

# Performance

Image  
Club France: the largest fan zone during the Olympic  
and Paralympic games in Paris — MCI France



# Global advancements



mci group earned the EcoVadis Silver Medal for sustainability, ranking among the top 15% of assessed businesses worldwide. The 2024 rating improved by 8 points, achieving a score of 67/100, reflecting its commitment to sustainable business practices. Performance was evaluated across four key areas: environment, labour and human rights, ethics, and sustainable procurement. While strong ratings were achieved, further improvements in ethical due diligence and expanded training on environmental and social issues were prioritised. To support this, all team members were set to complete an ethics module the following year, ensuring responsible business practices. The goal remained to drive sustainability while delivering value to clients and partners.



MCI Canada expanded its event services portfolio with the acquisition of aNd Logisticx, a leading event logistics company. With over 30 years of experience, aNd Logisticx brings best-in-class event execution expertise. This move allows MCI Canada to offer clients even more seamless, end-to-end event management solutions.



The 2024 Association Engagement Index (AEI) revealed the Engagement Loop, providing new insights into how 58 associations engaged with their members. With an Engagement Index of 88, the findings reinforced the need for choice, omnichannel access, and personalisation. The model – consume, contribute, collaborate, co-create – offered a strategic framework to strengthen association engagement, helping organisations foster deeper, long-term relationships.



mci group announced key leadership appointments, with Erin Fuller named Global Head of Association Solutions and Laurence Julliard appointed as Global Head of Client Solutions. Erin led strategic growth initiatives for associations, while Laurence drove corporate client transformation and engagement. These appointments reinforce mci group's commitment to innovation, ensuring clients receive expert-driven solutions that delivered impact.

## matter

Matter joined the French team, expanding content and social media expertise. This integration enables clients to access broader capabilities in brand engagement, multi-channel content strategy, and digital activation, ensuring impactful communication solutions tailored to the evolving market.

# Global advancements



mci group strengthened its EU communication expertise with the acquisition of ESN, a leading Brussels-based communications agency specialising in EU institutions, governments, and non-profits. With over 35 years of expertise in campaigns, digital content, and public affairs, ESN bolsters mci group's ability to support clients navigating the EU landscape, providing expert guidance and engagement solutions.



mci group celebrated the induction of Robin Lokerman, Group President, into the Hall of Leaders by the Events Industry Council. This prestigious honour recognised his outstanding contributions to the events industry, association leadership, and business growth worldwide. His strategic vision shaped the group's expansion and continues to drive success for clients globally.



mci group achieved a top cybersecurity ranking, securing an exceptional CyberVadis cybersecurity score of 923/1,000. This reaffirmed its leadership in data protection and risk management. Combined with ISO 27001 and 27701 certifications, clients and partners benefit from the highest standards in security and privacy. As hybrid and online events expand, safeguarding data remains a top priority.



MCI expanded its presence in LATAM, with new offices in Mexico and Colombia. This milestone strengthens the group's global reach and enhances its ability to deliver greater impact for clients in the region.



MCI Institute transformed Learning & Development (L&D) with the launch of SwitchAI, an AI-powered Learning Management System (LMS) by SanaLabs. This cutting-edge tool captures real-time event insights, turning them into scalable learning assets. Users experienced a 70% boost in learner engagement and a 30% reduction in course creation time, ensuring knowledge from workshops and training sessions was maximised across global teams.



# Financial review

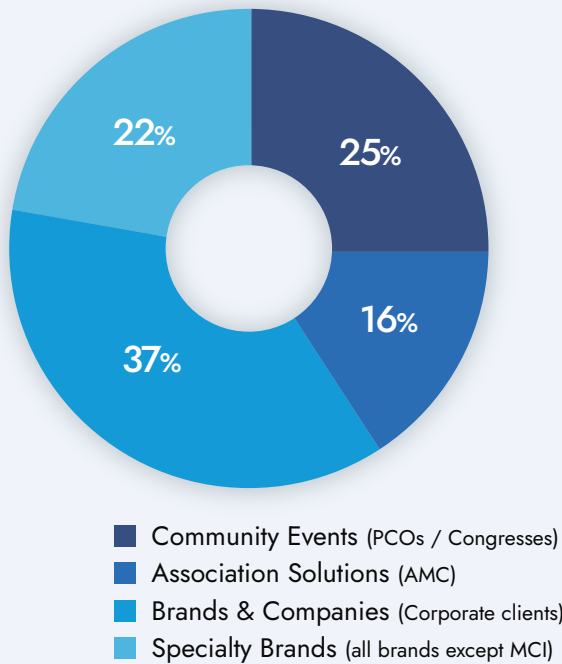
ESN



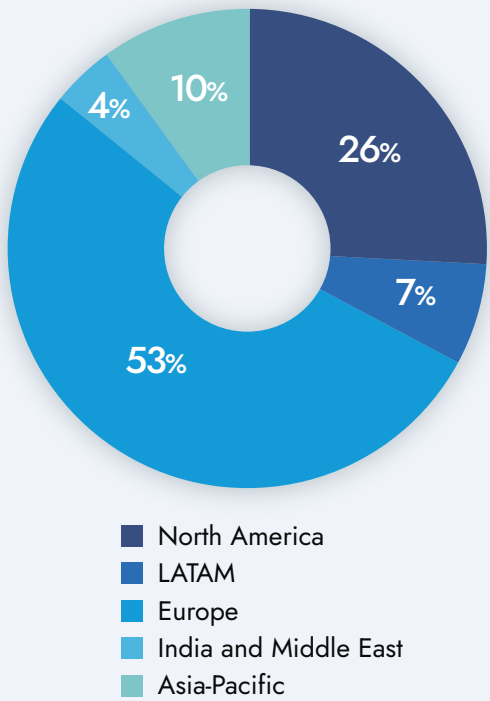
## Financial Figures (in Million Euros and pre-IFRS16)

	2023	2024	Variance vs 2023	Forecast 2025
Revenues	493,1m	574,5m		600m+
Third parties costs from operations	-303,6m	-365,2m		-375m
Gross margin from operations	189,5m	209,3m	+10,5%	215m+
General expenses	159m	174,5m		179,5m
EBITDA from Operations	30,5m	34,8m	+14,1%	35,5m+

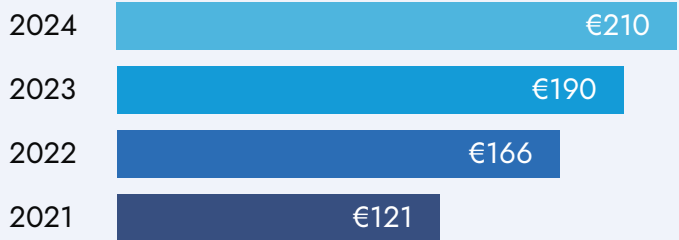
## Gross Margin by expertise



## Gross Margin by region



## Gross margin (in Million Euros)





# Client Success stories

## Shaping the future of mobility for BMW



To ignite global anticipation for its next generation of electric mobility, BMW partnered with HAGEN INVENT for the high-impact press launch of the BMW Vision Neue Klasse X. The team orchestrated every element – from scouting to final staging. By combining bold creative direction with flawless execution, HAGEN INVENT helped position BMW at the forefront of sustainable innovation. The immersive experience captured the brand's future-facing values and design leadership, generating worldwide media attention and reinforcing its status in the evolving electric vehicle landscape.

## Setting new benchmarks for virtual healthcare education with European Respiratory Society



To push the boundaries of virtual healthcare learning, the European Respiratory Society turned to Dorier audio visual production company, to transform the ERS Satellite event into a fully immersive digital experience. Using Digiplace – Dorier's proprietary platform – the team crafted a vibrant 3D environment for an intuitive event that rivalled the energy of an in-person gathering with over 3,600 participants from 130+ countries. Dorier's creative technology expertise delivered a benchmark-setting educational journey—expanding reach, deepening impact, and redefining what virtual can achieve.

## Accelerating global congress growth for the International Society on Thrombosis and Haemostasis



To elevate global participation and registration outcomes for its annual congress, the International Society on Thrombosis and Haemostasis (ISTH) turned to Kabloom, a digital growth agency. Over five consecutive editions, Kabloom delivered data-driven digital campaigns – achieving an average return on investment of over 2,000%. Even in challenging conditions such as visa delays, 18% of total registrations came through digital, proving the power of performance-driven marketing. By refining audience segmentation, optimising platforms, and boosting sponsor engagement through satellite symposia, Kabloom helped ISTH enhance visibility, and expand its global reach – reinforcing the value of strategic digital marketing for medical associations.

## Club Frances becomes the heart of the Paris 2024 Olympic & Paralympic Games



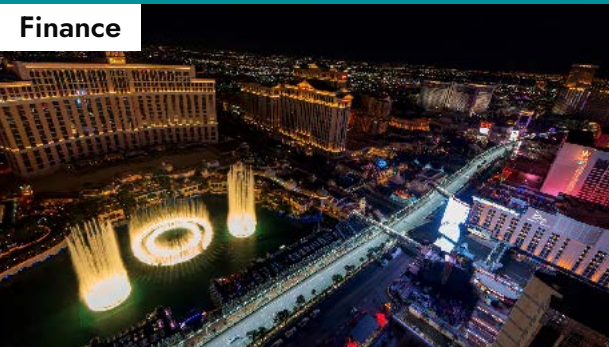
mci group France created unforgettable celebration of sport and culture for the largest fan zone during the Olympic and Paralympic games in Paris. Bringing together 840,000 fans every day the expertise services of MCI Agency, MCI Sports, Ovation, matter unleashed their creativity, providing innovate creative event services, social media and seamless event management that has one them the prestigious awards of Best Public Event Award and La Nuit de l'Événementiel Républik Event



# Client SUCCESS stories

Strengthening American Express' premium experience at the Las Vegas Grand Prix

Finance



Black Flower Agency and MCI USA brought American Express' brand promise to life at the Las Vegas Grand Prix with an exclusive five-day Formula 1 experience for 100 top-tier Platinum and Centurion Card members. Every moment was crafted to surprise, delight, and deepen loyalty. Immersive, high-touch, and unforgettable, the experience reinforced American Express' leadership in curating premium, once-in-a-lifetime moments for its most valued clientele.

Reigniting Brand Passion for Ford with the Capri unveiling

Automotive



In just five weeks, HAGEN INVENT, a live communication and event agency, brought to life a confidential internal event to unveil the return of the iconic Ford Capri – now reborn as an all-electric model. The emotional reveal welcomed over 2,000 employees, celebrating their role in building the future of electric mobility. By combining speed, secrecy, and storytelling, HAGEN INVENT helped Ford energise its workforce, strengthen internal pride, and align an automotive legend with the company's electrification strategy.

Empowering global policy dialogue for Global Forum on Migration and Development

Public Sector



Through the creation of a seamless global platform, MCI Switzerland and Dorier's audio visual production and content expertise successful helped global stakeholders from governments, NGOs, and institutions connect and collaborate on critical policy issues.

Boosting charity fundraising impact at Only Watch 2024

Nonprofit



The event impactful delivery helped captivate over 500 collectors, brands and media, enhancing donor engagement and support. Dorier played a key role in crafting the creativity and audio visual design expertise that contributed to the charity auction, contributing to an impressive CHF 28.3 million raised for Duchenne muscular dystrophy research.



# Client Success stories

Uniting a global developer community through strategic storytelling



For the global kick-off of a major software company, MCI Germany designed and delivered a hybrid experience that inspired over 30,000 developers worldwide. Anchored in a retro gaming aesthetic and themed around artificial intelligence, the event blended strategic messaging with immersive storytelling – from dynamic keynote broadcasts and masterclasses to live chats and a dedicated radio station. With only 130 attendees onsite and the majority engaging virtually, the format significantly reduced CO<sub>2</sub> emissions while maximising global reach, impact, and energy. The show-stopping opening and year-long content journey positioned the client as a visionary leader in tech, powered by creativity, connection, and sustainable innovation.

Deepening global impact for International Society of Blood Transfusion through 19 years of trusted collaboration



For nearly two decades, MCI The Netherlands has stood alongside the International Society of Blood Transfusion (ISBT), co-creating 27 congresses that have advanced global dialogue, education, and connection in transfusion medicine. The latest chapter unfolded in Barcelona with the 38th ISBT Congress – a vibrant five-day experience featuring an enriching scientific programme. This enduring collaboration reflects more than operational excellence; it embodies mutual growth, shared purpose, and the power of long-term partnership to inspire a global medical community.

Uniting employees in celebration of NETZSCH's 150-year legacy



To mark its 150th anniversary, the NETZSCH Group entrusted MCI Germany with creating a large-scale summer festival that brought together 3,500 guests from across Germany, Europe, and South Africa. Designed as a tribute to the company's global workforce, the event included multiple indoor and outdoor stages, immersive experiences, and personalised details – each reflecting the NETZSCH motto of "Proven Excellence." By combining creative brilliance with logistical precision, MCI Germany delivered a seamless and emotionally resonant celebration that strengthened community spirit and left a lasting impression of appreciation, pride, and shared identity.

Transforming India's MICE landscape for a global infrastructure leader



To redefine India's role in the global MICE (Meetings, Incentives, Conferences, and Exhibitions) industry, a \$200 billion multinational conglomerate partnered with insidery to design and operationalise world-class infrastructure across six regions. Over three years, 25 consultants delivered a comprehensive strategy – from market activation and lead generation to financial modelling and destination design – ensuring long-term viability and global competitiveness. The result: a transformative national initiative that elevated India's MICE sector, boosted regional economies, and set new benchmarks in experience-led infrastructure development.



Client  
Success stories

Fueling Fan Excitement for Call of Duty: Warzone Mobile with immersive launch experience



To ignite excitement around the launch of Call of Duty: Warzone Mobile in Brazil, MCI Brazil delivered a high-energy, immersive experience that placed fans and influencers directly inside the game’s universe. In collaboration with Activision Blizzard, the team crafted a dynamic environment using live-action scenarios, striking visuals, and interactive technology – mirroring the intensity of the gameplay itself. Designed with precision and theatrical flair, the event created a lasting impression, drove social buzz, and reinforced the Call of Duty franchise’s powerful connection with its mobile audience.

Expanding clinical data innovation at the Society for Clinical Data Management’s 2024 Annual Conference



For the Society for Clinical Data Management’s 2024 Annual Conference, mci group Belgium delivered a high-performing platform for growth, learning, and global engagement – successfully orchestrating the event’s largest edition to date. With over 30 sessions, 200 speakers, and 1,200 attendees, the team ensured flawless delivery and a seamless delegate journey, while aligning every touchpoint with SCDM’s strategic vision. By integrating operational excellence with meaningful audience engagement, the team helped elevate the association’s global profile and reinforced its role as a leader in advancing clinical data innovation. A focus on patient-centred storytelling added emotional resonance, deepening the conference’s impact and relevance within the life sciences sector.

Expanding Consumer Technology Association’s European Influence



For the sixth consecutive year, MCI The Netherlands partnered with the Consumer Technology Association to deliver CES Unveiled Amsterdam—an influential European showcase for innovation in consumer electronics. The event convened nearly 1,000 attendees and over 80 exhibitors, including leading brands, breakthrough start-ups, senior government officials, and media. From strategic planning to seamless execution, MCI The Netherlands ensured every detail reinforced CES Unveiled’s global reputation, culminating in a high-energy closing experience. The result: a high-impact platform for visibility, connection, and cross-sector innovation at the heart of Europe’s tech ecosystem.

Powering visionary experiences for UNIQ and SpaceX



MCI Switzerland and Dorier partnered with UNIQ Investments SA and SpaceX to deliver an exclusive event at CERN (European Organisation for Nuclear Research) in Geneva. Bringing together influential figures from Europe and the Middle East, the event provided a unique behind-the-scenes look at CERN’s groundbreaking research. Highlights included a talk show with SpaceX’s VP of Private Astronaut Recruitment and discussions on space exploration and Mars missions, solidifying SpaceX’s vision for the future of commercial space travel.



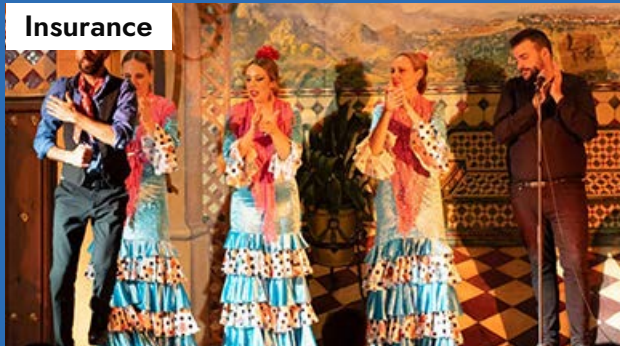
# Client Success stories

## Building a Global Coalition for a Connected Future with 5GAA



From its inception, MCI Germany partnered with 5GAA to grow a small startup into a global force in connected mobility. Through strategic communications, impactful events, and scalable engagement, MCI helped unite over 120 industry leaders – establishing 5GAA as the central voice in shaping the future of smart, connected transportation.

## Creating cultural immersion for Fraser & Hoyt



For a memorable evening in Marbella, Ovation Spain DMC crafted a fully immersive experience for Fraser & Hoyt, celebrating the richness of Andalusian culture through a concept that seamlessly blended tradition and creativity. By combining deep local expertise with imaginative design, Ovation delivered a cultural journey to immerse attendees in the spirit of southern Spain.

## Delivering Personalization at Scale for Adobe Executive Summits



MCI UK partnered with Adobe to bring their vision of AI-driven customer experiences to life through a series of high-impact Executive Summits across London, Paris, and Munich. By blending expert insights, live demos, and curated peer networking, MCI helped Adobe engage senior leaders across Europe – demonstrating the real-world power of personalisation at scale and strengthening Adobe’s position as a leader in customer experience innovation.

## Aligning Industry and Audience Needs at the European Liquid Gas Congress



mci group Belgium through the expertise of MCI Brussels and logos transformed the European Liquid Gas Congress into a more relevant and impactful experience. Their expertise helped to align its strategy with evolving audience and industry expectations. Through a targeted cross-channel campaign and a reimagined programme, they strengthened the event’s brand identity, attracted over 900 participants, and generated 12.9 million impressions – positioning ELGC as a key platform for dialogue and innovation in the energy sector.



Client  
Success stories

Transforming sports event logistics with AI-powered technology at the Maui Invitational



To enhance operational agility and attendee experience at the Maui Invitational, one of the US’s leading early-season college basketball tournaments, MCI USA implemented its AI-enhanced platform, OneSystem Plus. Replacing a legacy system, the new solution enabled faster event setup, real-time reporting, and fully customisable logistics – reducing lead times from months to weeks. The client gained control over every detail, from accommodation packages to live updates, while tailored insights improved decision-making and resource allocation. This digital transformation not only streamlined planning but also elevated the tournament’s engagement, proving how intelligent event technology can drive strategic impact for large-scale live experiences.

Driving Global Engagement and Commercial Wins for IBM Watsonx



Dorier brought IBM’s AI capabilities to life through a gamified, live simulation at NRF New York – creating an unforgettable showcase for Watsonx. The immersive experience not only captured attention on the show floor but led to immediate commercial success with key clients like Walmart. Its impact scaled rapidly, fueling over 40 global activations and positioning Watsonx as a leading AI solution worldwide.

Transforming an internal event into a global community platform



What began as a virtual developer kick-off evolved into a fully integrated, year-round engagement platform through a co-creation partnership between MCI Germany and an international software manufacturer. Now in its third year, the collaboration has grown into a strategic event ecosystem – including a hybrid global kick-off, virtual deep dive sessions, and local live activations—designed to build community, enhance participation, and unify messaging under a cohesive event brand. MCI Germany leads end-to-end delivery, from concept and staging to media production and communication strategy, helping the client strengthen community identification, increase engagement, and establish a scalable platform that delivers sustained impact throughout the year.

Enhancing NIO’s brand visibility at Auto Guangzhou 2024



At the Guangzhou International Automobile Exhibition, MCI China delivered NIO’s high-profile showcase, including the launch of its new brand, Onvo. The Onvo L60 debut positioned NIO as a leader in electric mobility, drawing strong market attention with cutting-edge technology and brand differentiation. MCI China’s expert event execution and strategic planning earned them the NIO Business Resources 2023 Astral Blue Partner Full Experience Award, cementing their role as trusted partners in automotive event marketing.



# Client Success stories

Empowering a global MICE leader through strategic growth



To accelerate global growth and reinforce its leadership in the MICE industry, a leading Chicago-based association representing over 25,000 professionals partnered with insidery on a transformative three-year initiative. By conducting over a dozen C-level strategy workshops and building a five-year growth plan, the project aimed to double membership and market impact. The team redesigned the go-to-market strategy, analysed over 15,000 potential clients, and developed a mergers and acquisitions roadmap to drive expansion. These efforts led to a significantly broadened global footprint, stronger member engagement, and a scalable model for long-term success – positioning the association as an innovation hub and strategic force in the global MICE ecosystem.

Accelerating global performance for Forever Living through award-winning incentive travel



To inspire its top performers and deepen global community ties, Forever Living partnered with Ovation India DMC to deliver a transformative incentive programme across India that welcomed under 2,000 participants from 70 countries and culminated in a record-breaking 20,000-person rally. What began as a celebratory event became a catalyst for measurable business growth – including a 43% surge in new memberships, a 13.8% improvement in seller retention, and double-digit sales increases globally. The programme redefined Forever Living’s incentive strategy, proving the power of experience-led recognition to drive loyalty, motivation, and market expansion.

Transforming recognition into purpose-driven unity for Prudential Singapore



To elevate its traditional reward programme, Prudential Singapore partnered with MCI to deliver an incentive journey that blended cultural immersion with the African philosophy of Ubuntu. To move beyond traditional rewards, Prudential Singapore partnered with MCI to deliver a transformative incentive experience that brought the spirit of Ubuntu to life in Cape Town. Designed to foster deeper connection and purpose, the journey strengthened internal culture, deepened alignment with company values, and enhanced loyalty among top performers. With standout satisfaction ratings, seamless logistics, and powerful CSR moments that left lasting emotional impact, the programme helped Prudential reposition its incentive strategy – from transactional recognition to a unifying brand experience that reinforces pride, purpose, and long-term engagement.

Setting a new global benchmark for smart mobility for the Roads and Transport Authority (RTA)



For the first time in the UAE, the ITS World Congress brought together over 20,000 global attendees in Dubai to advance the future of intelligent transport. mci group Belgium led the end-to-end management while MCI UAE ensured flawless local execution – supporting a landmark collaboration between ERTICO and Dubai’s Roads and Transport Authority. The result was not only record-breaking attendance, but a redefined standard for international congresses in the region – reinforcing Dubai’s innovation leadership and elevating RTA’s global influence in smart mobility.



# Client satisfaction

Our client satisfaction measurement programme is designed to ensure we consistently meet and exceed client expectations through regular performance analyses and necessary organisational adjustments.

## 2024 results:

Net Promoter Score (NPS)

69 

This score is notably higher than the average NPS of 60 typically seen in our sector, indicating strong client endorsement.

Relationship rating

95 %

of clients rated their relationship with our company as excellent or very good, showing our **consistent dedication** to client satisfaction.

Customer Experience Index (CXI)

121 

This score reflects a “strong relationship” with our clients illustrating our commitment to exceeding standard client relationship expectations.

The Net Promoter Score (NPS) is a widely used metric to measure customer loyalty and satisfaction. It is based on a single question: “How likely are you to recommend our company/product/service to a friend or colleague?” The NPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters.

The Customer Experience Index (CXI) is a comprehensive metric that reflects the strength of the relationship between MCI and its customers. It is calculated as the average result of three key components: Performance, Benefit, and Preference. The CXI is then interpreted on a scale from 1 to 150 to determine the strength of the relationship.



# Client recognition

Our valued customers share their feedback.

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MCI has a suite of creative and technical professionals making the event a great success and helping us to achieve the purpose of rejuvenating the brand.”

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I also like the team being creative and always willing to try new ideas.”

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MCI is responsive to our needs, dedicated to our success, detailed in execution, and creative in dealing with exhibitors for our meeting.”

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The team we work with at MCI is fabulous and truly collaborative. They help us innovate and show a true understanding for the needs of our association and the professional community we serve. Their care and attention to detail is second to none as is their creativity and innovation.”

## OneSystem Plus testimonial



[Play video](#) (opens a YouTube window)



# Client

# recognition

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We love the excitement and passion that I saw today at the Summit. It's absolutely phenomenal. The preparation, the way that this event landed to give the community what the community wanted. It was something we wanted to make sure of, and I thought they really did that. So, for that, thank you everyone involved."



Naveen Nigam  
Head of Developer Relations Americas – Google

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Given the difficulty to secure enough high-level consistent operational support through volunteers, the only way we can serve our members and meet our association's objectives is through strong hands-on back-office service providers. Having professional operational and member service support from our valued service provider (MCI) has made a massive difference to our success."



Dennis Larsen  
Board Member, European Association of Communication Directors (EACD)

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We are incredibly pleased and excited about the new Mission MSA branding and website. As we seek to enhance awareness of multiple system atrophy to the broader public while providing a world-class experience for MSA patients and care partners, the evolution of our name and website will help us accelerate our short- and long-term goals."



Joe Lindahl  
MA, CAE, Chief Executive Officer – Mission MSA

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This achievement is the culmination of a year of hard work and dedication, and I sincerely appreciate the commitment and professionalism that went into executing such a complex event. The new initiatives exceeded all my expectations."



Filomena Ribeiro  
European Society Of Cataract & Refractive Surgeons (ESCRS) President

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We are thankful for the exceptionally positive feedback from our participants, but we are truly most enthusiastic about the platform for industry growth that has been created."



Eric Wulf  
CEO – International Carwash Association

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MCI was impeccable in attending to all our needs. Everything is exceeding expectations!"



Chico Junior  
Operations Manager – McDonald's

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Everything was impeccable today! Excellent. Congratulations! It was a pleasure to collaborate on projects with you and your team again. The feedback from the CEO was outstanding. His expectations were met, and he is very satisfied with the work delivered."












Marcelo Romeo  
CMO – Grupo Newsan



# Industry recognition

	<b>World Travel Awards</b> <b>Gold</b> Best destination management company in Denmark
	<b>Seoul Metropolitan Government award</b> <b>Gold</b> Best international conference organizer
	<b>Prêmio Caio (Caio awards)</b> <b>Silver</b> Best sustainable event <b>Bronze</b> Best scenographic project <b>Bronze</b> Best technical infrastructure & audiovisual
	<b>dotCOMM Awards</b> <b>Platinum</b> Online media design, digital brochure <b>Gold</b> Website redesign <b>Gold</b> Social media marketing, social branding campaigns
	<b>Marketing-Interactive Event Marketing Awards</b> <b>Gold</b> Event marketing agency of the year
	<b>MALT Excellence Awards</b> <b>Gold</b> Exceptional association event of the year
	<b>Top Work Places</b> <b>Top workplace</b>

	<b>MUSE Creative Awards</b> <b>Gold</b> Corporate identity <b>Gold</b> Marketing & promotional brochure <b>Silver</b> Social media – live event <b>Silver</b> Marketing & promotional flyer <b>Silver</b> Video – consumer products / services <b>Silver</b> Corporate identity – brand identity
	<b>Eventex Awards</b> <b>Gold</b> Best global team <b>Silver</b> Employee recognition programme <b>Silver</b> European event category
	<b>Meetings &amp; Events Australia NSW Awards</b> <b>Gold</b> Best association event award
	<b>FIP Festivals Awards</b> <b>Gold</b> Health and Wellness <b>Gold</b> Best agency in Argentina <b>Silver</b> Best green event <b>Silver</b> Best automotive, moto & truck event <b>Bronze</b> Sustainable event
	<b>Cvent CONNECT Awards</b> <b>Gold</b> Pivotal partner award for excellence in travel, events & meeting management

	<b>Marketing Event Awards</b> <b>Bronze</b> Best business event
	<b>Grand Prix du Sport Business</b> <b>Gold</b> Best sport event
	<b>MeetingsNet CMI 25 List</b> Meeting & incentive company
	<b>XR Awards</b> <b>Highly commended</b>
	<b>XAVER Awards</b> <b>Gold</b> Best temporary installations & exhibitions <b>Bronze</b> Best corporate event
	<b>World MICE Awards</b> <b>Gold</b> Best conference & event organizer in Denmark
	<b>Great Place To Work</b> <b>Certified</b>
	<b>BizBash Event Experience Awards</b> <b>Gold</b> Best social event
	<b>Superbrands</b> Superbrands status for the 10th consecutive year



# Integrating **A** and technology

At mci group, we apply artificial intelligence as a strategic enabler — delivering measurable value across events, communications, and brand experiences. We believe the future of innovation is not only digital — it's deeply human. In 2024, we accelerated our adoption of AI across global operations with one clear aim: to strengthen the human impact of everything we do. This approach is rooted in our HumAI philosophy — where smart technology supports real expertise, and digital tools help unlock deeper insights, stronger relationships, and more effective results for our clients.

By embedding AI into content workflows, data intelligence, and event experiences, we're enabling our teams and partners to move with greater speed and clarity — while always keeping the focus on relevance, quality, and connection. HumAI is how we ensure innovation stays grounded in purpose and driven by people.

## Harnessing AI to scale human impact — in partnership with Microsoft

We became the first company in the French-speaking part of Switzerland to purchase Microsoft 365 Copilot licences, following its release to organisations with an Enterprise Agreement in November 2023. In 2024, over 300 licences were distributed to our most digitally experienced teams, who formed a group of "AI champions" responsible for testing real-world use cases, sharing prompting techniques, and developing scalable applications.

Through a combination of gamified training, peer learning, and active knowledge-sharing, we transformed this pilot into a robust global enablement programme. Our Learning & Development and IT teams co-created resources now embedded into our onboarding and upskilling journeys. Access to Copilot was made available to all teams that completed training and contributed to implementation plans — a move that drove rapid adoption across business units.

We also introduced "Prompt Buddy", an internal prompt-sharing tool that has become a central repository of high-performing AI prompts. These reusable inputs empower employees to produce consistent, high-quality outputs — a benefit that cascades directly into client work.





Our collaboration with Microsoft is grounded in a shared belief — that AI can deliver real value when applied ethically, creatively, and with strategic intent. By embedding Microsoft 365 Copilot into daily workflows, we help our teams:

- Reduce time spent on repetitive tasks and focus on high-impact, creative thinking
- Gain deeper insights and produce more accurate, timely reporting
- Personalise client communications and campaigns at greater speed and scale
- Maintain consistency and quality across global project teams

These advancements translate into faster turnaround times, smarter recommendations, and more agile delivery — enabling us to support clients with solutions that are both innovative and effective.

## AI is redefining how we design, deliver, and scale projects.

For our clients, this means:

- Hyper-personalised experiences: Recommendation engines and AI chatbots enhance engagement before, during, and after events.
- Optimised logistics: Intelligent tools assist in venue selection, scheduling, and resource planning, reducing time and cost.
- Predictive insights: AI-driven analytics surface attendee preferences and behavioural trends, enabling tailored programming.

Our AI approach is built within the framework of ISO 27001 and 27701 certifications. We've also strengthened the foundations for ethical and secure AI adoption by updating our IT and Data Privacy charters. These now include dedicated AI provisions aligned with international standards — reinforcing our role as a responsible and forward-thinking partner in highly regulated industries.

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Generative AI was and is a key factor, not only to enhance our operational capabilities, but also to reinforce our commitment to leveraging technology and delivering exceptional value and results for our customers."

Edouard Duverger  
CIO, mci group



# A scalable secure future

In 2025, mci group is scaling Copilot deployment to 1,600 users, with full global rollout planned. Beyond Microsoft 365, we are expanding our partnership with Microsoft through Copilot Studio and Azure OpenAI Service, along with hackathons and co-creation sessions with our clients, co-developing new use cases and exploring ways to further integrate intelligent automation into our solutions portfolio. In parallel, we are also leveraging a range of creative AI tools — such as Midjourney and Adobe Firefly — all validated by our Data Privacy and IT Security Committee, to support ideation, design, and content creation. These technologies enable our teams to explore new dimensions of storytelling, branding, and visual engagement in a secure and scalable way.

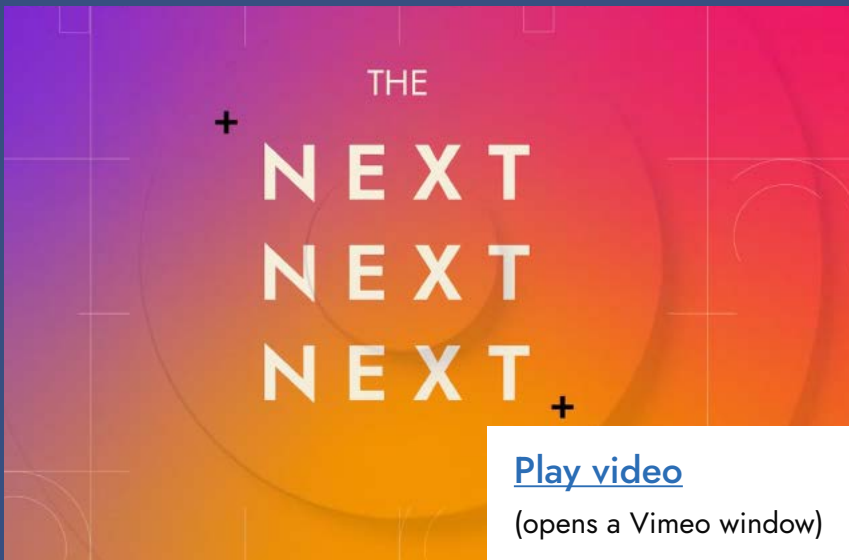
## Helping clients unlock the value of AI

At mci group, we apply artificial intelligence as a strategic enabler — delivering measurable value across events, communications, and brand experiences. By combining human creativity with AI-powered insights, we help our clients deepen audience engagement, streamline operations, and make data-informed decisions that drive results.

From personalised event journeys powered by Jade AI Assistant to AI-informed strategies in our Business Intelligence Unit, we are empowering our teams to work smarter and faster — so we can focus more time on our clients, audiences, and communities.

Our AI tools are delivering measurable value to clients across industries:

- OneSystem Plus + Jade AI: Automating registration, housing, and customer service for large-scale events while providing 24/7 multilingual support and real-time data insights.



“AI helps us accelerate the development cycle for building communities — so we can focus on what truly matters: creating, growing, engaging, replicating, and monetising meaningful connections. It enables us to prioritise relevance, interaction, and human value at every stage.”

Oscar Cerezales  
Global President

- AI-enhanced content and marketing: From segmenting attendees to crafting personalised campaigns, our teams use AI to reach the right audience, with the right message, at the right time.
- Smart event data: Using predictive analytics and AI dashboards, we help clients measure engagement, optimise their formats, and improve ROI — even during live events.
- Switchai learning platform: Transforming live content into searchable, AI-curated learning paths, making knowledge accessible long after the event ends.
- AI-powered creativity and content: Using AI tools to accelerate concepting, storytelling, and visual production. Through design thinking and creative consulting, we craft scalable, emotionally engaging brand experiences.

AI is transforming marketing, community building, and customer engagement — but technology alone isn't enough. At mci group, we help clients navigate this landscape with proven tools, strategic guidance, and human expertise to ensure AI creates real-world impact.



# We accelerate engagement

through data and automation

AI enables our clients to better understand and engage their audiences. By automating tasks such as social media publishing, attendee messaging, and performance tracking, we free up teams to focus on creative and strategic thinking.

- We support clients in personalising content and invitations using data on past behaviours, interests and demographics — boosting campaign performance.
- We use AI to automate repetitive marketing tasks like posting updates, running contests, or managing large-scale campaigns.
- Our teams generate accurate dashboards and reports, pulling real-time data from events to measure impact and optimise future outreach.

## We power community building with AI-informed insights

AI is particularly effective at enabling the science behind community building. It helps identify audiences, streamline activation, and scale engagement efficiently. Our experts help clients:

- Map and segment audiences based on interests and behaviour.
- Target high-value prospects through predictive marketing tools.
- Monetise community interactions through smarter, data-led programming.

As Oscar Cerezales puts it, **“AI has a role when it comes to the art and the science of building communities”** — provided the business model is designed for efficiency.

## We improve speed to market for content, services and innovation

AI paired with machine learning can exponentially improve how fast clients launch new initiatives. Whether it's developing a new event series, repackaging knowledge assets, or tailoring communications for a member base, we help:

- Shorten development cycles for content, campaigns, and experiences.
- Deliver faster, more tailored communication, especially for associations and membership organisations.
- Match messaging to the right channels and formats based on data-driven performance insights.





# We enhance the attendee journey through smart experiences

We implement AI tools that enrich the participant experience — both online and in-person:

- AI-powered virtual assistants guide attendees across venues, answer questions, and facilitate networking.
- Real-time personalisation based on movement and behaviour enhances relevance — for example, suggesting sessions or products during an event.
- Conversational chatbots resolve queries and provide support, reducing pressure on on-site teams.

## We de-risk adoption with strategic governance and expertise

Many clients are still early in their AI journey. mci group helps bridge this gap through tested processes, strategic advice, and ethical leadership:

- We pilot and test tools across our global teams before recommending them to clients.
- We match the right AI solution to the right operational challenge, drawing on internal best practices.
- We help associations and corporations establish AI usage policies and ethical frameworks, including publishing ethics statements.

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At mci group, leveraging AI has profoundly changed not only how I work, but how I live. By integrating AI into our daily processes, I've significantly increased my productivity and creativity, allowing me to focus more deeply on meaningful human connections — both professionally and personally. One evening, my youngest son noticed the difference, asking with genuine concern, 'Dad, is everything okay at work? You're here with us more.' That's the true power of AI: enhancing our humanity by giving us more time for what truly matters."

David Granite  
Creative Technologist, Dorier

## We educate, guide and empower clients to use AI responsibly

Through ongoing advisory, training and co-creation, we empower clients to use AI confidently and ethically. From data privacy and IP compliance to content validation and platform selection, we provide:

- Clear guidance on trusted tools and usage frameworks
- Support in AI strategy development, especially for associations
- Expert-led insights on balancing AI automation with human judgement



# We fuel creativity

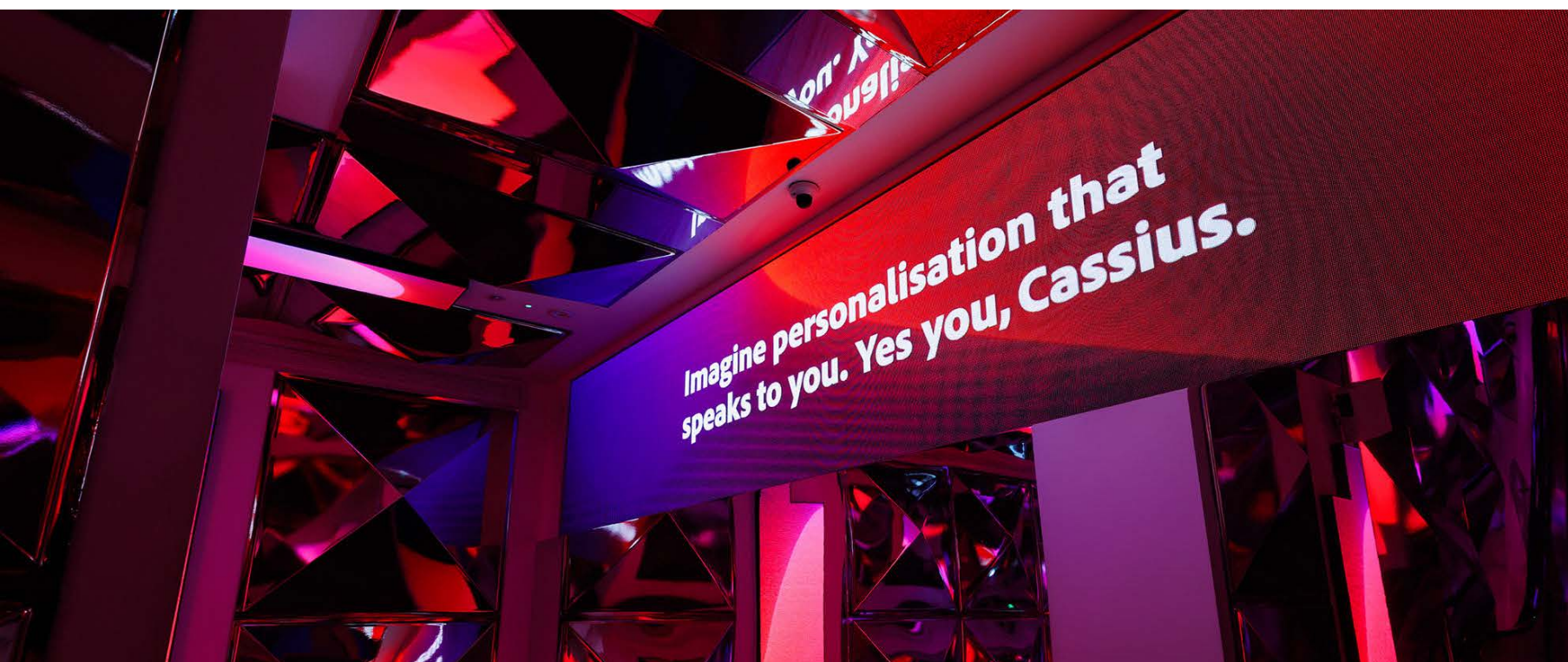
through AI-driven content and strategic design

At mci group, creativity is both a mindset and a method. We combine AI-powered tools with proven creative frameworks to deliver scalable, high-impact content and experiences for our clients. From ideation to execution, we balance the power of technology with human insight to create emotionally resonant, purpose-driven work.

- We use AI tools like ChatGPT, Midjourney, and Adobe Firefly to accelerate brainstorming, scriptwriting, storytelling, and visual prototyping — helping teams move faster while enhancing quality and originality.
- Our content specialists apply AI to produce social media posts, personalised invites, executive summaries, and client proposals — ensuring consistent, on-brand messaging at scale.
- Design thinking frameworks guide our approach across regions like Canada and the UK, turning audience insight into action through iterative phases: Empathise, Define, Ideate, Prototype, and Test.
- Our creative consulting model blends diagnostic research, visual storytelling, and human-centred design to co-create brand experiences that are innovative and strategically aligned.
- Experiential activations like “A Stroll into the Future” and “Chatting with AI” demonstrate how we embed AI into real-time audience engagement — merging creativity, technology, and imagination.

## We elevate marketing and brand engagement through AI-powered creativity

- At mci group, we blend data, automation, and storytelling to deliver high-impact campaigns that resonate with today’s audiences. AI amplifies our ability to personalise at scale, accelerate creative execution, and craft emotionally engaging narratives that strengthen brand loyalty.
- We deploy AI across the marketing lifecycle — from attendee segmentation and automated social media publishing to programmatic ad optimisation — ensuring the right message reaches the right audience, faster.
- Up to 30% of client advertising creatives are now AI-generated, enabling faster production timelines without compromising on quality or performance.
- Our teams use AI to test creative variations, tailor messages across platforms, and optimise campaign effectiveness in real time.
- For campaigns like the Adobe Executive Summits and Call of Duty Warzone Mobile, we combine immersive storytelling with innovative content formats to engage diverse audiences.
- AI supports the development of story arcs, visual direction, and engagement strategies — helping brands build powerful, lasting narratives that cut through the noise.



Our vision is clear: to remain at the forefront of responsible AI use in event management, communications, and community building — always from a client-first perspective.



# Creativity and strategic expertise

At mci group, creativity is a mindset, a methodology, and a continuous process. We see creativity as the foundation of problem-solving and the driving force behind meaningful engagement. It powers how we understand audiences, shape strategies, and deliver experiences that make a measurable difference for our clients.

Creativity at mci group is purposeful. It emerges through collaboration, diverse perspectives, and structured methodologies like design thinking that transform insight into action. From brand activations and immersive events to complex digital platforms and community-building strategies, our creative process is always anchored in one question: how do we create real value for the people our clients serve?



## Design thinking in practice

Our creative process is grounded in design thinking and elevated by a collaborative mindset that prioritises co-creation. This user-centred, iterative approach helps us move confidently from discovery to delivery — ensuring solutions are inventive, validated, and scalable.

In Germany, co-creation is integral to how we apply design thinking across client engagements. From the outset of a project, we bring together interdisciplinary teams — often combining client stakeholders with our own strategists and creatives — to jointly shape the brief, define objectives, and structure project milestones. This shared ownership leads to better alignment, faster decision-making, and stronger outcomes.

One example involved a global software client, where our team co-developed an internal developer experience that evolved into a long-term community platform. Rather than approaching the project in silos, the joint team worked side-by-side to prototype and test formats that resonated with their workforce — transforming a one-off event into a year-round engagement strategy now running for three consecutive years.

Our methodology balances structure with agility. We define clear process steps and roles at the outset — often in a co-creation workshop — and build in space for iteration, feedback and course correction. This allows teams to remain flexible while staying focused on shared goals. Digital platforms like Slack and MS Teams help facilitate cross-organisational coordination and documentation throughout.

Most importantly, co-creation builds trust. By inviting people to shape the process, we boost engagement, surface ideas earlier, and reduce friction in execution. It motivates proactive thinking, strengthens identification with the outcome, and accelerates innovation across all phases — from briefing and design to implementation and beyond.



## A universal language of creative consulting

Another example is from UK — our design directors apply a layered creative consulting model that blends research, design strategy, visual storytelling, and human insight. Every brief begins with a diagnostic phase: we ask "what, why, who and how" to unearth not just the deliverables, but the true business or behavioural shift our clients are seeking.

Once the goals are defined, our creative process moves into ideation. We start by sketching, drawing from fine arts and storytelling disciplines to visualise potential directions. Ideas are tested in cycles, refined collaboratively with our internal teams and clients, and validated through both qualitative feedback and tangible results. Whether it's a digital platform for a governance institute or a sustainability activation for a global brand, our approach consistently blends creativity with measurable impact.

## Creativity as a client-facing asset

Creativity is not only embedded in our internal workflows — it is a strategic asset for our clients. Our creative consulting enables organisations to:

- Connect with diverse audiences through inclusive, emotionally resonant storytelling
- Build and activate communities with meaningful brand experiences
- Translate insights into innovation pipelines through co-creation and experimentation
- Rapidly iterate on ideas to uncover and scale what works

One standout example is our work on the Paris Peace Forum, where our integrated creative and production teams helped drive nearly 50,000 media interactions and over 3 million social impressions in just two days.



## Environments that fuel creativity

Creativity needs space to thrive. Across our global offices, we invest in environments that foster curiosity, reflection, and cross-pollination of ideas. This includes mentorship programmes, collaborative workshops, dedicated ideation spaces, and best-practice sharing platforms.

We teach and apply diverse thinking techniques, including:

- Lateral thinking to generate unexpected connections
- Counterfactual thinking to explore alternative realities and missed opportunities
- Visual thinking to map problems and solutions for greater clarity and group alignment

To ensure quieter team members have their say, we encourage anonymous idea generation exercises that later become part of structured discussions — an approach proven to increase participation and originality across our creative network.



# Creativity as a catalyst for impact

At mci group, creativity is central to how we tackle client challenges — from shifting brand perception and accelerating content pipelines to designing inclusive community platforms. Our clients benefit from both the process and the outcomes. They gain clarity, confidence, and creative capital they can use to adapt, grow and lead.

Creative problem-solving is not an occasional tool; it is a core competency. We embrace experimentation and calculated risk-taking. We make room for anomalies and diverse viewpoints. We turn constraints into catalysts for innovation.

From Bvlgari to Schlumberger, our track record shows that creativity isn't decorative; it's transformative. It's how we bring ideas to life, and how we empower our clients to engage meaningfully, grow sustainably, and lead with imagination.

**This is the creativity we bring to every project. Insight-led, impact-driven, and always human at its core.**



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Creativity is at the heart of everything we do. It is the driving force behind every project, campaign, and community initiative. Because we know it truly resonates with audiences. Our process is insightful and collaboration-driven. We immerse ourselves in our clients' world, tapping into data, psychology, and real audience insights. This helps us create meaningful connections and experiences.”

Sylvia Andre  
Chief Creativity Officer, MCI agency