliver transformation projects
- **Build 2021-2023 strategy:**
 - Brand and USP of Brussels/Visit.brussels
 - AS IS customer experience evaluation of priority segments
 - Define TO BE experience of priority segments
 - Build a 2021-2023 roadmap to rollout this strategy

2021 - 2023

Roll-out of the customer centric strategy

Realisation of the strategy

- Digital touch points
- Welcome bureaus
- Events
- etc

For B2B customers, B2C customers and Brussels citizens Enablers stratégiques

Continuous monitoring and improvements of organisational enablers to deliver, including investments allocations



WE ENERGISE THE CITY
WHERE THE WORLD'S HEART BEATS

WE CREATE EXPERIENCES
FOR VISITORS AND CITIZENS ALIKE

WE MAKE
YOU LOVE
BRUSSELS

AUGMENTER LA VALEUR AJOUTEE DE CHAQUE VISITE

Améliorer la qualité & l'expérience de visite

BRUXELLES & CULTURE BRUXELLOISE

Améliorer la notoriété & la perception

OBJECTIFS

VISITEURS

Nombre de visites

"15 Mio de nuits en 2025"
 "25 Mio en Bxl et Brabant en 2030"
 "Une communauté de 10Mio d'européens qui aura visité Bxl d'ici 2030"

Durée

"Increase by 50% the length of experience by 2020"
 "50% of B2B travellers extended their visit"
 "Chaque grand événement rajoute 1 jour à Bruxelles"

Diversité d'activités

"Densité touristique des quartiers"

"Connaissance & appropriation des traits de la culture Bruxelloise"

"Chaque européen connaît un Bruxellois et vient le visiter"
 "Bring back your Brussels diversity experience back home"

BRUXELLOIS

90% perçoivent la valeur du tourisme à Bxl

Tourisme durable

"réduire de 25% l'emprunte de CO2 du secteur d'ici 2020"

Tourisme qui crée des emplois

"Augmenter le nombre d'emplois de X"

Ouverture au monde

"Chaque citoyen Bruxellois connaît 416 autres citoyens européens"

Tourisme géré

Densité, Intensité

Bruxelles, capitale des européens où on se recharge avec de l'ADN de Bruxelles

"Chaque citoyen européen visite Bruxelles au moins une fois dans sa vie avant sa majorité"
 "Pèlerinage par les citoyens EU" & "Communauté"
 "Bruxelles dans le top 5 des destinations de l'UE de city-trip inspirantes d'ici 2030"

Bruxelles, refuge belge pour les belges

"25% des flamands et wallons aiment Bruxelles et y viennent ("refuge")"

Bruxelles, place to be

"Chaque grand artiste, chercheur, philosophe, influenceur, veut Bruxelles sur son CV"

Bruxellois

100% des Bruxellois sont fiers de Bruxelles en 2030

Success story « I love Brussels » comme « I ♥ NY »

TACTIQUES

COLLABORATION AVEC ECOSYSTEME

Brabant & Bruxelles

ACTIVITES

CONTACT & SERVICES

ENABLERS

ORGANISATION DE VISIT.BRUSSELS: de « super exécutants » vers une organisation fière et forte

Satisfaction

100% des collaborateurs sont fiers d'y travailler & promoteurs de VP

Une organisation collaborative

Reconnaissance & mandat externe

Focus & impact

Les impacts

Customer centricity

clients

MOYENS

S2 2019 - Gaining traction & efficiency 2020 - rollout first quickwins & designing customer centric strategies

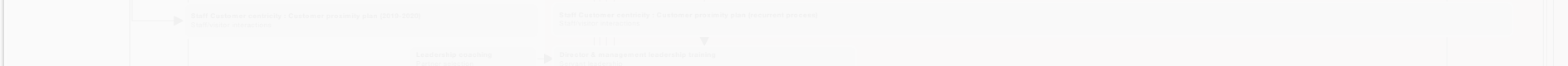
ORGANISATIONAL ENABLERS



PROCESSES & GOVERNANCE TRANSFORMATION



COMPETENCES DEVELOPMENT



STRATEGIC ENABLERS



DIGITAL TOUCHPOINTS MANAGEMENT

- Organisation
- Visitors
- B2B clients
- Brussels inhabitants



RELATIONAL & PRODUCT MANAGEMENT

- Events
- Physical touch points
- Product management



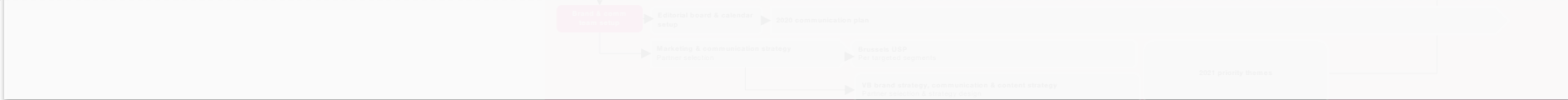
ECOSYSTEM MANAGEMENT

- Organisation
- Ecosystem management



BRAND & COMMUNICATION

- Organisation
- Brand strategy & communication



Confidential

2020

2021

2022

2023

ORGANISATIONAL ENABLERS

PROCESSES & GOVERNANCE TRANSFORMATION

COMPETENCES DEVELOPMENT

STRATEGIC ENABLERS

DIGITAL TOUCHPOINTS MANAGEMENT

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RELATIONAL & PRODUCT MANAGEMENT

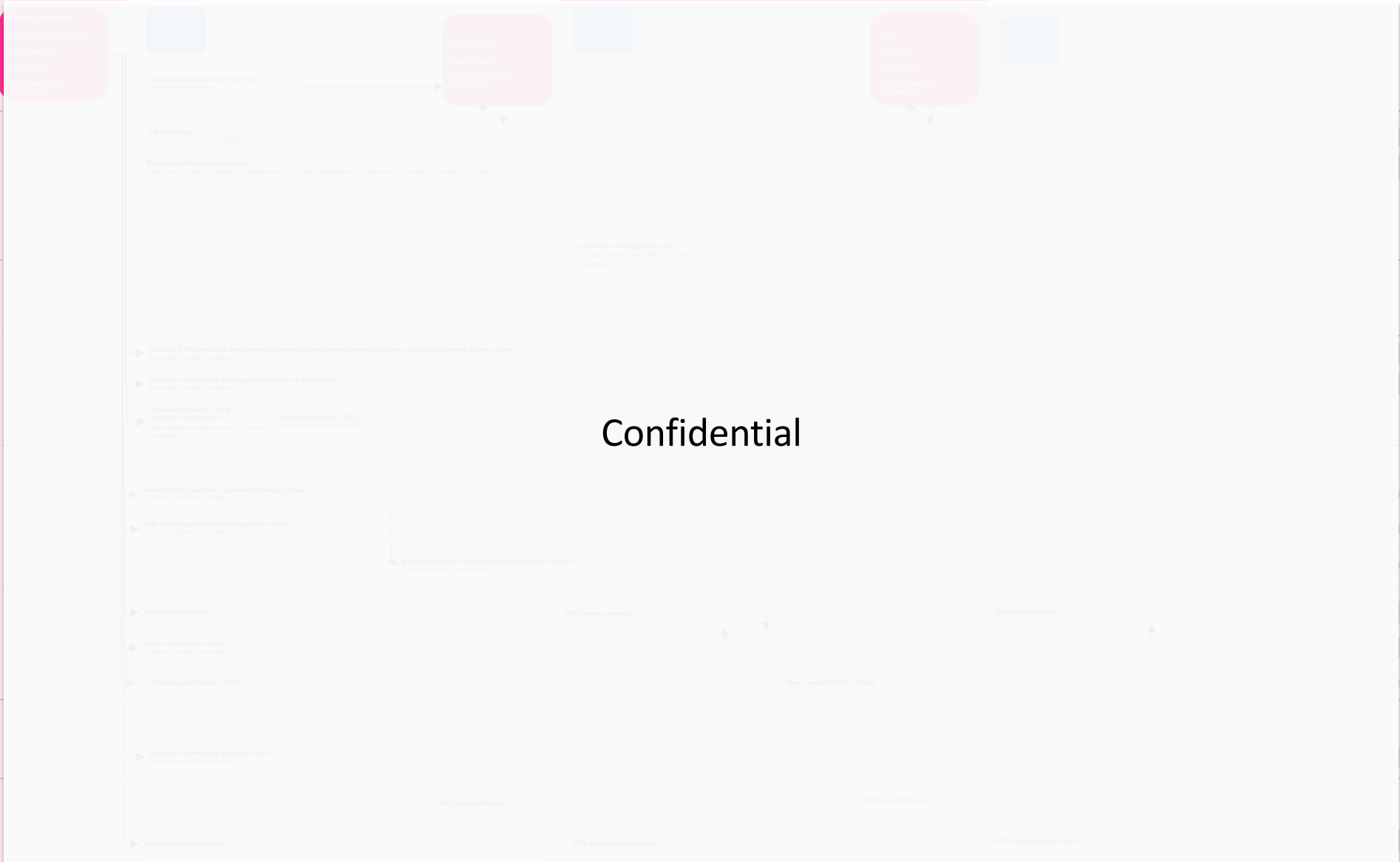
- Events
- Physical touch points
- Product management

ECOSYSTEM MANAGEMENT

- Organisation
- Ecosystem management

BRAND & COMMUNICATION


- Organisation
- Brand strategy & communication



Step 2

Setup the change enablers & monitor
first actions

S2 2019

- 
1. Create a **momentum** in the organization →
 2. **Appoint people** responsible →
 3. Effectively **deliver** what you promised →
 4. Show that change is **possible** (and good) →
 5. **Communicate, communicate and... communicate** →

1. Kick off town hall communicating mission & plans
2. **transformation programme mgr**
3. Setup, Coaching & close follow up of the **transformation team** & regular codir updates
4. Tested **first processes on project** and programme management
5. Review internal communication & touch base with teams

CODIR & TRANSFORMATION TEAMS ROLES & RESPONSIBILITIES

S2 2019

Transformation team

- **Follow-up on key projects**
 - Organisation & process simplification
 - Customer centricity awareness & quick wins /Boutiques & amélioration des outils de travail
 - First strategy projects (digital & segmentation strategy)
- **Setup of the PMO of the transformation**

Executive committee

- Re-organisation
- Resources allocated for transformation
- Internal communication



- **Manages the transformation plan** to deliver customer-centric & digital organisation altogether creating room & simplicity
- **Defines the strategy, which will be validated by the executive committee**
- **Manages the projects of the transformation**
- **Aligns departments**
- Supports the communication plan
- Follows up on transformation KPIs & updates the executive committee



- Responsible to create the **context of the transformation** for the organisation to deliver
- **Challenges, validates and allocates resources** to execute the transformation plan
- **Follows up transformation projects** in their own departments
- **Guides & supports the transformation team**

We are here

Step 3

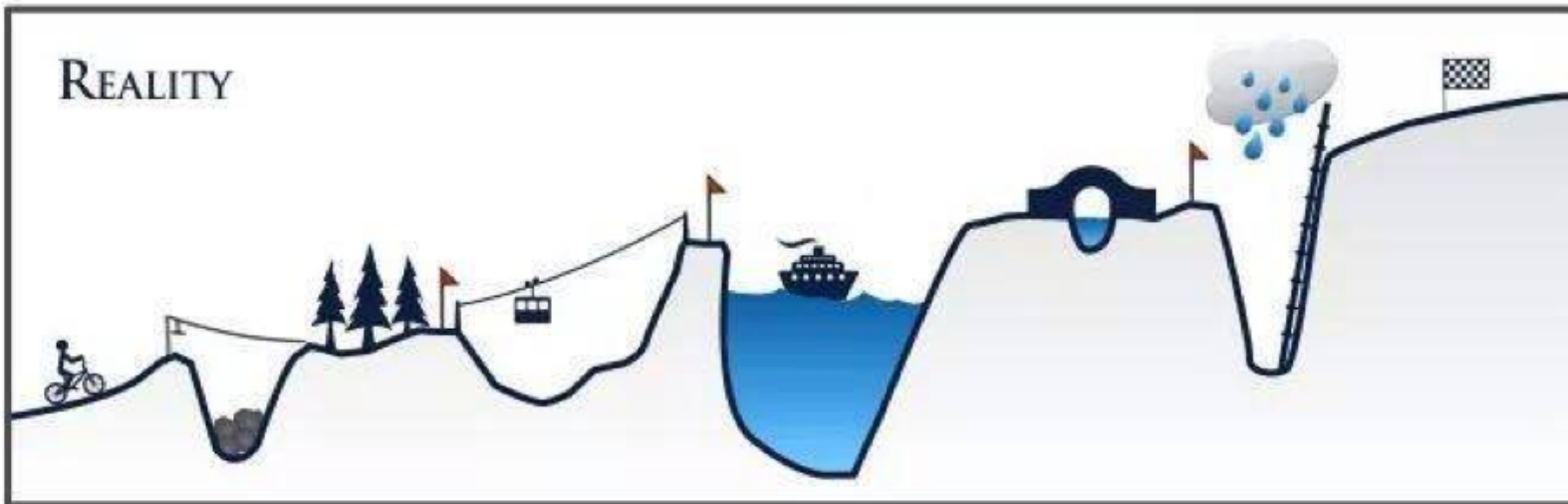
Adapt & scale


2020 and beyond

YOUR PLAN



REALITY




- 
1. **From theory to practice;** Acknowledge what is not working, review how did it or adapt.
 2. **Do not go further if you don't have the basics right;** delivering tangible results is must do
 3. Keep the momentum going, if you drop here, you lose the transformation, **its all about #resilience**



**What about consultants in all
this ?**

BELLY & BRAIN

- 
- Works behind the scenes
 - Brings Insights on processes & expertise on specific projects
 - External view on how you manage your transformation, how you interact & adapt your leadership
 - Objective perception of your organisation on the transformation & reorganisation
 - Leadership coaching
 - Supports & challenges

BELLY & BRAIN



**IF YOUR DIGITAL TRANSFORMATION
IS NOT CONFRONTING AND MAKING YOU
FEEL INSECURE,
YOU'RE PROBABLY NOT MAKING
ANY TRANSFORMATION AT ALL**

#NOPAINNOGAIN

BELLY & BRAIN

DIGITAL TRANSFORMATION AND STRATEGY

Thank you

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