

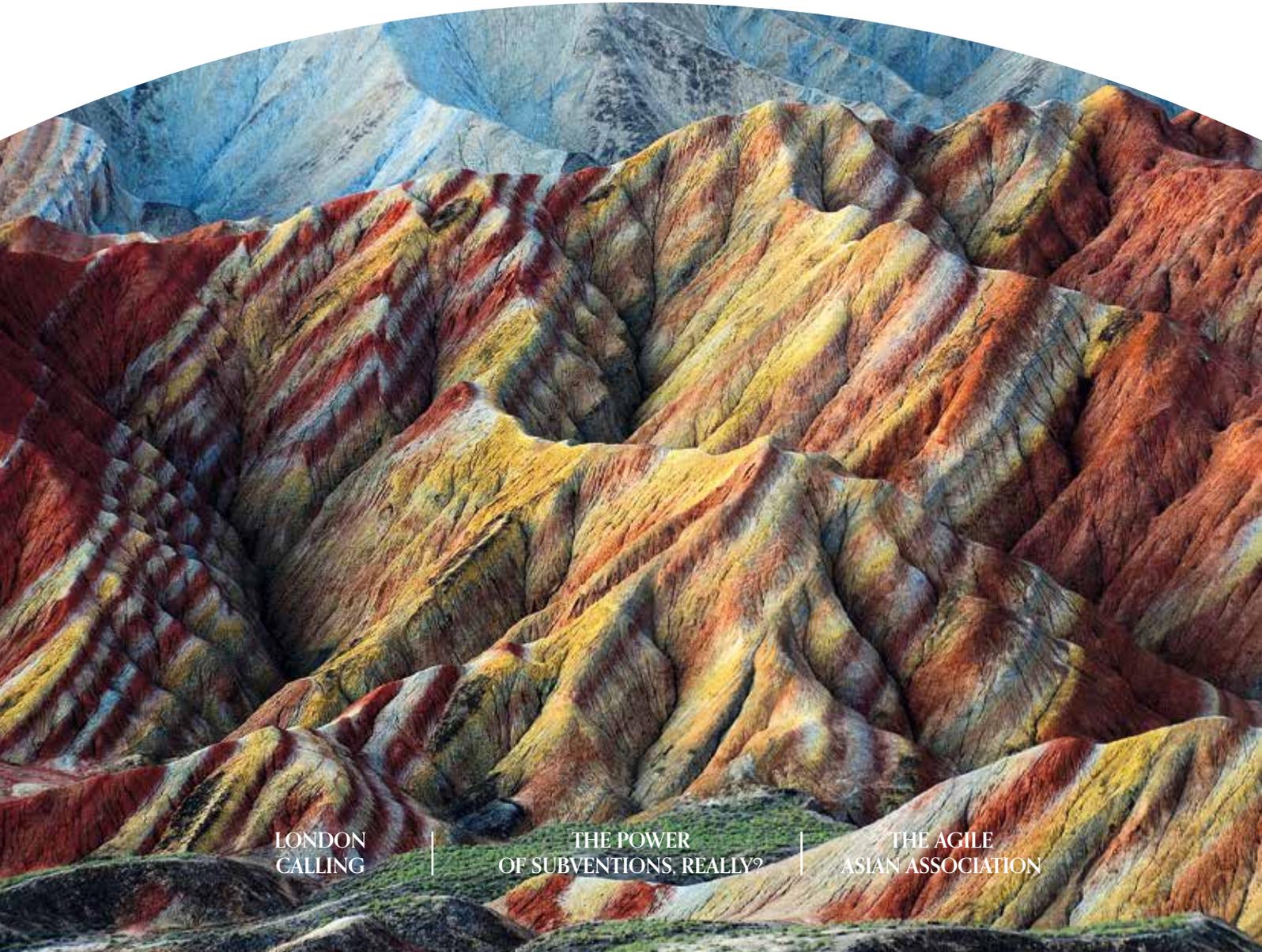


BOARDROOM

THE BEST RESOURCE FOR ASSOCIATIONS

THE MEANING OF BEING GLOBAL

— MARCH | **MAY 2017** | JULY | SEPTEMBER | NOVEMBER —



LONDON
CALLING

THE POWER
OF SUBVENTIONS, REALLY?

THE AGILE
ASIAN ASSOCIATION

**IN NOVEMBER 2017,
THE GRAND
OPENING OF
EUROPE'S LARGEST
CONVENTION CENTRE**

THE PARIS CONVENTION CENTRE:
A 5,200-SEAT PLENARY HALL
CONNECTED TO 72,000 SQ. M
OF EXHIBITION SPACE WITHIN
PARIS EXPO PORTE DE VERSAILLES



Download our apps:
PARIS EXPO 
PARIS CONGRESS

To find out more:
commercial@viparis.com

The First is Always the Hardest

During my time as a journalist in the meetings industry, there have been a lot of firsts: the first interview, the first article, the first research paper, the first FAM trip, the first trade show... and the list goes on. Now I am writing my first letter for Boardroom, branded as « the best resource for associations ». I have thought about many topics to start off this letter, all of them accompanied by the anxiety created by firsts. The transformational analogy in the title seems most apt in circumstances such as firsts. Each first indeed brings about some sort of transformation.

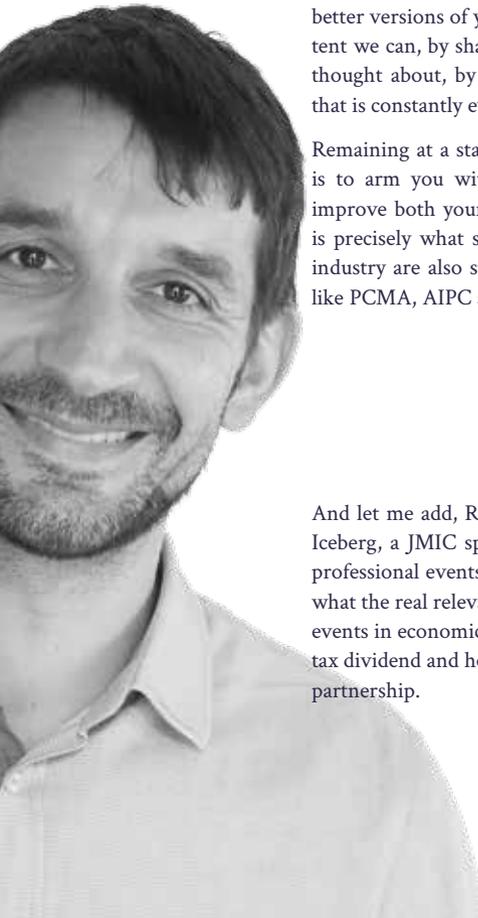
And this is just what we are trying to accomplish at Boardroom. Trying to transform you and make you better versions of yourself by bringing the best content we can, by sharing ideas you might never have thought about, by giving insights into an industry that is constantly evolving.

Remaining at a standstill is never good, so our aim is to arm you with a few tools to professionally improve both yourself and your organisation. This is precisely what some of the major players in the industry are also striving to achieve. Organisations like PCMA, AIPC and IAPCO—who we have set up

privileged partnerships with—all provide some sort of top-notch education, from seminars with local flavour to large congresses for senior executives.

The month of May alone holds a wealth of opportunity when it comes to education. The Boardroom staff just attended the Associations World Congress in Vienna where no less than 70 speakers discussed the latest thinking, future trends and key challenges facing international associations. Now we're on our way to IMEX Frankfurt for, among other things, the unmissable Association Day and its extensively researched programme. Later this month, we will learn all about the challenges and opportunities for associations to grow internationally at the European Association Summit in Brussels – the main theme of this very issue.

One of the great things about making it through the first is that it takes the pressure off. For better or for worse, it's done. Even if you have to redo it, at least the first is done. Pressing through the anxiety is not always easy, and it is often (though not always) proportional to the size of the task. Now that I conclude this first letter, I invite you to continue reading.



Rémi Dévé

Founder & Chief Editor

And let me add, Rémi, another 'first' in this issue. We are happy to announce a new partnership with The Iceberg, a JMIC spin off. As James Latham explains, it is a new advocacy channel promoting the value of professional events to government and business. They want to reveal what is beneath the tip of the iceberg, what the real relevance of our industry is. How? By collaborating to identify and share the legacies of business events in economic and social outcome terms, going beyond those impacts of the immediate visitor economy, tax dividend and hospitality employment—exactly what we have started to do in Boardroom! It will be a great partnership.



Cécile Vohler

Founder & Managing Partner

BOARDROOM ADVISORY BOARD

Boardroom aims to cover a wide spectrum of issues of interest to European and international associations. To do so and stay on top of trends, it works in consultation with an Advisory Board. A constant work-in-progress, Boardroom Advisory Board is made up of experts from non-profit advocacy groups - they will decide, for instance, what the main theme of the June issue will be.



Silke Schlinnertz

Head of Operations & Events,
Euroheat & Power

Silke was appointed to the role of Head of Operations in January 2014, having previously occupied the position of Communications and Events Manager at Euroheat & Power. She is in charge of the oversight and management of the Euroheat & Power office, events organisation and relations with Euroheat & Power members and partners. Silke joined Euroheat & Power in March 2011 from Colloquium Brussels, an international Events agency. Silke possesses more than 10 years of experience in strategic marketing and event organisation.



Mohamed Mezghani

Deputy Secretary General, UITP :
Advancing Public Transport

Mohamed worked at UITP as Senior Manager (1999-2001), Director Knowledge and Membership Services (2001-2006) and Senior Adviser to the Secretary General (2006-2013). He also carried out several technical assistance and training projects in Africa and the Middle-East. He established UITP Office for the Middle-East and North Africa in Dubai. Moreover, he has been responsible for the management of several events in multiple locations worldwide including the UITP World Congress and Exhibition.



Giuseppe Marletta

Association Manager,
International Association of
Young Lawyers (AIJA)

Giuseppe is the Head of the Secretariat, facilitating good governance, supporting AIJA membership and communication strategies, over-seeing AIJA events. Prior to joining AIJA in 2012, he managed several European and International groups and associations, in the field of intercultural dialogue, policy making, project management as well as in the health sector. Giuseppe is a member of ESAE, European Society of Association Executives, and ASAE, American Society of Association Executives.



Grégoire Pavillon

Executive Director, European
Association for the Study of the
Liver (EASL)

Grégoire joined the non-for-profit sector over 10 years ago when he started working for a PCO in Geneva. He started his professional career as a chef and completed a Bachelor and Masters Degree at the Ecole Hôtelière in Lausanne. He also holds a Master of Advanced Studies in Non for profit Management. Grégoire is a member of the EASL Governing Board and volunteer at the position of Secretary at the Swiss Foundation against Liver Cancer as well as the Board of the AC Forum.

CONTENTS

EDITOR'S PAGES

04



BOARDROOM ADVISORY BOARD	04
EUROPEAN ASSOCIATION AWARDS	07
ASSOCIATION INTERVIEW	08

DESTINATIONS

44



ZURICH	46
LONDON	48
GENEVA	52
MELBOURNE	54
RIGA & LATVIA	56
OTTAWA	58

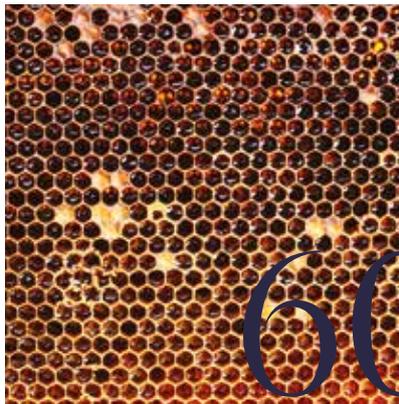
GLOBALIZATION IN THE BOARDROOM



10

THE MEANING OF BEING GLOBAL	12
HOW TO KEEP A COMPETITIVE EDGE IN A GLOBALIZED WORLD	16
CONVENE: READING THE CULTURE MAP...	20
IAPCO: UNDERSTANDING REGULATIONS...	24
AIPC: MAKING IT INTERNATIONAL	26
COMMON OVERSIGHTS GOING GLOBAL	28
CULTURE MATTERS	30

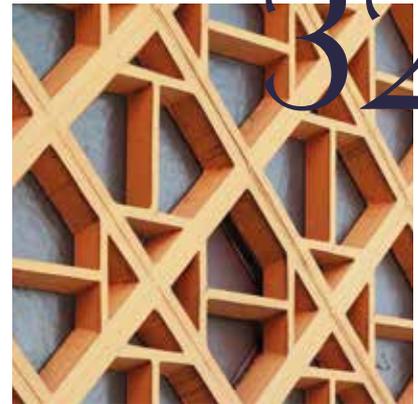
THE VOICE OF...



60

JMIC	60
LISA GARDINER	62
ELLIOTT FERGUSON	64

EDUCATION IN THE BOARDROOM



32

ASSOCIATION MEETINGS CONFERENCE	35
THE AGILE ASIAN ASSOCIATION	36
EMIAM	39
HOW TO STAY RELEVANT	40
ASSOCIATIONS WORLD CONGRESS	43



BOARDROOM
THE BEST RESOURCE FOR ASSOCIATIONS

MEET BOARDROOM AT IMEX

Frankfurt \ 16-18 May 2017 \ Stand G415



BOARDROOM
THE BEST RESOURCE FOR ASSOCIATIONS

Boardroom \ The Best Resource for Associations

Address

Avenue des Volontaires 19 - 1160 Brussels - Belgium
info@boardroom.global \ www.boardroom.global \
T. +32 2 743 47 22

Partner of



THE ICEBERG
Legacies of business events



Founder & Managing Partner

Cécile Koch \ cecile@boardroom.global \ +32 487 17 70 25

Founder & Chief Editor

Rémi Dévé \ editor@boardroom.global \ +32 487 17 70 73

Editors

Lane Nieset \ lane@boardroom.global \ +33 7 63 10 67 55
Vikki Carley

Contributors

Patrizia Semprebene Buongiorno \ Geoff Donaghy \ Renata
Lerch \ Chris Smit \ Octavio 'Bobby' Peralta \ Rod Cameron

Digital Manager

digital@boardroom.global

Administration & Accounting

Anny Van Sinay \ finance@boardroom.global

Photographers

Eric Danhier (Letter of the Editor) \ Jason Chen (Cover)

Responsible Publisher

KODE Publishing & Services

Subscription

125€ within Europe \ 175€ outside Europe
To subscribe: info@boardroom.global

Boardroom is published 5 times a year: March, May, July,
September, November \ P922075
Circulation: 8,000 copies.

The articles published in Boardroom are exclusively owned by
the Publisher, unless mentioned otherwise. The right to use,
after publication, part or all of any article in subsequent works
has to be granted by the Publisher. Any other use or reproduc-
tion of the work requires permission from the Publisher.

European Association Awards Why Were You Not There?

At a ceremony held in February in Brussels, the 13 winners of the inaugural edition of the European Association Awards were revealed. The programme recognises exceptional achievements and campaign excellence taking place throughout Europe, at both in-country and Pan-European levels.

Words Cécile Koch



Winners were chosen from among more than 60 finalists, and include both individuals and teams who have worked to ensure their organisation's members' voices are heard.

The ceremony, held in Brussels at the Radisson Blu Royal Hotel, was hosted by BBC presenter Mark Mardell. More than 250 people attended the ceremony, and the entries and audience composition reflected the truly pan-EU nature of the awards. It was organised by London-based company GCN, Global

Conference Network, which in the past already organised a similar event in London several times.

Overall, it was a well-organised event, with a good keynote speaker and a classical singer made it top. There were a lot of UK based associations, so my humble suggestion would be the following: next year have more continent based associations participate in the contest – it will make the event even more European!

09 \ MAY 2017

THE WINNERS OF THE 2017 EDITION OF THE EUROPEAN ASSOCIATION AWARDS ARE AS FOLLOWS

Best Association Website

European Aluminium

Best Use of Social Media

Recruitment & Employment Confederation - IRP Awards Shortlisted Selfies

Best Association Magazine or Publication

FoodDrinkEurope - Ingredients for a Circular Economy

Best Association Newsletter

AOSpine - AOSpine Newsletter

Best Networking Event

SolarPower Europe - A Celebration of Solar

Best Association Awards Event

European Association of Communications Agencies - Euro Effie Awards 2016

Best Association Conference

Association for Financial Markets in Europe - AFME's Annual European Market Liquidity Conference

Best Training Initiative

The Law Society of Scotland - Street Law

Best Lobbying Campaign

European Association for the Study of Obesity - European Obesity Day 2016

Best Provision of Industry Information and Intelligence

The European Biomass Association - AEBIOM Statistical Report 2016

Best Association Supplier or Partner

Conference Partners

Association Leadership Award

Orgalime - Adrian Harris

Overall Best European Association

WindEurope

KES International

An Ideal Platform for Knowledge Dissemination

We met Professor Robert J. Howlett on the occasion of one of Ottawa Tourism's association sales missions in London in March. Immediately KES International intrigued us, especially when we found out its tagline read: «*KES brings people together to make... Knowledge Connections.*» What could that mean exactly? Isn't that precisely what any association aims to do? Anyway, this seemed quite interesting. Together with Faye Alexander, Professor Howlett explains what the organisation is about and what kind of challenges they've had to overcome in the past years.

Interview Rémi Dévé



Can you explain what Kes International is about?

For over two decades the mission of KES International has provided a professional community, networking and publication opportunities for all those who work in knowledge-intensive subjects. At KES we are passionate about the dissemination, transfer, sharing and brokerage of knowledge. The KES community consists of several thousand experts, scientists, academics, engineers students and practitioners who participate in KES activities.

Can you share what products and services you provide to your members?

KES operates a portfolio of conferences with international participation in different countries of the world on leading edge topics, accessible to academics, researchers, industry and students. Topics include intelligent computer systems, sustainable buildings, design and manufacturing, innovation and knowledge transfer.

KES International also edits a range of journals and serials on knowledge-intensive subjects as well as publishing several book series containing the results of applied and theoretical research on a range of leading-edge topics.

KES also provides live and online training courses on all the topics in its portfolio. Having recently been successful in government funding KES has delivered a wide range of modular based training events in the UK alongside relevant networking activities.

Finally KES International provides a platform for academics who need to disseminate research results as part of a project or EU project and do not wish to create a new conference in order to do so. We have worked with many project workshops providing specialist knowledge of how to run a conference to disseminate research results alongside one of our existing events.

Are there any particular challenges that the organisation has had to overcome in the past years?

Conferences (especially academic events) are becoming very competitive and providing a high-quality event at a reasonable price is becoming more difficult.

The challenge of keeping abreast of the ever-changing and increasing social media marketing world has been somewhat interesting. Choosing a strong marketer who can target our very niche audience and also have an understanding of what our customers use to research events, is a long-lasting challenge for a small team and a very busy association!

What kind of events Kes International organizes? How do you decide where to go?

We have a portfolio of academic conferences which cover subjects such as Intelligent Systems, Intelligent Decision Technologies, Intelligent

Interactive Multimedia Systems and Services, Agent and Multi Agent Systems, Smart Technology based Education and Training, Sustainable Technology, Sustainability in Energy and Buildings, Smart Energy, Sustainable Design and Manufacturing. Other conference topics include Innovation, Knowledge Transfer, Enterprise and Entrepreneurship, Innovation in Medicine and Healthcare, Digital Media and Innovation in Music.

Each conference delivers its own networking drinks reception, gala dinner and often a bespoke choice of social event with links to the local area.

Being academic conferences, virtually all of our delegates come to present their work in a 20-minute presentation, and they each submit an article which is published by a major publisher.

There are so many conferences worldwide that academics can more or less choose where they want to go to deliver their work and network. We have a motto of 'A high quality academic conference in a nice place to visit' - we choose an attractive destination, accessible, good flight routes, safe and affordable for our events.

What do you find most challenging as an association executive?

Amid constantly changing technology, resources, and an increasingly younger demographic, it can be difficult to stay relevant to your membership. We not only need to keep attracting new members to KES International in an ever increasing and competitive market for academic conferences, but we work hard to maintain our extremely high standards within the way we operate our events which, for over 20 years, has made our organisation niche in the product and level of service we deliver.

According to you, what are the latest trends in the global association community?

Our delegates want to go to new places, but they need to be safe, accessible, and cost effective.

Virtual conferences, removing the expense of travel, have been discussed for a number of years, but they don't seem to be getting much traction. The 'fringe benefits' of a conference, meeting people who might participate in research collaborations or grant applications, is a very important part of attending an event, and it is hard to make the right kind of relationships over the internet. Some of the best business is done in the bar at the end of the day!

More information on KES international at www.kesinternational.org



There's no doubt
globalization can
association man
it requires a pro
plan, followed b
action and mar

ot that
an bring your
ny benefits. But
oper strategic
oy coherent
keting plans.





THE MEANING OF BEING GLOBAL

Today, the trend seems to be about building walls, getting more and more apart from each other and trying to ride horses alone. But there is, at the same time, no question that we are part of a larger global community and every day associations are looking for ways to take advantage of this globalization to grow their membership, programs and services. But should they do that at any price?

Words Rémi Dévé

Nowadays, one can argue that every organization is, to some extent, global, and it's only a matter of understanding how your individualized global experience impacts situations, opportunities, and challenges for your association. Even if you're only servicing a small national member base, your organization is being affected by a number of things and how you understand and deal with various factors at stake the world over, whether they are geopolitical elections, crop yields, diseases, wars, emerging technologies, and even solar flares and tides, etc. All can influence organizations' ability to function presently and in the medium and long term.

But what does «global» mean in the first place? In the business events industry, it is a trendy phrase but it seems to have different meanings for different people. Some use «global», «international» and even «multinational» interchangeably, thus creating blurred

lines and even misconceptions sometimes. To clarify, in the realm of association management, «international» means the association operates in two or more countries, but not necessarily worldwide, with a focus still in a base country. On the other hand, a «global» association operates in several geographic regions or worldwide, with a commitment to international decision making and simultaneous headquarters located in more than one region. «Global» often describes a holistic or «boundary-less» worldview.

Although these may be useful to some extent, discussions regarding what these different terms mean to your association and its operations are important to have, and the time needed for these discussions should not be underestimated. To change mindsets, cultures and operations takes a vesting of all key stakeholders, and changes can sometimes take literally years to happen.

It is also important to acknowledge that not all associations that want to engage internationally, need to operate or 'become' international. There are many ways to interact with global issues, multinational organizations and counterpart organizations in other countries without dramatically changing your own organization's operations. Associations can start with an international branch but can keep their sights on a true global vision, one in which they have developed a major presence around the world, on every continent. Yet that doesn't mean that they should give up local identities.

Because we always consult them on trendy topics, I asked two members of our Advisory Board if, in a world where modern technology, such as the Internet, high-speed air travel and cellular communications, has made doing business across borders easier, associations should go global at any rate, and they surprisingly had different views on the subject.



For Giuseppe Marletta, Association Manager at AIJA, «*it is easy to follow the trends of many associations and be called by a global world without barriers, it's also about your association's identity: what you are in Europe (or in any other continent) requires adjustments as soon as you leave your original environment. I would consider getting global as only one of the options*». Grégoire Pavillon, Executive Director & Governing Board Member of EASL, considers that «*associations should carefully evaluate their interest and added value to go global because this is certainly a secured way to growth*».

There's no doubt that, if executed properly, globalization can bring your association many benefits, the first and most obvious being getting access to a much larger base of members and participants for your events. If your services are proven added values, you can enjoy increased revenues while at the same time helping an exponentially greater number of people find the answers to the questions or challenges your association helps solve, this way improving your reputation.

For Grégoire Pavillon, getting global means «*having a better visibility towards your community and enhancing your presence in geographical areas that you might have never thought about before. This way, you can assert your position as a leader in your field. By doing so, you may create competition but for me this is more of a motivation factor than a problem*».

For Giuseppe Marletta, it's all about asking the right questions before getting out there.

He argues: «*A bigger market for your events, an endless potential for your membership and revenue: getting global can really bring a lot of value to your association. But on the other hand an association which is considering getting truly global needs to carefully assess the potential threats to be encountered. At the end of the day you would operate in a different market, with different rules, players and culture(s). What other associations are out there? Would your structure be able to adapt to a bigger scale? Would your current members still find the value they have today? There might be alternatives to becoming global, but sometimes fresh eyes are necessary to help you assess your current situation*».

While researching the subject for this article, I found that a recurring pitfall associations might come across going global is overlooking the cultural differences in other markets/countries they set foot in. After acknowledging how organizations, regardless of size, reach, or location, are globally interconnected, you must increase global awareness. This can be challenging as one might not be globally aware as one thought one was.

Thus, getting information about a new place can help make your organization more well-rounded. Having an understanding of people who are not from your country will give you a new perspective on relations with potential members and suppliers alike, and may even help you work better with business partners. Hiring a cultural consultant may even help guide you in creating marketing content that takes into account culture and any linguistic

nuances. Understanding the culture and what will resonate will play a huge role in the success of your global expansion efforts.

When asked about pieces of advice on the process to adopt if an association decides to become global, Giuseppe Marletta said : «*An important element to consider is the need to build strategic alliances: consultants, local committees of members, national associations, other international associations. The list can be long but I don't think a smooth globalization process can take place without some allies on your side*».

«*Changing the geographical scope of your association would also require a proper strategic plan, followed by coherent action and marketing plans. It can be interesting to plan one step at a time. If you want to get global, I would recommend to make a plan to expand consistently region by region and smoothly adjust your structure and operations accordingly*» Giuseppe concludes. This need for a plan is also recommended by Grégoire Pavillon, who adds: «*You need to evaluate carefully what your competitors are already doing and either partner with them to complete their offer if you can't take the lead or create the need and take the lead*».

Going global has a number of advantages, but they do not come without challenges. If you can create an effective strategy for getting over the hurdles that globalization might present, the process can reap many benefits that your business will get to enjoy for years into the future.

Going Global Focus on Success and Avoid Top Three Costly Mistakes

In *Grow Globally: Opportunities for Your Middle-Market Company Around the World*, Mona Pearl, Founder of BeyondAStrategy, Inc. and of the Global Management Institute, Inc., has identified the top 3 mistakes organisations make when going global.

MISTAKE 1

LACKING CLEAR OBJECTIVES

The reason to go global must come from a legitimate need to change that is based on accurate data, starting with the present and looking into the future. It begins with asking the right questions. Don't skip this critical step. You can significantly increase your likelihood of success by researching the market and the competition and setting clear objectives, timelines, milestones, and metrics and using this research to create a roadmap to success which of course needs to be revisited and adjusted to the ongoing and changing reality. This is a living and breathing plan that needs you to constantly be with the finger on the pulse.

MISTAKE 2

FORGETTING THE FUNDAMENTAL IMPORTANCE OF CULTURAL DIFFERENCES

Be sensitive to cultural nuances. I've witnessed many transactions that come to a screeching halt and fall apart due to cultural misunderstandings and cultural ignorance. Don't assume anything, and do your homework. Business people in an international business environment have to acquire a broader lens on conducting business, must not only be sensitive to differences in culture and language, but they must also learn to adopt the appropriate policies and strategies for coping with these differences. There is a need for an open mind, sophistication and the understanding that what may have got you to be successful in your home country may not be enough.

MISTAKE 3

UNDERESTIMATING THE TIME TO MARKET FOR YOUR PRODUCT/SERVICES

Don't put expansion plans at risk by budgeting too short a timeline. When this happens, inevitably, the business depletes available capital and the upfront investment of time and money is wasted while your international reputation is blemished. Resist the temptation to be overly optimistic. Look at the Ease of Doing Business (EODB) index for planning purposes, familiarize yourself with the Transparency Index for implementation purposes, and focus on interpreting that information correctly and analyzing how it will affect your specific plans.

Ultimately, a successful global expansion is dependent on an organisation's ability to view the world in a new way. Think of it as an entrepreneurial initiative where the thinking may be different as well as the toolbox you take with you. In this increasingly complex and competitive global environment exceptional skill is then needed to evaluate the options, manage the risks and execute a winning growth strategy.



How to Keep a Competitive Edge in a Globalized World

The Stavanger region of Norway is dotted with stunning fjords and mountains forming some of the most jaw-dropping views in the world, but it's not the natural landscape that's drawing associations. As the fourth largest city in Norway with a population of only 126,000, the city uses other natural resources to compete with big players.

Words Lane Nieset

Stavanger is a great example of a small city that is put on an international playing field as a member of the Energy Cities Alliance. *"The only way I can compete being in Norway is when there are obvious reasons for a collaboration,"* explains Per Morten Haarr, convention director at Stavanger Convention Bureau and chairperson of Energy Cities Alliance. *"We will never be price competitive and we are a smaller destination, so it's more targeting and finding the niche and the associations that go hand-in-hand with the local business and research communities."*

One of the world's leading meeting hubs for energy, the city is home to 35 oil and gas companies, as well as over 400 oilfield service and oil technology companies. The country's largest oil company, Statoil ASA, along with international companies like BP and Shell, base their Norwegian headquarters here and look to Stavanger Convention Bureau's network of knowledge. *"For my team, it's more important that they know the local business community than every PCO out there because then we can tailor-make what associations need once they get here,"* Haarr says. *"This really comes in handy when they need to get in touch with possible sponsors and relevant stakeholders because we are much more than a hub of contact."*

BIG VOICE FOR SMALL DESTINATIONS

By knowing the local business community personally, Stavanger is able to share this knowledge with the alliance's partner cities like Aberdeen and Calgary, building on these connections and ties. *"Between these business communities, there's already so many connections, so many ties between our destinations, so it's been really easy to play on that,"* Haarr explains. *"We've been able to focus on those synergies and see how this becomes a door*

opener to other industries that may not be related to energy per se, such as medical or healthcare."

For a city like Stavanger, this international element is key when it comes to attracting relevant associations to the destination. While traveling on joint sales tours, associations find value in talking to the alliance's four very diverse, yet similar destinations. *"The security and feeling of being something international is an enormous benefit for us because life in a small convention bureau (with a team of only five) is sometimes hectic. When we meet with associations, it gives them assurance the meeting is worth having,"* he says.

THE VALUE OF ONE VOICE

By consolidating partners or collaborating with other destinations for a shared purpose, bureaus and businesses can serve as one voice with a strong message for associations. With the help of local ambassador programs and in-person meetings, associations can learn which of these alliances may be more relevant to their cause and feel confident that through this shared network of knowledge, destinations will better understand what associations are aiming to achieve. The same goes for members of the partnership. They can target associations who are more relevant for their destinations and industries, as well as learn from some of the best in the business. On the destination side, alliances can help other partners find solutions for issues they're facing in their cities, such as subventions or KPIs. By working together as a team, they can bring this globally garnered knowledge back to the board at home to make future proposals even stronger.

A great example of this type of collaboration is the Global Science & Convention Alliance, whose partner cities like Toulouse and Adelaide share commonalities like scientific research and top-notch convention space. All of the partner destinations are small- to medium-sized global cities, each with their own history and culture, but when they come together, they form one solid bond. By sharing information from industry leaders and working together to exchange data, the destinations are able to draft successful destination proposals and draw inspiration from previous conferences, so planning never has to start at square one.

DRIVING INDUSTRY DEVELOPMENT

Through strategic alliances, destinations can widen their platform of operations and offer support for international associations, whether it's with membership services or greater access to industry knowledge and experts. *"These partnerships are allowing associations to cater to wider markets and tap into uncharted territories with an aim to expand membership bases and achieve further industry development,"* says Steen Jakobsen, Director of Dubai Business Events.

Dubai is one of 12 meeting destinations spread across five continents that form the BestCities Global Alliance, the first-ever destination

alliance that has come together to create *"an environment that enables associations to maximise reach and broaden networks around the world,"* Jakobsen says. Global peers like Washington DC, Brussels, Dubai and Singapore have launched the Global Association Hubs Partnership, devoted entirely to this cause, helping, helping international associations grow by working with partner cities and regional contacts in order to expand their global presence.

When it comes to growing membership, associations are looking into expanding in areas they may not have considered before, such as Asia, or the Chinese market in particular. This push toward globalization is faced with political challenges, but the end result—an international impact—continues driving associations in new directions. *"We always like to remind ourselves as we work with associations that meetings are not just an end in themselves, they're a means to an end. And those ends are the purposes of that association,"* explains Paul Vallee, BestCities' managing director. *"Advancing the cause of that international association and growing that into different parts of the world is really important, whether it's building up a greater student membership from Africa or having research developed in a new part of the world."*

THREE BENEFITS OF WORKING WITH AN ALLIANCE

1

OPEN DIALOGUE

After hosting an event in a destination, it's not necessarily the case an association will return right away for another meeting. However, an alliance of partner cities keeps the attention focused on a specific cause and opens up other possibilities of host destinations who already know your goals and needs. *"What we can do as an alliance is create a sense of belonging and loyalty by having clients of international associations work with a network of destinations,"* Vallee says.

2

NETWORK OF INFORMATION

Global Association Hubs Partnership (GAHP), launched by leading meeting destinations like Singapore and Brussels, works with associations to help expand and grow their global presence by using the partner cities as regional gateways. *"We provide personalized services in connecting associations, not just to the local meeting and events logistics and hospitality industry, which most meeting destinations do around the world,"* explains senior advisor Hervé Bosquet. *"What is unique about GAHP is that we connect association clients to the regional contacts in their respective fields of expertise: local and regional associations, political and key thought leaders, universities, research centers, multinationals, local and regional institutions, and administrative bodies."*

3

TOP-NOTCH VALUE

Working with a team of stand-out convention bureaus creates a special synergy and value that an association may not necessarily get from a single destination. *"Being part of an alliance makes us stronger when talking to associations because businesses feel that we are part of an international network of cities,"* Haarr says.



LYSSEFJORDEN, NEAR STAVANGER



Reading the Culture Map in a Global World

The editors of *Convene* chose to look at globalization through a cultural lens. They give voice to a business professor whose research offers interesting insight into how culture affects business relationships in global settings.

READING THE CULTURE MAP IN A GLOBAL WORLD

The editors of *Convene* chose to look at globalization through a cultural lens. They give voice to a business professor whose research offers interesting insight into how culture affects business relationships in global settings.

Are you a peach or a coconut? The answer to that question describes your personal interaction style, according to a model developed by Erin Meyer, a professor at international business school INSEAD in Fountainebleau, France. And — as is the premise for her book *The Culture Map: Breaking Through the Invisible Boundaries of Global Business* — your answer is largely influenced by the cultural system in which you were raised.

Meyer, who was born in the United States, shared her insights into navigating cultural differences in areas relevant to meetings last summer at PCMA's Global Professionals Conference — Europe, held at the end of August at Palais des Congrès de Paris. In her work, Meyer has created a set of scales in eight key areas, such as trusting, scheduling,

and evaluating, and ranks countries according to where they fall along a spectrum.

TWO TYPES OF TRUST

In “peach” cultures, including the United States, people tend to be friendly — soft, like a peach — with strangers or those they have just met. But after some small talk with a peach person, you get to the pit, where the peach protects his or her real self. In these cultures, Meyer said, friendliness isn't the same thing as friendship.

In “coconut” cultures, people are less open (like the hard shell of a coconut) with those they don't already know. It takes a while to get to know coconut people, but as you do, they become friendlier and open up. Relationships are built slowly.

What might that mean for international meeting professionals, whose conferences are now attracting participants from around the globe?, *Convene* asked Meyer. More specifically, how do you accommodate attendees from countries for whom building personal relationships takes more time and is a necessary precursor to building trust — and

therefore doing business — with others? Those countries include Mexico, Brazil, Saudi Arabia, Russia, Japan, China, and India — and to a lesser extent, France, Italy, and Spain.

Scheduling plentiful and longer networking breaks to enable this kind of meaningful interaction is more important than ever at international events, Meyer said. “*Instead of a five-minute quick break,*” she said, “*make your networking breaks at least a half-hour long.*”

TIME WARPS

Meyer brought up another cultural challenge when it comes to meetings — scheduling, which has more to do with managing your own expectations than building the conference itinerary. Certain cultures (see above list, with the exception of Japan), are more flexible in their approach to time than others (including the United States, Germany, and Switzerland), Meyer said, so you should expect to see attendees from the more time-flexible cultures enter and leave sessions without regard for the schedule. Which, in turn, requires flexibility on the

part of time-obsessed North American meeting organizers.

In Africa, “the idea that things would start on time and end on time, and that the schedule would be followed more or less to the minute — just forget it,” Meyer told Convene in an earlier interview. South Africa, including Johannesburg and Cape Town, are exceptions, she said. But in general, “if you’re in Africa, then that’s the most flexible time part of the world.”

“The whole focus is going to be on flexibility and adaptability and relationship building,” she continued, “and speakers will go way over or go way under, and everyone is very relaxed about it. Those are emerging markets, and if you live in Africa, you have to be extremely flexible in order to be successful. That just carries over into all aspects of business.”

RANKING THE RATINGS

People in different parts of the world also differ in the way that they perceive ratings, Meyer said. “They understand numbers differently. Let’s say that you were asking people to rate something like their happiness on a scale of one through five. What we know through experience

is that in East Asia — China, Japan, Thailand, and Korea — people are less likely to give very high numbers and they’re less likely to give very low numbers. So they’re less likely to give fives and they’re less likely to give ones. They’re more likely to give a middle rating, so like a three.”

“Then Americans — as well as Brazilians and other Latin Americans — if they’re happy, they’ll give a strong, high score, a five. Whereas, if you’re working with Germans or French, if they give a five, that really means a lot. Often giving a three already means they’re pretty happy. Whereas, to an American if you give a three, that means you were pretty average.”

HOLD THE RAH-RAH

Americans also tend to include motivational speakers on meeting agendas, which might work in the U.K., Meyer said, but in Europe, including in France where Meyer has lived for nearly two decades, “that’s really foreign.” European audiences are interested in leadership speakers, she added. “Generally, they haven’t had as much exposure to basic leadership principles as we’ve had in the U.S. They don’t have as much soft-skills training as we do, so I found that people are really excited often about

soft-skills messages that are maybe more obvious to Americans. But the idea of a purely motivational speaker? That’s kind of weird to a Continental audience.”

Meyer said that she’s had speakers bureaus tell her that when they bring American speakers to Europe, “it doesn’t go well, but when they bring European speakers to the U.S., then it goes okay. I think that that comes from the fact that Americans often have almost like a ‘rah-rah’ attitude. I guess that’s the motivational piece to it, which comes off as being superficial. It comes off as lacking authenticity in a European environment.”

According to Meyer, attitude is critical. “Just recognizing when we do one of these meetings or conferences in another part of the world, that ideas about how meetings should be set up, the appropriateness of people walking in and out of the room during the meeting — all of those things are so cultural. You need to find someone local who can help you. And then you need to be ready either to adapt a lot, or, if you’re bringing a lot of people into a country from another part of the world, and you don’t think those people are going to be ready to adapt, then you need to do a lot of work ahead of time, framing how you expect the





meeting to run. Because your expectations may be very different than a local person's expectations."

BACK TO PEACHES AND COCONUTS

"In general, in business the trust scale is the most important scale," Meyer said. "Because once you have trust, then the other dimensions are not so important, right? If you have really good trust with somebody and then they speak too directly to you, or you have really good trust with somebody and then they show up [when] you feel it is late for a meeting, you forgive them. If you're close to them, if you feel a real trust for them, then maybe you even bring up the topic and you are able to have a good discussion about it. But if you don't have trust and the same things arise, then you can start to get a ball of negativity, which later may really prevent you from working well together."

It gets complicated when you are organizing an event where the whole thing is focused around the agenda, Meyer said. The most important scales for event organizers to keep in mind are the scheduling scale and the communicating scale. *"You have people who are coming to speak, they're trying to make their points, and some of them are communicating in very low-context, explicit ways, repeating their points again and again, and other people are communicating in very implicit ways that require that people fill in between the lines. That can be really frustrating for both sides."*

convene

One of the main areas of Boardroom is Education. We are happy to confirm that the collaboration with CONVENE, the PCMA magazine, is going smoothly. CONVENE is largely distributed in the North America and Boardroom all over Europe.

Understanding Regulations and Cultural Differences in a Global World

A global presence has become an increasingly significant reality for many PCOs while organising conferences but doing business worldwide presents far greater challenges than just working locally.

Words Patrizia Semprebene Buongiorno



There are many complex problems to be solved and choices to be made and of those, many are not straightforward. Numerous strategic aspects must be considered before a commitment can be made: starting with understanding the difference between "global" and "international." These words seem interchangeable but there are significant differences. "Global" means worldwide or universal, applying to the whole world while the word "international" applies to two or more countries.

So if we take for granted these definitions we can say that an International conference means a conference with delegates coming from at least 5 countries while a global conference is a conference with participants coming from all over the world.

How do these definitions impact the conferences we organise? Does our approach need to change? Will our distinctive resources and capabilities already developed at home translate to a global market? Expansion can be widely profitable, as long as marketing, promotion and the different strategies for boosting attendance are considered with the aim of making it really "global".

While geography no longer stands in the way of globalization there are still many barriers. Language comes to mind but, realistically, it is the least of our worries. Due diligence must be done as innumerable issues of administrative and compliance issues impact setting up a global conference. So start by asking a few basic questions.

Do we understand all the applicable laws and regulations of the targeted location? If we don't know what we are up against we can't develop a strategy that realistically weighs risks and rewards. Every country has a different set of rules for doing business so we cannot assume that what we did in Country A will work in Country B. What travel compliances are required? Attendees from which countries need visas? Are there other travel restrictions? We can't dazzle participants if we are unable to get them to the conference! And remember, it's not only about moving people. Shipping material overseas is another challenge. Give our attendees, as well as sponsors and exhibitors, information that includes warnings about the obstacles they may face throughout the event.

What are the current events and developments taking place in our targeted part of the world? Attracting attendees to our event today may be very different from what was done a year ago for the very same conference. Know what is happening and do not over simplify the challenges for attendees. We need to keep up with current affairs if we want to be global.

Be sensitive to cultural differences. Of course, it is impossible to know every aspect of every culture but it is important to understand that cultural differences play a fundamental role. Make a note in the marketing materials about food options. Offering attendees culinary choices,

like vegetarian, kosher or others, shows that we are aware of special requirements. Will prayer rooms be needed for events that overlap with the weekend? Should we be promoting alcoholic beverages for attendees coming from more restrictive regions of the world? What about timing? Different regions celebrate different holidays. The peak vacation season in the United States is not the same as in Europe so offer deals that accommodate American attendees who might want to stay longer to turn the trip into a vacation. What about attendees coming from Asia? Delegates, especially from China, are a key focus for many associations. It is a huge potential market but how do we break into these newer markets? An internal marketing team that knows the region and deeply understand the complexities will be able to create a more effective approach.

Do we know how to using the Internet and social media to our advantage? More than two billion people use them to connect. But the tactics we use in some countries may not be as effective as in other countries. Relying on the right platforms for our business is important in a global market. We must make sure we have accurate translations of our pages and are watching out for cultural pitfalls. What may be funny in our country may be offensive to other nations. The best we can do is to keep up with the cultures of our target audiences.

And finally, can we deliver what we promise? Don't make promises that cannot be delivered. We need to develop and execute a well thought-out strategy. Through making a conscious effort to gain a better understanding of the laws and culture of the markets we are trying to break into, we will learn what are our needs and how they are fulfilled. This will make the conference planning process easier. And most importantly, it will help our attendees to feel at home in any culture and in any part of the globe while learning. And isn't that our ultimate goal?

Patrizia Semprebene Buongiorno is Vice President of AIM Group International. AIM Group, a IAPCO member, is one of the world leaders in the organisation of events and conferences. IAPCO represents today 117 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.

info@iapco.org \ www.iapco.org



What's in a Name?

Making a Convention Centre “International”

Convention centres worldwide comprise a wide spectrum of facilities, with few invariable constants, even in terms of fixed definitions (congress centres? convention centres? conference centres?). At the same time, there is increasingly a blurring of such distinctions as do exist, with what were formerly more exclusively focussed facilities like exhibition or special event centres add new kinds of function spaces in order to diversify their business potential and respond to new trends like the inclusion of more educational components into trade show programming.

Words Geoff Donaghy – AIPC President

The same is true of the term “international”. In an increasingly global industry, there are legitimate questions as to what that designation implies, and when applied to a convention centre, what assurances it should give clients who are looking for the right kind of “fit” for their event. For many centres, the application of the designation often simply reflects the aspirations of owners and managers – an expression of their interest in being able to access more than simply local or regional business. But at a practical level, there’s a lot more to it than that.

First of all, “International” as a function of an organization holding an event is once again a term that is pretty loosely applied in our industry. In my view, it requires three measures: first, that membership be comprised of representation from different countries; secondly, that leadership is similarly distributed

and third, that events have a global vs. simply a regional rotation. And while that is a pretty straightforward definition, in many parts of the world it is less than rigorously applied, adding another level of confusion.

However, if we accept that definition, it follows that centres that consider themselves to be ‘international’ are those actively pursuing those kinds of events – and that means at the same time, they need to be prepared to respond to their needs. That carries some important responsibilities.

First, it means recognizing and addressing the standards and expectations of groups that rotate world-wide and who are looking for some level of consistency in terms of spaces and services, including areas like food and beverage and technology. While most events that rotate do so in response to the distribution of their membership (or the pursuit of

potential members) their programs generally have certain requirements attached that are largely the same wherever they may go. That means a centre must be able to supply these in order to be considered, and the easiest way to do that is to identify and observe the most relevant standards for such events and to make the effort to identify and understand what it is that specific groups need based on their previous history.

Secondly, a non-domestic organization will likely have formal requirements that are more complex, or at least different, from those coming from within the same country.

Things like legal and accountability requirements, contractual arrangements and technology expectations are all things that will inevitably be a lot more complicated with a range of international clients than purely domestic ones, and again, a centre pursuing

this business must have the capability and flexibility to be able to respond.

Third, it needs to be understood that this is not simply a centre-specific exercise. The centre itself is only one part of the overall destination experience so an 'international' designated centre also has a role to play in ensuring that other destination partners such as hotels, bureaus, suppliers and satellite venues are also capable of meeting the broader and potentially more diverse range of client expectations arising from this group. Without this, even the most internationally-oriented facility can fail to deliver the overall quality that will be expected by more demanding international clients.

But there's another side to the equation. As important as consistency and standards are, they should not come at the expense of losing the unique qualities that are a desired part of the experience of travelling to different parts of the world. Delegates to an international event are attracted at least partly in the

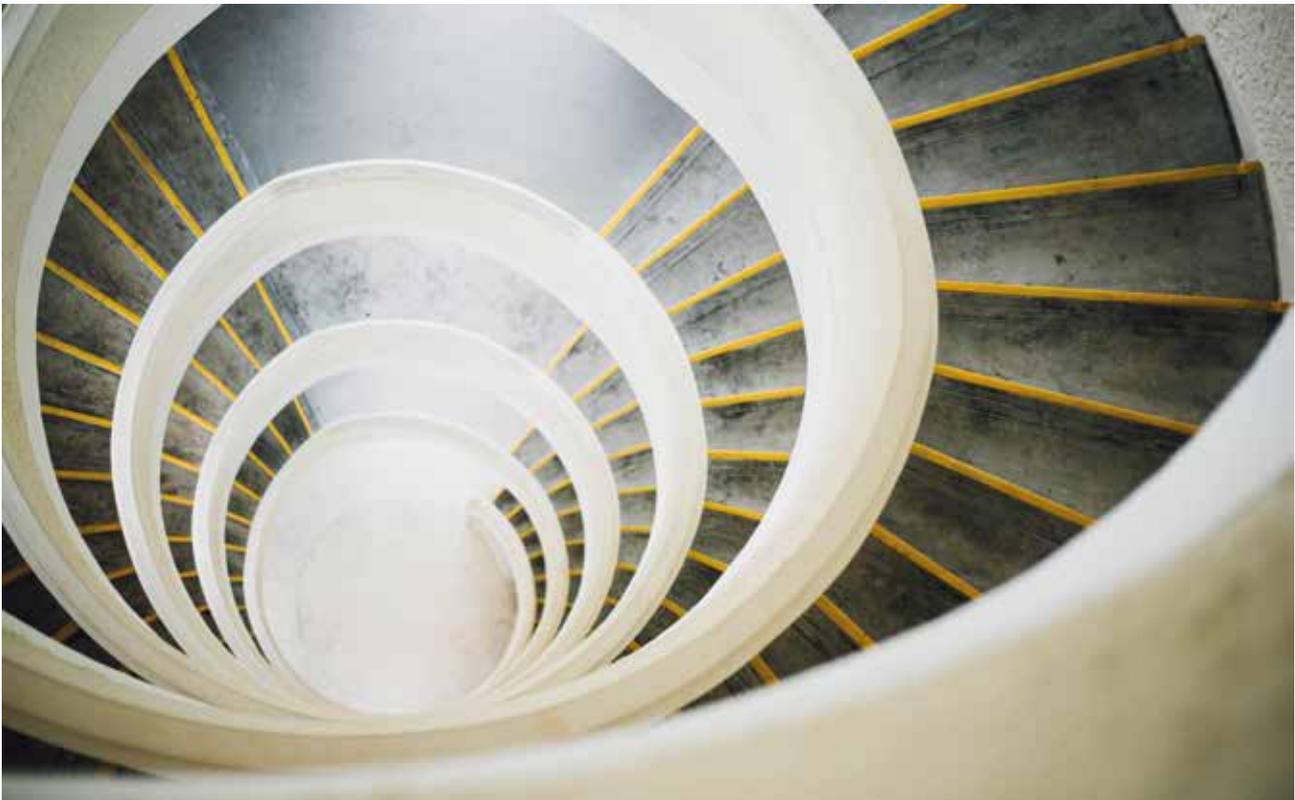
opportunity to experience local customs and cultures, sample different food and enjoy off-site activities that represent what makes that destination different. The centre has a role here too, needing to play an active part in delivering on those expectations rather than focussing entirely on consistent operating standards.

In the end, it's a balance; to be truly 'International', and enjoy all the business benefits that designation implies, a centre needs to be prepared to address the full range of expectations that accompany such events, and to do so in a recognizable way. At the same time, they need to take on some responsibility for delivering the kind of unique experience and qualities that make their destination distinctive.

In addition to his role as AIPC President, Geoff Donaghy is CEO at ICC Sydney (the International Convention Centre Sydney) and Director of Convention Centres AEG Ogden. Geoff Donaghy also represents AIPC on peak global body, the Joint Meetings Industry Council (JMIC).

AIPC, the International Association of Convention Centres, represents a global network of over 180 leading centres in 57 countries with the active involvement of more than 900 management-level professionals worldwide.

In addition to his role as AIPC President, Geoff Donaghy is CEO at ICC Sydney (the International Convention Centre Sydney) and Director of Convention Centres AEG Ogden. Geoff also represents AIPC on peak global body, the Joint Meetings Industry Council (JMIC). AIPC, the International Association of Convention Centres, represents a global network of over 180 leading centres in 57 countries with the active involvement of more than 900 management-level professionals worldwide.
marianne.de.raay@aipc.org \ www.aipc.org



Associations Going Global Common Oversights

Expanding any business globally is a big step that requires careful preparation. In order for the expansion to be successful, it is critically important to develop a thorough plan including objectives, market situation, entry strategy, financial and ROI analysis, goals and measurement. All this is very hard work, yet it comes with great opportunities for business growth, such as extending product life cycle, brand awareness, and the possibility of hedging your business by taking advantage of foreign exchange fluctuation and balancing revenue streams from different economies.

Words Renata Lerch

There are three critical pillars that help organizations promote and sustain growth: Branding & Positioning, Adequate Business & Community Models and Ecosystem Dimensions. In my experience with corporations and not-for-profit associations, although most organizations develop well organized market entry analysis and plans, few associations focus enough on these three important areas.

BRANDING AND POSITIONING

The core of any organization is its brand, therefore closely monitoring its development is of great importance! There are key elements that require proactive management:

- A powerful mission is a strong differentiator and can open a multitude of doors globally, for both business and community growth. It should concisely define what the organization is about and its impact in the world. Associations and not-for-profit organizations generally have powerful missions but don't leverage them to their full extent, like many for-profit corporations would. Communicate it on all possible occasions, maximize your public relations efforts, partner up with organizations that complement and enhance your story!
- Shift the organization's focus from product to user experience. As thought leaders, most associations offer great products, but little focus is given to the experience, especially in foreign markets. Develop member and customer experiences that are locally relevant, dynamic and connected. Evaluate the user journey applying an ecosystem thinking

rather than a siloed approach by product line. By understanding behaviors where user journeys typically start, stop and overlap, we're able to visualize its non-linearity and prolong engagement through your line of products and services, resulting in a much stronger branding opportunity for the organization. Starbucks doesn't have the best coffee, but the experience is remarkable!

- Positioning nurtures brands. Do we want to be positioned as a local or a global voice? Do we have enough resources to compete with local associations? It may be wiser to partner with the locals instead. If you are positioned as the global voice, translations may not be a priority! Your training materials can feature global instead of local examples. Global or local, the right positioning aligns volunteers, product and membership teams to develop programs tailored to the right audience. This is focus!
- Empower volunteers to convey the organization's message. Associations often have several employees and an army of volunteers communicating their brands. By providing them with the right tools, the brand can be communicated at its best. Empower them to translate your brand and adjust it each local transaction. This can be as simple as templates, presentations, videos and other materials to support their interactions, while communicating the right branding message.

BUSINESS AND COMMUNITY MODELS

Business and community models define the frame of a global structure. Each country has cultural, social and economic differences. There are

There are three critical pillars that help organizations promote and sustain growth: Branding & Positioning, Adequate Business & Community Models and Ecosystem Dimensions.

a variety of business models available to test and explore: partnerships, joint ventures, sales agents, contractors, regional and/or local representation, wholly- owned subsidiaries, just to name a few. Develop models that speak to each market, as no two countries are the same. The business and community framework should be connected to the market entry strategy. For example, depending on the market, you may want to focus on B2B initially, to then build the B2C gradually. In certain cultures, like Singapore, employees look for guidance from employers before engaging in professional associations. An organization's framework should reflect its objectives and resources, as well as the market reality.

Community comes as an extension of the business model. Therefore, it's important to support chapters not only on governance but also on strategy. Is the network growing geographically to the association's full potential? Are the chapters connecting the dots between industry Subject Matter Experts and professionals? Are they providing real value to members? Support chapters with research data that reveals what future professionals want, preparing them for upcoming generations. While volunteers are community leaders, it's the associations' responsibility to support and nurture their frame of references for the future.

ECOSYSTEM AND ITS DIMENSIONS

Perhaps the most important point of all is developing a strong and systematic awareness of the organization's ecosystem and its dimensions.

I love drawing ecosystem maps because they allow executives to visualize the real interactions and dynamics among users, members, partners, volunteers and staff. Users' needs, thoughts and experiences, before, during and after consuming products and services, can unveil several growth opportunities for organizations.

Think through the dimensions of your current portfolio. Where are the opportunities for growth? Do you currently look across alternative industries? Can your current or new products eliminate problems across the users' ecosystem? Would potential partnerships be able to serve current unfulfilled audiences? Can you build on current relationships, such as global accounts, from markets where you're already successful? Many good opportunities may be revealed as a result, but remember that laser focus and strong financial analysis are key to strategy development. Fragmented tactics rarely add to something great!

Last but not least, technology is the backbone of your global structure, and is embedded in every aspect highlighted in this article, on both commercial and volunteer sides. In an era of Digital First, users are technology savvy, and expect nothing but the same from organizations that serve them.

This article is contributed by Renata Lerch, a global marketing and market development strategist with 20 years of experience in Fortune 500, advertising agencies and not-for-profit associations \ renatalimalerch@gmail.com

Keeping a Cultural Edge in a Globalized World

It may resemble a bit like the infamous seven-year itch. I'm referring not to personal relationships, but more so to relationships that countries have with each other. More specifically to the troublesome time that Europe is going through, the dealing with the Brexit, and the protectionist behavior of the American President Trump.

Words Chris Smit

Culture in the Boardroom



Chris Smit in each issue, so he can share his take on the main theme of the month, from a cultural perspective. Chris is an inspirational speaker and a seasoned consultant. He knows how to translate the concept of cultural diversity in a clear and compelling story and solution.

Paying attention to cultural matters should be a high priority organizational issue for many associations. Culture influences everything in the way an organization works, and will often be the silent factor deciding success or failure. In this regard, Boardroom, a global magazine with American, European and Australasian contributions, is giving voice to

For some it might look like globalization is contracting. This is a phenomenon that comes in waves; contraction and expansion of international relationship. But, like the chief editor of this magazine already noted, globalization is here to stay.

You as an association want to contribute to and change people's lives in many areas the world over. Beyond products, services, technology and great credentials, what is the secret to success these days in a highly globalized and competitive market?

It is paying attention to different wants and needs of the people your association serves. And these people come from different backgrounds, upbringings, countries and... cultures.

In simple words: your competitive edge lies in thoroughly paying attention to cultural differences.

According to Wikipedia *"Darwinism is a theory of biological evolution developed by the English naturalist Charles Darwin and others, stating that all species of organisms arise and develop through the natural selection of small, inherited variations that increase the individual's ability to compete, survive, and reproduce."*

What does this have to do with keeping your competitive edge when you are an association? Well, in business (which, let's face it, an association is), survival of the fittest, or in this case the association that can best adapts to the needs of its members and markets, will also determine who will thrive and who will wither.

When you organize your next conference managing expectations of all stakeholders involved will be your biggest problem.

Business that do take cultural differences into account, for their members and their markets will come out on top. Those that think they don't need cultural competence skills will end at the bottom.

Let's use a product example, not associated to associations, so that everyone can relate to this - we're buying a Big Mac. If you buy one in Paris or Brussels you can enjoy it with a cool beer. If you buy the same Big Mac in Amsterdam they won't sell you the beer. McDonalds in the Netherlands doesn't sell beer. Nor do the one's in the US.

But what would you get if you order a Big Mac in New Delhi, India? Not a Big Mac. They're not being sold there, because Beef is not being sold there. However, back in Amsterdam, you can get a delicious McKroket...

But, at the same time, paying attention to cultural differences goes a lot further and deeper than looking at some superficial do's and don'ts. It is about understanding the local norms, values and beliefs of the country where you organize your event and the country where your members are.

When you organize your next conference managing expectations of all stakeholders involved will be your biggest problem. People perceive the world the way they are brought up. And their upbringing is a result of their culture.

Decision making is done differently in different cultures. There are cultures with strong hierarchies and weak hierarchies. In stronger

hierarchical countries, the boss takes the decisions, while in countries with low hierarchy this authority can be delegated.

The belief that "low rates equals more delegates" is a common one in one region but not so in another.

There is also a matter of staffing levels. In general, there are many more staff involved and present when you organize a congress in Asia but there it is a lot harder to get hold of the decision maker. Likewise, in Asia building up relationships is very important - the Western copy-paste option will most certainly not work that well.

In keeping (or getting) a competitive edge, associations that want to go global need to think beyond just the organization of their next conference. Clients, members, and regional chapters all have different expectations. They don't solely focus on the products and services you offer, nor on the financial results and logistical management around it. Your in- and outside global target markets are looking for learning, networking and undergoing a unique experience.

In other words, your mindset needs to change. And maybe specifically in this global industry. So, do we kiss, bow or shake hands?

Want to better understand different cultures and learn how to work with them? Get in touch with Chris at culturematters.com or write him an email at chris.smit@culturematters.com.



Associations need
organizations to
to adapt to change
business savvy
in this age of digital
this, they need

eed to be agile
- active, quick
anges, and
- especially
isruption. For
education.





NEXT  STOP

GLASGOW

With city wide strategic partnerships and a world-leading ambassador programme, you'll have the world's friendliest city on your team. We'll work with you to take your event outside the convention centre by developing public engagement activities to enhance the delegate experience and leave a lasting legacy.

glasgowcitymarketing.com

PEOPLE
MAKE
GLASGOW

The Association Meetings Conference 2017

The Times They Are a Changin'

Now in its fifth year, the theme for The Association Meetings Conference 2017 will be *The Times They Are a Changin'* - a fresh focus on the next five years and the revolutionary changes currently hitting the market of association meetings.

The Association Meetings Conference 2017 has become internationally renowned as one of the leading forums for association event planners to learn and network, and will take place in London on Monday 12th June, on the eve of The Meetings Show.

The Association Meetings Conference 2017 will be split into three distinct streams with one designed for event organisers working within associations, and one created to fulfil the needs of PCOs and AMCs. The event will tackle the common challenges faced by event organisers, in particular the need to incorporate latest trends and innovations, without abandoning the more traditional.

Content for this important conference has once again been created by Linda Pereira, Conference Chair and Executive Director, CPL Events. Amongst other leading industry

speakers and subject specialists, keynote sessions will be delivered by Sue Wills, Director and Founder at HootMarketing, John Martinez, CEO at Shocklogic.

The Association Meetings Conference will be held at Barbican, one of The City of London's most iconic venues for 2017. As one of the world's leading arts and conference venues Barbican is the ideal home for the event, with the catering and hospitality provided by high end, creative caterers – Searcys.

The conference has been specifically created to address the needs of association meeting professionals and is free to attend for those visiting The Meetings Show as hosted buyers.

The show offers buyers the opportunity to meet more than 700 international exhibitors including a host of new faces from

destinations, venues, hotels and suppliers from around the world.

The Meetings Show provides one of the most flexible hosted buyer programmes in the industry, providing buyers with several attendance options; one or two day stays, complimentary travel, accommodation for up to two nights, access to hosted buyer lounges with refreshments and invitations to exclusive networking functions.

To apply to become a hosted buyer and attend the Association Meetings Conference, go to: www.themeetingsshow.com/hbapply

The Agile Asian Association A Perspective

Reflecting from Manila, Octavio ‘Bobby’ Peralta argues that Asian associations need to be agile organizations – active, quick to adapt to changes, and business savvy – especially in this age of disruption. To achieve this, Asian associations must strive to be well-governed and professionally managed.



Having been an association executive for the last 25 years (and counting) and having had the opportunity to travel to many countries around in Asia and Pacific and elsewhere, I can say that I am a living witness to the phenomenal economic growth of the region over the years. With this journey to progress, I noted how associations have evolved with a sense of purpose and commitment to be part of this development process.

I have also learned quite a bit about associations in the U.S. having been a long-standing member of the American Society of Association Executives (ASAE). So, I could say that

in my case, I am fortunate to know about association governance and management from both perspectives of “the east and the west”.

Governance in many associations in Asia, and in particular, in the Philippines, however, has not kept in pace with governance developments elsewhere in both the non-profit and corporate worlds. Most associations in the region adopt the board governed and managed model or so-called “volunteer-run” type unlike the board-management delineated model or “volunteer-driven, staff-run” one that is pre-dominant in U.S. associations

and which is in the same mould as corporate governance.

A typical association governance structure consists of the board of directors (or trustees) who are elected by members and who acts in their behalf, committees, task forces, components (or chapters) and staff. In the “volunteer-run” (VR) model, this governance system is undertaken solely by volunteers who are not compensated for their work. The difference between the two models lies in the staff complementation. As contrasted with the VR model, in the “volunteer-driven, staff-run” (VDSR) version, the management

staff, headed by a chief staff officer (CEO or executive director) is composed of professionals, i.e., salaried employees.

Based on the study of the American Society of Association Executives (ASAE), hereunder are some basic differences between the two models.

1. *Activity focus* – In the VR model, activity focus in associations is built around successful programs and short-term membership services while in VDSR, activities are driven by strategic priorities and professional business planning in a holistic view, with focus on the return of investment (ROI).

2. *Strategy positioning* – Emerging needs and market opportunities are restrained by lack of resources in the VR model while in the VDSR, resources are proactively planned with a focus on integration and delivery of strategy.

3. *People resource availability* – In VR, knowledge and talent are not that steady since they are based on volunteer availability while in VDSR, knowledge and talent allocation is planned, recruited and cultivated, hence, knowledge is stored and retrievable.

4. *Community dimension* – A responsive community with key drivers is how best to describe the VR model while in VDSR, the community is multi-driven by as many in the group.

It is apparent from the above-cited differences that the VDSR model would be a better option to emulate and adopt by associations in this part of the world and this is what the Philippine Council of Associations and Association Executives (PCAA) has been advocating on. But this is easier said than done.

Recognizing the challenges, the PCAA has taken the following steps:

1. *Place governance at the “heart of it all”* – The first half of PCAA’s reason for being is clear – to make associations to be well-governed organizations using the VDSR model or its variant, whenever possible. It has developed the Association Governance Program, a training course for boards of associations and membership organizations.

2. *Gear up the management staff* – The second half of PCAA’s purpose is to advance the association management profession. This meant providing association executives and staff with up-to-date tools and knowledge resources to professionally manage their organizations. The PCAA, under its educational arm, the PCAA Academy, has been conducting the Certified Professional Association Executive Program (CPAE) which has produced so far 12 certified professional association executives.

3. *Connect members and work with allies* – Aside from the two main programs, PCAA organizes the annual two-day Associations Summit and work with partners to deliver additional learning experience. A mid-year mini-conference is also in the works.

4. *Create a brand and be visible* – Equally an important aspect of PCAA’s work and advocacy is to build credibility and trust, provide a unique value proposition, and reach out to as many associations and other entities through positive messaging and a multi-channelled approach.

5. *Link with the world* – The PCAA, through its pioneering initiative and membership with the Asia Pacific Federation of Association Organizations (APFAO), a network of “associations of associations” composed of those from Australia and Korea, has been advocating and promoting for a regional collaboration on association governance and management education.

The “first seeds” in the professionalization of Asian associations in terms of governance and management education have been sown through the APFAO. With Japan, Malaysia, Thailand and Singapore also currently organizing their associations together and eyeing to consider working within the APFAO ‘framework’, PCAA believes that it is only a matter of time when associations in the region would be endowed at par with their much-developed counterparts’ competency in association governance and management.

Introducing Octavio ‘Bobby’ Peralta



Bobby Peralta is presently the Secretary General of the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP), the focal point of 106 development banks and other financial institutions engaged in sustainable development in the Asia-Pacific region. He is also currently the Secretary General of the World Federation of Development Finance Institutions (WFDI), the umbrella organization of 328 development banks in 154 countries in Africa, Asia-Pacific, Latin America, and the Middle East. With over 25 years of experience as an association executive, Bobby Peralta is a long-standing member of and contributor to the American Society of Association Executives (ASAE) and the CEO & Founder of the Philippine Council of Associations and Association Executives (PCAA).

15 May 2017

What's the toughest challenge your association is facing?



- **Come to Association Day at IMEX in Frankfurt** and learn how to solve challenges faced by associations across all industry sectors.
- **Meet peers in similar roles to yours** – compare notes, exchange ideas and stay in touch.
- **Stay on for IMEX, the three-day exhibition** at the heart of the international meetings industry, where you can meet with destinations, venues and suppliers to gather ideas for your forthcoming events.

Come to Association Day at IMEX and get inspired, informed and connected.

Contact: Natasha Richards

+44 (0)1273 224917

natasha.richards@imexexhibitions.com

Executive Master in International Association Management A Brussels' Exclusive

Association executives need perspective and skills in core managerial activities but also the soft skills to continue to play the important socio-political role in Europe and to understand its continuously changing economic, social and political environment.

To efficiently manage an association means facing new challenges in the wake of increasing competition, resources crunch and economic crisis. Leading a membership-based association requires today a constant balancing of current needs, external demands, and long-term vision.

Three years ago, the Solvay Brussels Schools of Economics and Management filled a gap and launched a management course aimed at professionals from the association industry, in collaboration with the European Society of Association Executives (ESAE), the Federation of European and International Associations (FAIB), the Union of International Associations (UIA) and visit.brussels.

The Executive Master in International Association Management (EMIAM) course is taught by university professors from the Solvay Brussels School-EM and graced with the regular presence of leading lights from the association industry who come and share their knowledge and their expertise. The objective is to provide association professionals with opportunities to learn and improve themselves professionally.

"The Executive Masters in International Association management is the only one of its kind in Europe. Managers of international associations need perspectives, skills and understanding of the best management practices so that they can continue to play a major socio-political role in Europe and around the world," explains Alessandro Cortese, CEO of the European Society for Radiotherapy & Oncology (ESTRO), and a lecturer of the EMIAM.

The course includes 17 days of training spread over 7 themed modules. Classes are taught in English and organised in sessions lasting a full day each on Fridays and Saturdays. So far 42 students have taken the course, and every year each module, but also the programme as a whole, is evaluated. Thanks to participants' suggestions, a module revised covering specifically the governance topic is on offer since 2016. After the input of the 2016 participants, an entire day on VAT was also introduced within the Finance module.

Adline Lewuillon, Congress Operations Senior Manager at ECCO (European Cancer Organisation) views the Master as *"a unique combination of theoretical concepts widely*

supported by practical case studies. The Solvay professors bring their invaluable insights (and sense of humour), and join forces with association experts. Together, they cover all key elements of international association management, and help you bring this deep strategic knowledge to the practical field."

The Solvay Brussels School of Economics and Management (SBS-EM) is a benchmark for participants, businesses and institutes that want to reap the rewards of the highest level of education and research in the fields of economics and management in Europe. Its goal is to generate and share skills in the fields of economics and management in order to train professionals and managers and to meet needs in terms of governance, productivity and innovation that run through our society, which is constantly evolving.

For more details about the EMIAM, visit www.solvay.edu or contact Asja Kamenica, Programme Manager, on +32 2 650 38 94 or at asja.kamenica@solvay.edu

Staying Relevant in Today's Competitive Environment

Long gone are the days when associations decide on destinations based on accessibility and the number of meeting rooms. When it comes to hosting events, associations are looking beyond the financial element when deciding on the right place to plan their meeting.

Words Lane Nieset

To stay relevant in today's competitive environment, associations need to be open to discussion, engaging with destinations as early as possible to start a dialogue. This way, CVBs and venues can understand their needs and the vision surrounding a meeting, instead of treating the interaction as a commercial one.

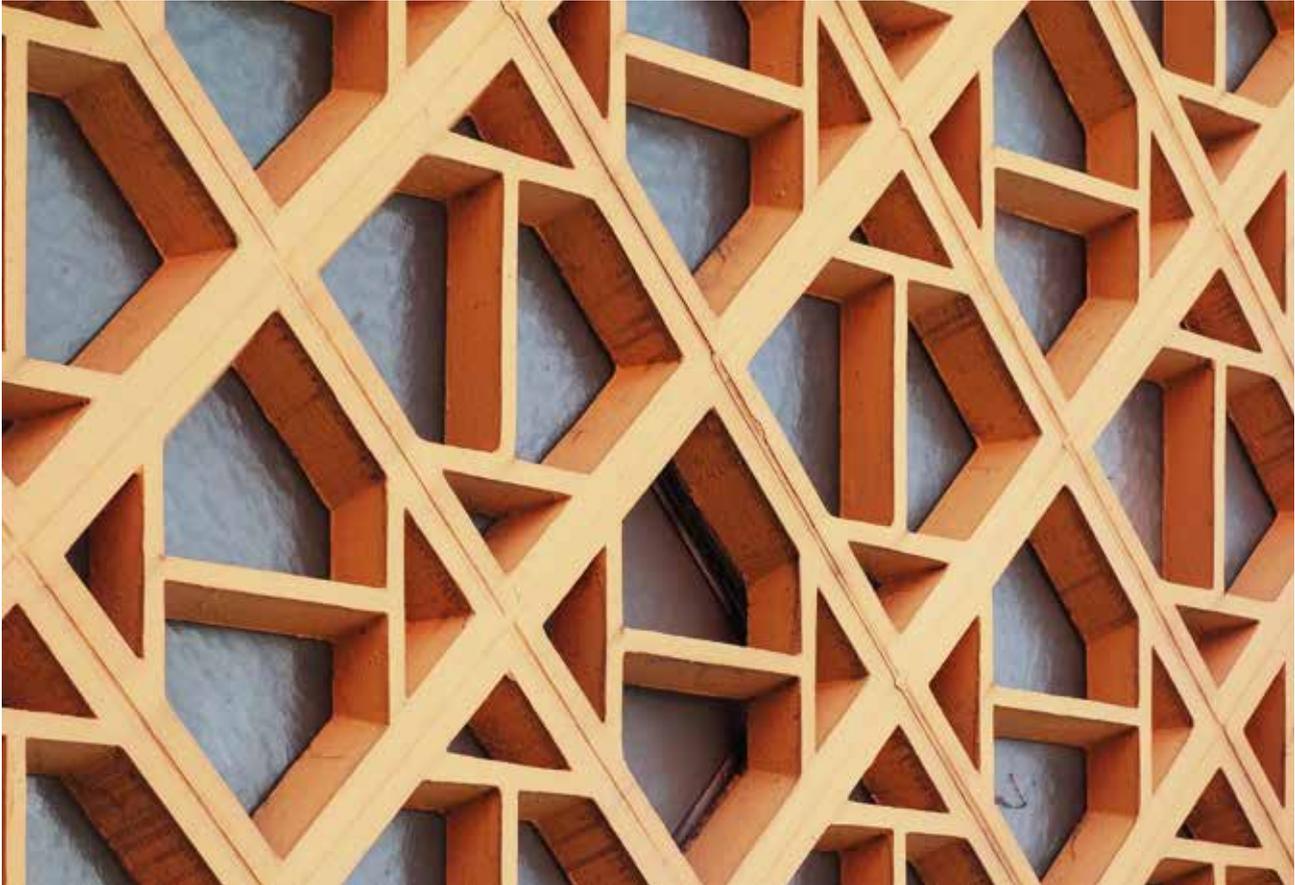
"The main benefit is to get to know each other and be able to understand from both sides—meaning the destination and the association—the goals and constraints," explains Florence Bindelle, Secretary General at EuropeanIssuers, the only European association representing companies with securities traded on stock exchanges.

As for the concept of staying relevant, it's all about fulfilling your members' expectations. An annual membership survey, for example, may help assess if your association's services are matching your members' needs. *"You can also analyze your environment to see if others already [offer a service] or decide to differentiate yourself,"* Bindelle suggests. While some associations offer education programmes in the form of certifications, others explore new markets in Asia or Africa or launch new products.

When it comes to destinations attracting the right associations, Per Morten Haarr, Convention Director at Stavanger Convention Bureau,

says, *"You have to stay competitive and really look for what's in it for associations, both at a local ambassador level and for global associations. It's only when you have that fit, when it's good for all of the parties, that you can really compete, especially when you're a second-tier destination."* In this way, associations can partner with cities that offer a strong ambassador programme and local research centres that specifically target their niche. The end result: aligning with the right local business and research community that meets an association's goals.

Associations can also partner with cities who offer knowledge hubs in areas that correspond with their ideologies. For example, Dubai serves as a growing knowledge hub focusing on areas like healthcare and technology, aiming to draw relevant associations to establish a permanent presence in the Emirate. *"Traditionally, convention bureaus and tourism boards have been showcasing the hygiene factors of a destination in order to draw in associations and their conferences, such as accessibility, infrastructure and service. However, Dubai is keen to push the boundaries by helping associations create a lasting legacy that goes beyond hosting association conferences, such as creating opportunities to recruit more members or providing access to local knowledge, new funding and partnerships,"* says Steen Jakobsen, Director of Dubai Business Events.



Three Tips to Stand Out from the Crowd

1. ENGAGE AS EARLY AS POSSIBLE.

“To create a trusting relationship means starting the process early, and in some cases, involving your local members or suppliers. For instance, large congresses might find it useful to negotiate a contract several years in advance when they have a good deal,” Bindelle says.

2. LOOK BEYOND MONEY & ACCESSIBILITY.

Budget and accessibility tend to dictate destination and venue locations for association meetings, but what your members will remember more is whether the city was a good fit for your specific cause.

3. CHOOSE THE RIGHT AUDIENCE.

By finding the right partners and destinations who understand your overall vision, you can achieve a greater impact and offer motivation for stakeholders involved. *“When we position ourselves as potential partner for an association, it means we already know about them and we believe to be able to help them tap into a rich resource of talented individuals ready to collaborate on, participate in, or help promote their event,”* explains Lynda Cadieux, Tourisme Montreal’s Director of Meeting and Convention Sales for the international market. *“Connecting international organizations to local talents, related ecosystems, institutions or policymakers can not only save them time, but could provide them several opportunities, such as sponsors, speakers and new members.”*

TODAY WE WILL SHARE
5 620 SMILES



Your smile is the best reward!

Satisfaction, pride, motivation, surprise, so many emotions are contained within the walls of the Grimaldi Forum Monaco. Our events team, with their varied skills, work with you to create a memorable experience. Let yourself be inspired by our 35,000 m² convention centre, 3 auditoriums, 14,000 m² of exhibition and catering areas, 22 conference rooms, all in the heart of a legendary Principality.

Come and share new emotions at the Grimaldi Forum Monaco!



© Droits réservés - GrimaldiForumMonaco • Création : DRAKKAR Communication



CMB
Compagnie Monégasque
de Banque

10, av. Princesse Grace - 98000 Monaco
T. (+377) 9999 2100 - grimaldiforum.com - gf@grimaldiforum.com



Associations World Congress

A sneak peek behind the Scenes at the Association Leaders' Forum

Association leaders have a lot to deal with. Besides leading the team, sector issues, and the commercial aspects of running an association, there are the strategic aims, governance, and development, to name but a few.

The old adage 'it's lonely at the top' can certainly apply to leaders of associations. When the going gets tough, where do the tough go for advice, inspiration and a friendly ear?

The new Association Leaders' Forum global event series recently announced by the Association of Association Executives (AAE) aims to provide just that. Leaders' events have been held in the past, but often as an add-on to another event. With this new series, the AAE is providing a place where senior association executives can take time out with their peers to focus on what is important to them at a strategic level, without being overly clouded by all of the day-to-day matters.

AAE Executive Director Damian Hutt explains: *"Leaders of associations face a unique set of challenges. Senior association executives already attend our various events internationally, but we wanted to create a space where leaders of membership organisations could hear new ideas for them and engage deeply with their peers, learning from each other. Based on feedback, we have structured the new event series to address topics such as strategic growth, member engagement, creating value and good and bad governance - the topics are selected according to local needs. All sessions are led by a professional facilitator who ensures focus and maximises the value for delegates in practical and applicable take-aways."*

The Chatham House rule will be applied to the Association Leaders' Forums events, ensuring that participants feel free to comment without their points being attributed. This is an important aspect of the format, enabling association leaders to air concerns they might otherwise hold back on. Open dialogue is very much the focus, with all participants encouraged to speak freely about challenges and concerns where peer discussion and insight from those who have experienced similar issues can really help.

The first Leaders' Forum in the new series took place on 2 May in Vienna the day before the annual Associations World Congress (full report on the congress to follow!). Key topics included growing associations and membership development internationally - over 30 association executive heads attended.

The series this year is being held in London, Switzerland, Middle East, Hong Kong and India.

More details at www.associationexecutives.org/leadersforums



Destinations
vision. Zurich
Geneva, Mel
Latvia, Ottaw
Zealand, Was

with a
n, London,
bourne, Riga,
va, New
shington DC.



Zurich Walks the Sustainability Talk

Are you looking for a smart destination that walks the sustainability talk for your next association meeting? Then why don't you consider Zurich?

Zurich was ranked #1 in last year's Arcadis Sustainable Cities Ranking, #2 in the latest Mercer Quality of Living Ranking and #3 in the Global Destination Sustainability Index (GDS).

The city is also home to one of the world's leading technical universities – ETH Zürich, currently #8 in the QS World University Rankings (2016) – and is an inspiring hub for innovation in science and biotech, as well as for start-ups. No wonder that Google, IBM and many others have chosen this city as their second home.

It all started in 2008, when the people of Zurich voted in favor of a 2000-watt society and thus the sustainable development of their city. This ambitious long-term goal is now part of the municipal code and Zurich is working hard to reduce its energy consumption and annual CO2 emissions, as well as to promote renewable energy and energy efficiency.

A wide variety of eco-friendly projects have been set up by both public and private initiatives, and the tourism sector and local hotel industry are also investing heavily in sustainability initiatives – from waste reduction and the use of fresh, local produce to incentive programs for eco-friendly meetings. This shared vision is the most effective way to become a smart destination.

Zurich is not only ecologically smart, but also strong in terms of social performance, supplier performance and convention bureau performance (for more information visit www.gds-index.com). What does this mean for your event? Zurich is safe, Zurich is clean, Zurich is efficient. The proximity of reliable urban infrastructure and refreshing natural surroundings makes a business event a professional but relaxed experience.

Zurich is a convenient and cost-effective destination. For example, did you know that you can reach Zurich airport within 10 minutes

using public transport? Or that 98% of the city's hotels are easily accessible (within 30 minutes) by public transport from the convention and exhibition centers?

Zürich Tourism – which is certified as a sustainable enterprise (ISO) – and its partners take social and environmental responsibility seriously, and will ensure that your event does the same.

For more information about sustainable meeting planning, please contact the Convention Bureau team at Zürich Tourism:
congress@zuerich.com \ meeting.zuerich.com

For more information on Switzerland as a meetings destination:
contact Myriam Winnepenninckx,
Switzerland Convention & Incentive Bureau,
T. +32 (0)2 345 83,
myriam.winnepenninckx@switzerland.com
www.MySwitzerland.com/meetings



Switzerland Convention
& Incentive Bureau.





London Calling

In a transforming digital world, global cities are in direct competition with one another, as they need to attract, welcome, retain and export the right talent and skills to ensure sustainable economic growth. As one of the most entrepreneurial and innovative business centres in the world, has London been able to attract congresses aligned to its clusters of excellence and did it have an impact on the number of the participants? Can the British capital leverage business events to transition towards a knowledge and creative society, and the job creation that accompanies it?

Words Vikki Carley

According to last year's analyses by Deloitte, London came out as one of the leading global cities of the world. Executives linked to the UK's capital city by education or employment are the most ethnically diverse of the seven global cities, London is home to more than one-third of all European Fortune 500 firms and attracts three times more corporate headquarters than any other city in Europe, London has over 1.7million people who are employed in high-skill knowledge based jobs which has grown by 235,000 in two years and last but not least London has the largest number of top-ranked universities and business schools of any other global city.

London as a business event destination has undoubtedly grown into a global leader. It sits in fifth place in the latest ICCA rankings of top convention cities and attracted 3.7 million business visitors in 2015 who spent £3.2bn. *"London has transformed itself as a congress destination over the last four years, both in terms of world-class facilities and new infrastructure,"* says Grégoire Pavillon, Executive Director of EASL, a leading liver association. EASL's International Liver Congress took place in the city in 2014. The event attracted

9,988 hepatologists, doctors and medical professionals and experienced its highest ever delegate numbers for any congress.

According to Suzanne Singleton, Head of Associations at London & Partners, events that come to London do tend to attract more delegates than other destinations. The European Society of Cardiology (ESC) Congress came to London in 2015 and broke all previous records, making it the most successful event in the Society's history, with a delegate attendance of 32,773. The event also welcomed more international visitors than ever before, with attendees from over 140 countries worldwide. ESC's CEO, Isabel Bardinnet, said: *"Never in the history of the ESC Congress had we had such a well-attended event. London was a fantastic host city."*

Of course, London had to invest a lot in its infrastructure. And it has paid off: from past client feedback the reasons associations choose London according to Suzanne Singleton are vast. *"Our great transports links are often mentioned. London is one of the best-connected cities in the world. Our accommodation offering is also a big plus as we have a varied range of properties, with an estimated 140,000 guest rooms*

across the city. This also includes numerous pharma-code compliant options as well as university campus accommodation." she says.

BIG PLAYERS

While London has a diverse range of venues from historic to modern, a big pull for associations is its range of purpose-built venues catering for 1,000 delegates right up to 30,000 and all which are easily accessible from the city's transport hubs.

ExCeL London in the East of the city offers 100,000sqm of flexible event space which includes London's International Convention Centre (ICC London ExCeL). ICC London ExCeL has the UK's largest auditorium (for up to 5,000), London's largest banquetting hall (for up to 3,000 guests) and a multi-function conference suite (for up to 2,500 delegates). In 2016 ExCeL London hosted 14 national and international congresses with sizes ranging from 400 to 22,000 delegates. The Annual European Congress of Rheumatology 2016, hosted by the European League Against Rheumatism (EULAR,) was a particular highlight for the venue. Close to 14,000 attendees from nearly 120 countries

attended the event to hear the best in rheumatology research and clinical advances.

A mere five minutes away from London's attractions including Big Ben and Westminster Abbey, the QEII Centre in the West of the city has capacity for up to 2,500 delegates, houses over 32 versatile event spaces. The QEII Centre hosts about 400 national and international events each year with associations choosing to bring their events to the venue including the likes of the British Medical Association, the Event Cinema Association, Global Law Summit and International Marine Purchasing Association (IMPA). The QEII Centre recently won a contract to bring the International Psychoanalytical Association back to Britain for the first time since 1975.

LIFE SCIENCES PULL

London is home to a world-leading life sciences cluster, with five out of eight of the UK's Academic Health Science Centres and seven of the UK's 10 leading universities for research excellence. This, in conjunction with institutions such as MedCity, which promotes and grows investment in the life sciences sector, the Wellcome Trust, which funds research into human and animal health and the Francis Crick Institute, a cutting-edge centre of biomedical research and innovation, means that the British capital has in-depth expertise for medical congress organisers.

As a result, a number of life sciences associations have chosen London for their congresses in recent years, including high-profile

events such as the European Society of Cardiology in 2015, as mentioned before, the European Respiratory Society in 2016 and more recently the European Association of Urology.

The technology sector has also been very successful for London in terms of association events, which is thanks to London Technology Week. London Technology Week is a programme of events inspiring creativity, fostering collaboration and showcasing the city's technology credentials and has taken place for the past four years.

According to Samantha Shamkh, Head of Conventions at ExCeL London, finance congresses, petroleum engineering and oil and gas also have a strong interest in London for their events.

COMPETITION IN A BREXIT WORLD

While London enjoys a rich pipeline of association events, like any other city it still has to work hard to attract associations. Tracy Halliwell, Director of Business Tourism and Major Events at London & Partners, said: *"Events in London often attract larger delegate attendance due to the opportunities to meet and network with global audiences and, if congresses want to be seen as serious events, London is one of the key destinations to be seen at. London is also a diverse and multi-cultural city at the centre of the world's time zones so is well placed to attract events from all over the globe."*

With Brits voting to leave the EU in the UK referendum in 2016, uncertainty has settled in some meeting planners' minds. But London & Partner's Suzanne says: *"The strength of the other currencies against the British pound means there's never been a better time to host an event in London. Between June and December 2016, our CVB welcomed 30 per cent more enquiries than over the same period in 2015. Some of our partners have also experienced clients asking to settle their bill in advance to lock in the favourable exchange rate. We need to remind the world that London is, and will always be, open to business, talent and visitors from all over the world. This is the message that the Mayor of London took to Brussels and Paris on his European trip in March, and this is what we will continue to tell the world."*





While London has a diverse range of venues from historic to modern, a big pull for associations is its range of purpose-built venues catering for 1,000 delegates right up to 30,000.

Security in London

The UK Meetings Industry Association (mia) recently addressed the issue of venue safety at its conference, as it urged the sector to avoid complacency in light of recent European terrorist attacks.

Speaking at the conference on 20 March, just two days before the Westminster Terror Attack, former Assistant Commissioner of the Metropolitan Police Service and global security expert Bob Quick, alongside hospitality and events consultant Bridget Baker, discussed safeguarding and security and the impact of terrorism and crime on travel, tourism, events and the hospitality sector.

The full day conference encouraged the meetings, conference and events industry to take the lead and make the most out of the current economic situation, while empowering and equipping delegates with the tools to act on the commercial insight offered by the numerous sessions.

Addressing how everyday venues can be severely affected by security breaches, CEO of Bluelight Global Solutions Bob Quick outlined the context of global security risks in relation to crime and terrorism and how it can unpredictably impact upon the UK MICE industry and vulnerable venue businesses.

The current international terrorism threat level in the UK is severe and this has been the case since 2014. While the relatively low number of terrorism incidents in the UK is positive news, it does raise the potential for venues to allow minor lapses in security to go unchecked as they don't feel at risk – giving criminals and terrorists an opportunity to exploit. It is therefore of paramount importance to integrate all security provision, including physical, technical and human elements, to maximise the efficiency of systems and to safeguard UK venues from impending threats.

Commenting on the conference, Bob Quick says: *“There is a need to drive awareness of the current and potential threats facing the industry from both criminals and terrorists, and it is important to drive home the message that there is no longer any ‘normality’ as the capabilities of terror organisations and criminals increase and their tactics continue to evolve. Meeting planners need to be constantly educated about the current evolving threats to venues, and the security practise developments that must be implemented to combat the issue.”*

Bob Quick also adds: *“Cyber facilitated crime is a growing trend that will be highlighted, as it continues to strike organisations on poor networks and with information security. The event industry is not immune to such dangers and many organisations are being locked down by ransomware, whereby large sums of money are being demanded to get systems back up and running effectively.”*

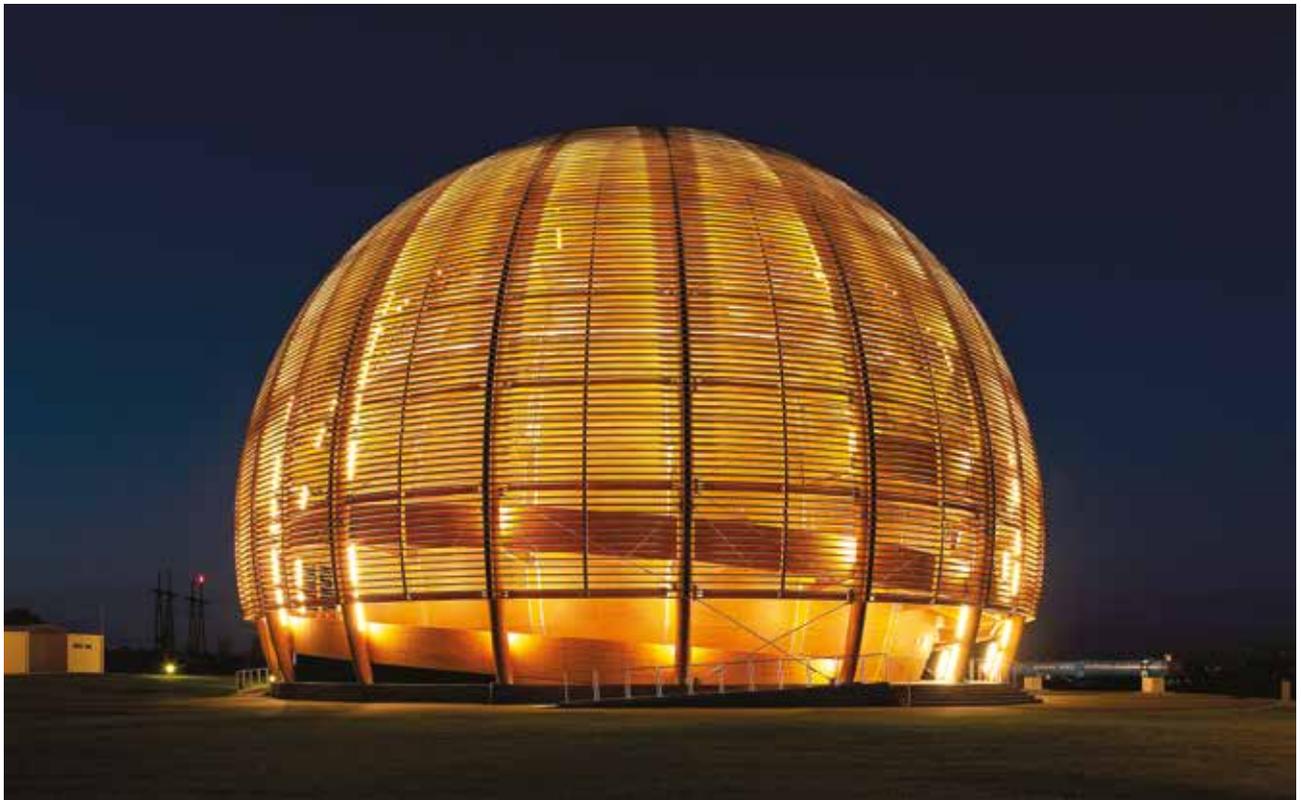


Geneva

An Expert Global Village

For some people, it's the world's smallest metropolis. For others, it's simply the peace capital. Whatever the name conjures up, Geneva has always been popular. A global destination by essence, an 'international village' if you like, thanks to the presence of headquarters of international organisations and companies and a foreign population of about 40%, Geneva has renewed its commitment to associations by aligning its positioning with its clusters of excellence.

Words Rémi Dévé



Known throughout the world as the UN's European headquarters and the head office of the International Committee of the Red Cross, Geneva every year attracts thousands of people to conferences, conventions and meetings. Due to its international nature and multicultural tradition, Geneva offers a privileged location for globalized companies: over 140 multinationals are established in the city and around, not to mention 36 international organizations (IOs), over 300 non governmental organisations (NGOs) and 200 diplomatic missions, thereby making Geneva a truly cosmopolitan city.

The Geneva Convention Bureau has recently restructured its marketing communications and resources in order to align its bids to the city's growth agenda. And Geneva's excellence in many fields of endeavour is famous – clusters range from banking & finance, fragrances, Cleantech and ICT to watchmaking, microtechnologies, BioTech and MedTech.

In this regard, Anja Loetscher, Director of the Geneva Convention Bureau, says it all comes down to working on the same subject, i.e. the economy of the destination. She argues: *«It has to be a win-win situation. We like to think that congress organizers and we are partners to make the most of their events. On one hand, it is interesting to win a bid for a congress if they have a local committee who is really going to help them work on the content; on the other hand, a congress has to be interesting for us in Geneva. We're winning bids to show customers about the knowledge that there is here.»* In Geneva, it's all about 'relevance' and achievement: by connecting association delegates with their peers in the destination, by building connections, research and solutions aligned to the mission of specific organisations, which supports personal ambition on the part of members, the destination can leverage business events to transition towards a knowledge and creative society.

The 22nd Annual Meeting of the Organization for Human Brain Mapping which was held at Palexpo last year, with dynamic contributions from the students' population, is testament to this renewed energy. The primary international organization dedicated to the discovery of the organization of the human brain, the OHBM was created in 1995 and has since evolved in response to the explosion in the field of human functional neuroimaging and its movement into the scientific mainstream. One of the primary functions of the organization is to provide an educational forum for the exchange of up-to-the-minute and groundbreaking research across modalities exploring Human Brain Mapping – it just made sense for them to do so in Geneva, given the city's expertise in the subject.

There is also the example of Campus Biotech, which has cemented Geneva's position at the forefront of biotechnological and life science research. Born out of an initiative of the Federal Polytechnic School of Lausanne (EPFL), the University of Geneva (UNIGE), the Bertarelli family and Hansjörg Wyss, this unique centre of excellence in Europe was inaugurated in 2015. Campus Biotech welcomes many academic and industrial partners such as teams from UNIGE, EPFL, the University Hospitals of Geneva, the Wyss Centre of bio- and neuroengineering, the Human Brain Project, the Swiss Institute of bioinformatics, and the School of Landscaping, Engineering and Architecture. Through an interdisciplinary scientific approach, it stimulates innovation, collaboration and technology translation in the area of life sciences and helps attract conferences in the field.

For more information on Geneva as a conference destination, contact Mélanie Paillard, Communications Coordinator, Geneva Convention Bureau, +41 22 909 70 56, melanie.paillard@geneve.com or go to www.geneve.com

Geneva Convention Bureau has recently restructured its marketing communications and resources in order to align its bids to the city's growth agenda.

Intelligent Transport Systems Leave a legacy in Melbourne

After more than eleven years in the making, thousands of delegates from over 73 countries converged on Melbourne in October 2016, as the city played host to the largest ever intelligent transport systems (ITS) conference in Australia – the 23rd World Congress on Intelligent Transport Systems (ITS 2016).



ITS 2016 was centred around the theme ‘enhancing liveable cities and communities’ and Melbourne was the ideal host city to demonstrate this. Named the World’s Most Liveable City for six consecutive years, the city’s liveability has been enhanced by intelligent transport systems’ contribution to the community.

The second largest international association conference ever held in Melbourne, the congress provided a platform for private corporations, public agencies and academic institutions involved in the research, design and implementation of ITS technologies to present new innovations and research, as well as discuss issues and opportunities within the sector.

Melbourne was chosen as the host destination for its collaborative approach, strong support from the city, state and federal governments and the excellent facilities at Melbourne Convention and Exhibition Centre (MCEC).

Most significantly, the strength of Melbourne’s ITS community and global recognition as a leader in the ITS sector was a major factor for the city’s success, with ITS Australia President, Brian Negus and Club Melbourne Ambassador, Dean Zabrieszsch leading the bid.

ITS 2016 generated in excess of AUD25 million estimated economic contribution for Victoria, but the impact of this event extends beyond dollars. It is the legacy outcomes of conferences that have a lasting impact on the local and global community.

The event transformed the industry and brought greater visibility to Melbourne’s expertise in the ITS sector, with transport equipment being Victoria’s second largest manufacturing industry. As part of the congress a driverless car built in Melbourne and endorsed by the Victorian State Government was trialled and showcased to global media and industry on the state’s roads. The business

benefits resulting from ITS 2016 were significant with a number of partnerships, agreements and four Memorandum of Understanding (MOUs) signed during the congress.

New innovations were also launched, such as new traffic control, smart mobility software and major breakthroughs in connected cars. And more than 50 international Ministers and Mayors attended the Federal Government’s High Level Policy Roundtable. There were also major government investment announcements in research and development of autonomous vehicles technologies.

Significantly, 2,437 members of the public and school students attended the congress. School students participated in smart city, transport and solar vehicle challenges, giving insight into the next generation of ITS game changers. Recognising the significance of the sector to the local community, the City of Melbourne hosted three sessions open to the general public, demonstrating how the city can leverage a congress to engage the broader community.

Melbourne Convention Bureau (MCB) secured ITS 2016 in 2012 and worked closely with ITS Australia from bid phase through to delivery with MCI Australia appointed as the professional congress organiser.

ITS 2016 demonstrated MCB’s collaborative approach to winning and hosting business events, facilitating city-wide collaboration. MCB garnered the support of State Government, City of Melbourne and MCEC to ensure the requirements of the association were able to be met, then worked with Melbourne Airport, Qantas and SkyBus to ensure the seamless arrival of delegates into the state.

Susan Harris, ITS Australia Chief Executive Officer said: *“The support of the Melbourne Convention Bureau (MCB) was key to securing the 23rd World Congress on Intelligent Transport Systems. MCB ensured we had professional bid material and all the tools to showcase Melbourne and our convention facilities, as well as provide*

the international decision makers with a quality experience in the lead up to the bid.”

ITS 2016 utilised over 80 per cent of available floor space in the Convention and Exhibition Centre and included the venue’s largest ever welcome reception, spread across 16,500 square metres in the exhibition bays.

MCEC’s award-winning technology team developed a customised plan to ensure the seamless delivery of ITS 2016 technology requirements. This included transferring 80GB of video content to the ITS website every hour – the equivalent of 1,000 full-length movies – and coordinating 40 simultaneous lecture recordings.

MCEC’s culinary team spent more than 2,600 hours preparing and serving meals for over 6,000 delegates over the course of the event, and operated six themed cooking stations each day. To minimise food waste, MCEC partnered with Oz Harvest to redistribute left over food to food shelters throughout Melbourne.

Fast Facts

What: 23rd World Congress on Intelligent Transport Systems

When: 10-14 October 2016

Where: Melbourne Convention and Exhibition Centre (MCEC)

Host organisation: ITS Australia

Attendance: 11,496 delegates from 73 countries

Economic contribution to Victoria: Over AUD25 million

Riga & Latvia

The Power of Subventions, Really ?

While far from universal, a growing number of national tourism boards and even city-level convention and visitors bureaus are offering some form of subventions to attract associations that are considering bringing a large meeting to their destination. But should that really come into play? Isn't the whole picture worth being identified before rushing to accept cash, as Aigars Smiltans' MEET RĪGA argues?

Words Rémi Dévé

Described by some as a necessary evil, "subvention" – subsidies given by convention and visitor bureaus (CVBs) to attract large conferences – has become more generous as destinations battle it out to win new association meetings. The latest research conducted by The Right Solutions Ltd indicates that they are playing, if not a large, but a critical role when an associations makes the decision as to where to take their next event. In the 2016 BVEP Subvention Research, 50% of respondents acknowledge "significant influence in decision making" if there are offered subventions. The highest stake is cash subsidy – according 75% from all respondents – followed by discounts on venues costs. Only 17% of the respondents admit that subventions don't impact the selection of a destination.

But instead of looking through a kind of 'subvention' magnifying glass, shouldn't planners look at the bigger picture? Should they really just compare who gives the largest subsidies? As Aigars Smiltans puts it, « *it might be wiser to base yourself on the general costs of your meeting(s). Do, for example, hotel rooms rates include breakfast or free wifi, or the rates will be*

for accommodation only? And if some marketing material is "offered", will it be as good as if you had done it yourself?» Digging deeper, are associations always playing a fair game when requesting a proposal from a destination? Do they really have their delegates in mind? « *Is transportation affordable? Is the destination easily accessible? What does an average meal or cab fare cost for instance? All this will have an influence on the decision for a delegate to come.*» Aigars continues.

Then why choose Riga or Latvia for your next meeting? Well, there are numerous, good reasons.

Riga is affordable even without subventions. It is a reliable and safe destination.

Riga offers a wide variety of accommodation, with 8000 rooms catering to all kinds of budget, and an additional 1500 in the pipeline. Most hotels offer free breakfast and wifi, and are located within the Old Town or in the city centre, within walking distance to all main venues, restaurants or sights. The benefit? No hassle in public transport and a reduced carbon emission footprint.

Riga also boasts a very diverse portfolio of meeting halls. In addition to hotels, most of which have conference space, two large multifunctional conference centres in Latvia's capital city can host meetings up to 1100 delegates theatre style. Riga is also compact and easy to get around. The International Airport is located just 9km from the city centre, which makes transfer smooth and easy, leaving more time to actually hold meetings and enjoy the city.

Last but not least, the Latvian cuisine scene is a major asset. Latvian chefs decided a few years back to break away from traditional German-related cooking traditions and created a real manifesto for Modern Latvian Cuisine. It can sound very dear, but it is not, you'd be amazed...

All in all, if you compile all costs related organizing an event in Riga, it still might be cheaper... even without subventions.

For more information about Riga and Latvia, contact Aigars Smiltans. MEET RĪGA
meet@liveriga.lv \ www.MeetRiga.com/en



Instead of looking through a kind of 'subvention' magnifying glass, shouldn't planners look at the bigger picture?

Global Market Eyes Ottawa as an Appealing Event Destination

In the tourism and hospitality industry, location plays as important a role as timing. Today, as global events continue to impact the selection of destinations for international congresses of all sizes, Ottawa is ready to welcome the world and has a marketing strategy in place to make this happen.



While Ottawa Tourism works to bring business to hotels, restaurants and other smaller event venues, the Shaw Centre, as the city's largest facility, is at the heart of any international bid.

Global travellers already recognize the welcoming and inclusive nature of Canada and, as its capital city, Ottawa perfectly exemplifies these attributes. *"We eagerly welcome people from all areas of the world,"* says Nina Kressler, President of Shaw Centre, the city's premier event venue, named one of the top three convention centres in the world by International Association of Congress Centres (AIPC) in 2014.

Ottawa is very much a multicultural city, with 130 embassies and high commissions located in the region of 1.3 million people. Visiting foreign businesspeople appreciate the opportunity for personal interaction with the local diplomatic community. In addition, foreign-born residents make up almost one quarter of the city's population, giving the region a truly cosmopolitan feel. Almost 40% of residents speak both English and French.

Kressler notes that Prime Minister Justin Trudeau, in delivering frequent messages of tolerance and unity, exemplifies the peaceful spirit common among most Canadians. This is a message that resonates with the global community.

The vibrant cultural scene in Ottawa is complemented by the area's abundant greenspace. Just moments from downtown Ottawa, numerous locations serve as four-season playgrounds, including world-renowned Gatineau Park. *"Delegates and their partners who attend events at Shaw Centre frequently comment on the natural beauty of the Ottawa area and the wonderful diversity of activities available,"* notes Kressler.

"With our experience hosting the world in 2017 for Canada's 150th birthday, Ottawa is more prepared than ever to welcome international groups and showcase all we have to offer," she adds. *"At Shaw Centre, for example, events as large as 3,000 people are easily accommodated; our overall building capacity is 10,500. Our menus are often composed of unique Canadian ingredients and we serve up world-class Canadian wines as well. We can easily help arrange delegate activities through our many partners including Ottawa Tourism."*

Ottawa Tourism's Meetings and Conventions team works closely with Shaw Centre and other meeting industry stakeholders. Their experience and international connections contribute significantly to Ottawa's strengthened position in the destination industry, as they work to increase and enhance market awareness. *"We collaborate to sell Shaw Centre and Ottawa as a destination,"* says Kressler.

"This is crucial because large international conventions do not merely choose a convention centre for their event, they choose a city as well," notes Michael Crockatt, President and CEO of Ottawa Tourism. *"In fact, we've seen tremendous success in recent years; namely, a 220% increase in large-scale events booking Ottawa in 2017 compared to 2015."*

While Ottawa Tourism works to bring business to hotels, restaurants and other smaller event venues, the Shaw Centre, as the city's largest facility, is at the heart of any international bid. This strategic partnership is mutually beneficial in other ways. *"We share sponsorships costs for MPI (Meeting Planners International) and CSAE (Canadian Society of*

Association Executives) as we continue our quest to become the market leader in the Canadian associations segment as well as attract more international business," adds Crockatt.

One of Shaw Centre's most successful programs is its Ambassadors' Club, composed of people in the area who are top specialists in science, technology and medical fields and who are champions in terms of helping to bring big events to Ottawa. *"In their quest to serve as local hosts who are passionate about an industry they believe in and know extremely well, we support them in preparing their bid for Ottawa to host a future convention,"* explains Kressler. *"As a team, Shaw Centre and Ottawa Tourism help these Ambassadors present a professional bid package, assist them in making presentations, and offer professional recognition for their efforts. We have already had many success stories with this program and we are looking to enhance it going forward. The international congress market is an area of growth for us and an area of strategic focus."*

Proof that Ottawa is becoming increasingly appealing to the global market can easily be found in a list of past and future Shaw Centre events. *"We were chosen as the site for One Young World (2016) and are eagerly looking forward to hosting delegates to the Global 4-H Summit in July 2017, the 2018 International Making Cities Liveable Council and the International Commission on Large Dams (ICOLD) in 2019,"* says Kressler. *"It is exciting to welcome visitors from the four corners of the earth to our city."*

Once long time ago



The Power of Stories

In the process of an intensive review of industry research, data and strategic communications issues taking place at the JMIC conference in Paris, an interesting consensus emerged. The conclusion: that the most powerful way to communicate the real impact of meetings, conventions and exhibitions may in fact be to simply provide good, compelling stories about how these kinds of events drive outcomes that benefit everyone.

Words Rod Cameron, Executive Director, JMIC

This is more of a departure than it may seem. For many years we've played the numbers game, using a range of measurements from delegate spending and economic impacts to hotel room nights and incremental tax revenues. But in a world where pretty much everyone is constantly bombarded with big figures, it is the individual examples of how a specific gathering brought about professional advancements and positive change that seem to best capture people's imaginations and demonstrate the real value of these events.

There's no question the numbers are important. But when it comes to illustrating what these events actually do in terms of delivering broadly desirable outcomes – everything from advancing organizational and societal objectives, driving economic and academic progress and even profiling a destination in the way locals most want it to be seen – it is the specific examples that really seem to deliver the goods.

On reflection, it's not hard to see why. All those numbers have little emotional quality, and as emotional creatures, we respond best to messages we can relate to terms of our own concerns and interests. At the same time, there is a lot more flexibility to be had from being able to identify and document a wider range of beneficial outcomes than simply the financial ones, particularly when the latter include everything from innovation and knowledge transfer to new investment and academic advancements.

This realization has big implications for how we handle the value conversation from here on. There is today a need to focus on well-documented and creatively delivered case studies that can not only express the value of specific event achievements but at the same time imply what benefits are likely to be achieved by similar events in other subject areas.

This is particularly important when we realize that two of our most important audiences are communities and elected officials. As mentioned, the former typically most want to relate things in terms of their own interests – so things like improved medical practices, inward investment, new job opportunities and overall economic prospects really resonate.

Politicians, on the other hand, can best relate to the ways in which events support their policy agendas, raise profile and generate non-resident tax revenues that help take the pressure off of locals. At the same time, they know only too well the power of storytelling, as it is an important element of their own strategies – a way of demonstrating understanding and personal affinity with the electorate.

But that doesn't mean there isn't some discipline required. In order to be credible, event accomplishments must be well researched and documented rather than just trotted out as anecdotes. And that's where there's a lot more work to be done.

Many suppliers and organizers aren't even clear on what specific outcomes they expect from the events they support, let alone how to measure the extent to which those are actually delivered. But in a world where accountability is increasingly required in return for the investment of time and resources that successful events demand, the ability to measure these kinds of factors more precisely is now more of an expectation than an option.

The Joint Meetings Industry Council (JMIC) represents the combined interests of 15 international meetings industry associations. It has provided a forum for information exchange amongst industry groups for over 50 years.

jmic@themeetingsindustry.org \ www.themeetingsindustry.org





LISA GARDINER

THE VOICE OF...

Lisa Gardiner

The Power of Collaboration

A kiwi who returned home and joined Tourism New Zealand (TNZ) in 2015 after 9 years in London, Lisa Gardiner is TNZ's International Business Events and Premium Manager. Recognising that a strong local association community is vital to embrace international opportunities for hosting large, global events, Lisa explains the positioning of New Zealand as a convention destination and how they work with associations.

Words Rémi Dévé

When Lisa Gardiner joined TNZ, she brought with her a fresh marketing perspective to the MICE industry having not previously worked in the sector, but both domestically and internationally for global brands such as BP, Skype and Microsoft. Her skillset in digital and partner marketing are particular assets, in line with the increased emphasis of these areas to have the maximum impact in growing the awareness of business events in New Zealand.

When asked about New Zealand's USPs as a convention destination, Lisa immediately emphasizes the ease of doing business, the kiwi way if you like. She says : « *The ease of hosting a conference in New Zealand is a common theme we keep hearing. From the literal ease of getting around our walkable cities to our reputation for being welcoming hosts we are well known for helping organisers create delegate experiences that exceed expectations. The ease of doing business here is additionally supported by New Zealanders inclusive and unique style of hospitality, which is referred to as Manaakitanga. This is a Māori word that loosely translates to 'hospitality' and is central to Maori society and inspires the way that travellers are made to feel welcome when visiting New Zealand.* »

But the collaborative aspect of the business events industry in New Zealand is also a big draw for association planners. « *One of the reasons hosting an event in New Zealand is often found to be easier than other*

destinations is because of the way the events industry works closely and collaboratively together. The fact that government, field experts and academics work side by side to provide memorable experiences is pretty unique and how we differentiate ourselves. » Lisa says.

Through her work with associations she has observed the emergence of the following trends: In terms of membership, the focus is on encouraging all members, but particularly Millennials to be engaged and active, while providing them with personalised experiences, information and interaction opportunities. Associations also need to keep up with meeting members expectations, and to do so they must ensure they stay on top of the latest developments in meeting technology. « *Associations are looking for destinations that work with them to deliver on these themes and partners that will go the extra mile to help them achieve this.* » Lisa says.

Today, the Asia Pacific association market is on the rise with many associations previously focused on the traditional USA or European markets looking to expand in to these emerging markets. « *This is an attractive way to access a new membership base, gain broader cultural insights and access different technologies. New Zealand's geographical location is attractive to international associations and an event here delivers them access to these markets.* » Lisa says.





THE VOICE OF...

Elliott Ferguson

Helping Associations Grow Their Bottom Line

We met Elliott Ferguson, CEO of Destination DC, a few years ago when he came to Brussels in the early 2010s to discuss the possible collaboration between the Belgian capital and DC and planted the seeds of the Global Association Hubs Partnership (GAHP). It was followed by quite some other interesting – and always friendly – encounters. Now it's time to ask him what his ideas and opinions are on the global associations industry.

Interview Rémi Dévé

67 \ MAY 2017

Has the way you work with associations changed over the years?

International association business is a big growing market segment for us and we've developed initiatives to make sure we're one of the leading U.S. destinations for the international association market. The process is shepherded by an Ambassador, a leader in their industry that helps champion business for DC.

We have also conducted extensive research to help support meetings and conventions that fall into four primary market segments: Technology, Biotech/Pharma, Medical and Education. The research provides compelling reasons why the DC metro ecosystem can help support and enhance meetings in those market segments.

With my background being in convention sales, I think it's important to step back and remember the personal touch. At the end of the day, people like to work with who they like. Many of our customers are our

friends and we have personal relationships with them so ensuring face time vs the daily emails is extremely valuable.

What do you think are the latest trends in the association community?

Meetings are evolving into a more interactive format with technology having a major impact on associations meetings; free Wi-Fi and apps are becoming a standard while program content is being redesigned to live online.

Access to lobbyists for their specific cause continues to be a dominant factor which makes Washington, DC a great location. Meetings held here allows associations to take advantage of lobby days and enhance their programming to include visits to Capitol Hill.

One of the ways we've taking a non-traditional approach is by working with Amtrak and the organization to provide one-day registration

The way we communicate continues to change and the personal touch is increasingly valuable. Customers need to know we have a responsibility to them and their visitors no matter how they choose to enjoy DC as a destination.

from those along the Northeast corridor who are only able to attend a conference for a day or part of a day. Communication with them has also evolved beyond the convention sales department. We have furthered the relationships by connecting them with our marketing department to discuss ways to effectively promote Washington, DC as a destination.

What do you think is the role as a convention bureau when it comes to associations?

It's more of a collaboration. Depending on the market segment, we highlight our assets in the market that would drive that organization's financial success and delegate experience in our destination. For example, the access to the federal government and tech policy leaders in Washington, DC is a huge benefit to tech-focused meetings.

We want to create an environment where associations can grow their bottom line by looking at the assets in our area to grow their sponsorship base, exhibitors and delegates over other competitive destinations.

How important is it to educate associations about how CVBs can support them?

As the destination experts, we're the liaison between the association and all the entities they'll work with in the city, from the convention centre and hotels to special evening event space. We can coordinate a package that meets and exceeds the requirements of the customer.

It's important for the prospect to have an overall picture of the city, so we work very closely with local partners to promote all our assets in DC, from restaurants and hotels to unique spaces. Of increasing importance is showing the customer the local benefits, and their access to thought leaders and like-minded organizations in DC that will help them be successful.

How has the work done by convention bureaus evolved in the last decade?

As meetings and conventions have evolved, so have the needs for CVBs to support them. Assistance in marketing a destination to a convention's delegates has become increasingly important. We want to help the association enhance the attendees' experience by layering in the local sights and sounds of the city.

The way we communicate continues to change and the personal touch is increasingly valuable. Customers need to know we have a responsibility to them and their visitors no matter how they choose to enjoy DC as a destination.

Convention bureaus have started to put a stronger focus on the fact that we're an economic development organization for the city that helps creates jobs so we're always looking at increasing our economic impact.



Queenstown

**100% PURE
NEW ZEALAND**

POSSIBILITIES BEYOND THE PRESENTATION



New Zealand will take your next event from ordinary to extraordinary. With industry-leading experts and world-renowned researchers, spectacular landscapes, world-class facilities and an unmatched array of activities all within easy reach. Plan the conference they'll never forget today.

A conference in New Zealand will go beyond your expectations.

Visit businessevents.newzealand.com

BIG LANDSCAPES INSPIRE BIG THINKING

VISIT [AUSTRALIA.COM/BUSINESSEVENTS](https://australia.com/business-events)

AND DISCOVER WHY THERE'S NOTHING LIKE AUSTRALIA FOR BUSINESS EVENTS.



BUSINESS EVENTS
AUSTRALIA