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THE BEST RESOURCE FOR ASSOCIATIONS

UNDERSTANDING ASSOCIATION LEGACIES

— FEBRUARY 2019 | APRIL/MAY | JULY | SEPTEMBER | NOVEMBER —

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We All Need Purpose

The world can be divided into two groups: the optimists and the pessimists—and we need both. The optimists view the world as getting better and better: improved standards of living, reduced violence, decrease in disease. The pessimists find this perspective unrealistic and talk incessantly of global warming, private interests ruling the world, overpopulation, rise of fundamentalism... and the list goes on.

One thing is certain: in this day and age, the world is becoming a place where business (in the larger sense) means much more than the profit it generates.

In the corporate world, it all started with social responsibility, once a catchphrase that's transitioned from a trend to a well-respected characteristic. In the last decade, the buzz word has become purpose, giving companies meaning that goes far beyond profit.

In the meetings industry, the concept of legacy is more commonly used. We facilitate the kinds of exchanges that are essential to knowledge transfer, innovation, collaboration and social advancement. This new collective view proves that outcomes are the real purpose and value of the industry.

But what does legacy mean exactly? Is it just another kind of business value or does it mean that the industry realizes it needs purpose as well? It seems that we are still struggling with a clear definition.

In this context, it's worth examining the young workforce. By 2020, at least half of the workforce

will consist of Millennials or Generation Z. An interesting study on the Change of Generations shows a shift in sets of priorities.

Both Millennials and Generation Z were raised in times of political strife and global crisis, sparking a strong aspiration for equality and inclusion. Young professionals are bringing these motivations to the workplace, and, in doing so, reshaping businesses to prioritize diversity, inclusion and gender equality.

Where Millennials seek jobs that provide stability, convenience, and life balance, Generation Z is more concerned with fueling their passions and taking pride in the work they do. Generation Z seek meaningful work that aligns with their passion and will ultimately create an impact.

For the first time, we are seeing a generation prioritizing purpose in their work.

As an association, no matter what type, you too will have to both attract and retain young talent. Generation Z are more likely to stay with organizations that value ethics and social responsibility, in addition to organizations that create a positive environment that ensures individual growth and development. This is the reason continuous education is strongly encouraged.

And that's why we are so happy with Boardroom's exclusive partnership with ESAE, the European Society of Association Executives, whose goal is to help members work smarter and better by connecting knowledge, insight and people. Education is one of the top priorities for this organization, which coincides perfectly with Boardroom's vision.



Rémi Dève

Founder & Chief Editor



Cécile Volz

Founder & Managing Partner



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The AC Forum

Led by, Made for Associations

The Associations Conference Forum (AC Forum), which provides a platform for peer-to-peer exchange on all things association-related, recently set up a partnership with the Leading Centres of Europe and the Switzerland Convention & Incentive Bureau to create collaborative learning experiences for its members. To promote this new partnership, Boardroom and AC Forum met to join forces and established a new relationship, one we're going to explore in the upcoming issues of the magazine. The aim? Raising the AC Forum's profile and highlighting its many added values, as AC Forum's President Adrian Ott explains here.

Interview Rémi Dévé

Can you introduce the AC Forum to our readers?

The AC Forum is Europe's only networking platform established exclusively for and by associations with established headquarters and in-house organising teams for congresses and other educational events. Up until five or six years ago, it was mainly composed of healthcare associations, but it is now diversifying and membership today is open to associations of various disciplines. With time, we thought we could learn more if we became a peer-to-peer organization by branching out and looking at other fields.

Our main mission is to advance excellence in association and congress management. We like to think that we're doing this by diversifying our membership structures and fields of interest by educating and learning from each other, as well as from external experts. We provide our members with a variety of opportunities to network and exchange experiences in trusting and confidential environments free from commercial influence.

Membership is open to any association, but they would have to follow certain criteria, one of which is that you have to have in-sourced capacity for the management of your congresses and events. Other qualifications have more to do with figures—you have to have at least 2,000 delegates at your main conference, salaried staff, and some fixed structure when it comes to the management of your events.

What can members expect at your main event, the Annual Meeting?

We're trying to spread education through our Annual Meeting, our flagship event that takes place each January. In Vienna where we just celebrated our 20th anniversary, we almost reached 150 in terms of attendance (we had 99% of our association members present, which is a great achievement).

Throughout the year we also organize various workshops, which were initially focused on congress management themes but have now evolved to include other association management topics. In the workshops, we discuss congress and association management, seen both from a strategic as well as hands-on perspective, including also, since recently, notions of personal development. But a constant is that all workshops are targeted, small-scale meetings with in-depth discussion on a specific topic.

It seems that the AC Forum has kept a low profile up until now. Why is that?

I don't think there was a specific choice to be low profile. We wanted to safeguard our conversations to provide a confidential environment for our members. With time and the will to diversify our membership came a desire to be more visible. After all, you can't remain focused on yourself while at the same time say you want to diversify.

If you want to diversify, growing your membership is one of the potential solutions and we're definitely pursuing that aim. We're reaching out

to new platforms, like IMEX for instance, to see how we can better promote what we do and our added values.

What are some of your achievements so far?

Definitely the excellence, this raising of standards – it's an ongoing process. We still manage to keep it a trusting and confidential environment to have open discussions within the association community. We like to think that we allow for quality peer-to-peer exchange on a variety of important topics.

After 20 years of operations, you look at your various programs, all the things you put in place at the Annual Meeting, and those have grown enormously. From a roundtable discussion at the very beginning where we discussed the pros and cons of different destinations, different suppliers, and tips and tricks, the Annual Meeting has since developed into a mini-congress with different streams and several parallel sessions.

Can you talk about the formal partnership with the Leading Centres of Europe?

In addition to a partnership with the Switzerland Incentives & Convention Bureau (SCIB), we set up a formal relation with the Leading Centres of Europe, this informal alliance of 10 of Europe's largest venues, each with a proven track record of successfully staging major European and international conferences.

We set this up so we could offer a different educational format to our members. People don't work and learn the same way as they did ten years ago. The virtual world has developed extensively, and the format in which people want to learn has also changed. As an organization, we wanted to link strategic and operational considerations together, in addition to this personal development component I mentioned earlier, and these partnerships help us present a different value proposition. It has nothing to do with selling something aggressively to our members; it's a subtle approach combining education and discovery. Here, we're talking about CLE (Collaborative Learning Experience), which our partners help us achieve.

What would you say your challenges have been so far as an organization?

Definitely to leverage the engagement of our members. There are so many things going on. How do you create an education offering so that you can make your members available and engaged? We're constantly tackling this challenge.

There is also increasing competition when it comes to educational offering for associations. Some are private ventures, some are associations of associations. What makes AC Forum truly unique is the peer-to-peer component, this unbiased character with no commercial influence whatsoever. All activities are led by our members, and that is what makes us different.

To learn more about joining the AC Forum, visit acforum.net.



ADRIAN OTT

What's next?

In the upcoming editions of Boardroom, we'll explore how the AC Forum and the Leading Centres of Europe partner on the Collaborative Learning Experience concept. Since education for associations is one of our core values, this is definitely an alignment worth focusing on.

International Organization for Standardization

All About Capacity Building

Based in Switzerland, the International Organization for Standardization (ISO) is an independent, non-governmental international organization with a membership of 163 national standards bodies. Through its members, the association brings together experts who develop voluntary, consensus-based, market relevant International Standards that support innovation, economic, social and environmental development, and provide solutions to global challenges. ISO has a very interesting regional engagement strategy, which we are going to explore here, thanks to Boardroom's special partnership with the Global Association Hubs Partnership (GAHP).

Interview Rémi Dévé

Increased global competition, the race for talent, and disruptive innovation create opportunities for associations and professional societies to become more essential. Simply put, it's all about making your members happy, providing them with what they need, and helping to build their capacity, so they can do their job better – and sometimes faster. Membership is the lifeblood of any association and never before have organizations, especially those rich in so much history, been faced with so many challenges.

ISO'S STRATEGY

Offering a range of services to support its members, ISO developed a five-year strategy with the vision to have ISO Standards used everywhere. As the name indicates, ISO's

mission is to produce globally relevant International Standards that can be used all over the world. They aim to do this by developing high-quality standards through ISO's global membership and by ensuring that ISO members effectively engage stakeholders and partners. They believe a strong foundation in people and organization development, effective use of technology, and a focus on communication, will help them achieve this.

But as Nicolas Fleury, ISO Deputy Secretary-General, explains: "A particularity of ISO is that, for us, international growth is not so much about growing our membership base (we already have members in 163 countries) but rather about strengthening our members, the network they form and increasing the participation of all interested parties (industry, consumers, governments,

organizations, associations, etc.) in the development of ISO Standards and their use worldwide. This capacity building is a large part of our strategy moving forward considering that, as a network of members, our success is reliant on the success of each of our individual member organizations."

When it comes to the strengthening of its membership around the world and the increased dissemination of standards globally, one of the major challenges for ISO is the diversity of national contexts. "Our members can range from big or small organizations, governmental or non-governmental, private or public, and the challenges and opportunities in every national context are different," says Fleury. "In this respect, we cannot come up with a "one size fits all" approach. Having said that, obviously many challenges are shared and we do our utmost to find

the commonalities between our members and stimulate the sharing of best practice stories and experiences, in order to take advantage of the power of our network. Being part of an international organization such as ISO allows for a valuable information exchange and promotes peer-to-peer exchange — this is something we are very keen to foster.”

MAXIMIZING BENEFITS FOR MEMBERS

“There are a number of things we explore when we look at how we are strengthening our global community including, for example, the reputation of the organization, increased visibility of ISO and its members, increased understanding of the value of ISO Standards and their benefits, increased use of standards and increased participation in standards development,” explains Fleury. *“One way we look at participation, for example, is to explore how regularly a member proposes new ideas for standards (in our system our members suggest new work that they feel would have a positive impact and the rest of the ISO members vote on whether they agree) or how often a member comments on other proposals and draft standards. These kinds of measures help us to understand, and therefore, improve member engagement.”*

Recently, ISO opened a regional office in Singapore. Growing internationally often means having a better visibility towards your community and enhancing your presence in geographical areas that you might have never thought about before. It’s one of the ways you can provide value to your members or partners, as you help an exponentially greater number of people find the answers to the questions or challenges they have, thus improving the reputation of your organization. *“Obviously we were aware that the Asia-Pacific region has a lot of potential in terms of growth in general, but also*

in terms the dissemination and development of ISO standards,” says Fleury.

One aspect of ISO’s strategy is to reinforce the network they have created through support and initiatives at the regional level for all areas of the world, whatever their specificities. This is achieved through various approaches and mechanisms depending on the particularities of each region. *“As part of this approach on regional engagement, we decided to run a five-year pilot office to support the Asia-Pacific region,”* explains Fleury. *“When it came to the location of the pilot, we wanted a place that could serve as a central hub for the region, easy to access from an international perspective, and with good infrastructure.”*

The geographical location of Singapore in addition to its excellent transportation links and international airport definitely had an impact on the decision to set up an office there *“Our member in Singapore, Enterprise SG, as well as different initiatives from the government of Singapore, for example through EDB (the Economic Development Board) and STB (the Singapore Tourism Board) which provided assistance and guidance on topics such as company registration, office space, hotels and meeting places, helped us to set up this office, which aims to promote ISO and International Standards, develop collaboration and partnerships and support training and technical assistance in the region,”* concludes Fleury.

This piece is part of the exclusive partnership between Boardroom and the the Global Association Hubs Partnership (GAHP), which comes as an innovative response to the increasing decentralisation of international associations, as they look to develop their activities globally / www.associationhubs.org



Mohamed Mezghani

It's Time to Reflect

All through 2018, Mohamed Mezghani, one of Boardroom Advisory Board members, contributed a monthly column, in which he reflected about his role as Secretary General of the International Association of Public Transport (UITP). As a celebration of his hard work – and more often than not wise words – we are publishing the best bits of his contributions. In the 12 months that it lasted, Mohamed shared his insights on a number of topics that resonate among his peers.

ABOUT HIS ROLE AS SECRETARY GENERAL

The multiple demands for meetings, delivering speeches at events or interviews need a careful organization and a priority management. It is obviously very good for the ego. I call it the red carpet syndrome. This is precisely the trap in which you shouldn't fall. That's why I decided to involve the President as much as possible in representing UITP, and to share this task as well with my directors who, according to the topics, might be in a better position than me to speak on behalf of the association.

ABOUT THE ASSOCIATION MEMBERS

The specificity of associations is that their shareholders are their customers, i.e. the members. They govern the association, decide on the rules, membership fees and programs, and then they produce and consume services. It means that they have to safeguard the general interest while assuming the consequence of their decisions at an individual level. There is a risk of conflict if the governance structure and bodies don't reflect the diversity of membership. Therefore, it is important to have rules all members can follow equally.

ABOUT CULTURAL DIFFERENCES

When we work in an international context, the cultural dimension is essential. We shouldn't see it as a constraint but as an opportunity to enrich our own experience and to learn. In this regard, there is one fundamental principle: the world doesn't have a centre. If you don't accept this, you'll be always considering your perspective and your point of view as the reference and you'll often fall into cultural misunderstandings.

ABOUT DIGITAL TOOLS

At UITP we made the choice to launch a restricted networking tool, called MyNetwork, which is exclusively reserved to our members. It is the way to offer them one more exclusive benefit. Indeed, if all communication is public what would be the added value to join the association? The aim is to offer information and share knowledge which will not be easily available on public forums, and package it according to the preferences of the member: by topic, by profile of member, by region, etc. This is a way to offer personalized services and satisfy individual needs.

ABOUT THE POWER OF SHARING

There is one important rule: if you want to benefit you must share and get involved. Passive participation is worthless. As far as I am concerned, I measure the success of my participation in such fora [*like the European Association Summit, ICCA workshops, etc.*] by the ideas I collect from others that I could potentially implement at UITP, by the quality of people I meet and I could learn from, and by the opportunities offered to me or my colleagues to contribute to events and share our experiences.

ABOUT HAPPINESS AT WORK

Happiness at work is a recognized science that is more and more studied, and its concepts are implemented in a growing number of companies. This is what convinced me to introduce the position of 'Head of People Management' playing, amongst others, the role of Chief Happiness Officer at UITP. Her main mission consists in ingraining the association values into the culture of the organization in a sustainable and determined way. The objective is to grow the engagement and fulfilment of staff by proactively fostering well-being at work



and supportive attitudes towards colleagues and the organisation as a whole.

ABOUT FACE-TO-FACE MEETINGS

Face-to-face meetings are the only way to gain trust in many situations and this is made possible by a large network of offices and by visiting members as often as possible. Members also see an acknowledgement of their achievements in these visits, and a strong support by a global organization. The challenge is to express this support while avoiding interference in local affairs, in particular when the political dimension is so important especially in public transport.

ABOUT HUMILITY

Being diverse, credible, and equitable and remaining available for our members strengthen the association and make it more relevant. But whatever the honors we are received with, we shouldn't forget that the association is first and foremost made up from our members, and operates thanks to them. Our role is that of a facilitator. So let's stay humble.

ABOUT HIS CONTRIBUTIONS TO BOARDROOM

This past year has really been exciting. I had the opportunity to share my views and approach on many subjects in this column. It was a pleasure to do it and a honor to receive your 'likes' and comments. I hope I have succeeded to engage you with me, in a world that I do hope it's yours too now. In the end, whatever our field of activities and our professional domain, I have tried to share issues of common sense.

About the International Association of Public Transport

UITP advocates for sustainable urban mobility the world over. They engage with decision-makers, international organizations and other key stakeholders to promote and mainstream public transport and sustainable mobility solutions. They inspire excellence and innovation by generating and sharing cutting-edge knowledge and expertise, and bring people together to exchange ideas, find solutions and forge mutually beneficial business partnerships.

UITP represents 1,500 member companies giving access to over 18,000 contacts from the fields of urban, local, regional and national mobility from about 100 countries on all continents. While UITP's main office has always been located in Brussels, over the last 15 years different regional divisions have been created worldwide, together with the establishment of 14 liaison and regional offices as well as two Centres for Transport Excellence.

The Power of the BestCities Alliance in Bogotá

In December, BestCities Alliance participants gathered in Bogotá, Colombia – the only Latin American city in the Alliance – for the annual Global Forum. Now in its third year, the Forum has continued to gain strength, offering a wealth of content and wonderful hosts who can capture and engage an audience – traits that certainly befit this year’s ‘Power of the People’ theme.

Interview Rémi Dévé

Following Dubai in 2016 and Tokyo in 2017, the members of the BestCities Alliance invited a delegation of international associations to Bogotá at the end of 2018 as a way to enhance the skills and knowledge of association executives based globally. Held in collaboration with the Greater Bogotá Convention Bureau (GBCB), the Forum honed in on the concept of creating change regardless of your surroundings – a perspective that made all the more sense in the Colombian capital, a city recovering from a complicated past.

Local elements weaved their way into the Forum in the form of personal stories. Neyder Culchac, a young leader from Putumayo, a region in southwest Colombia, shared some of the conflicts he faced growing up that later inspired an initiative that transformed the lives of 480 families in his community. Lina Tangarife, Director of Social Responsibility at the Social Alliance of Uniandinos, meanwhile, has strengthened volunteering among public and private sector companies, making her a prime example of “The Power of People.” While her story is impressive enough, Tangarife also offered attendees sound advice on how to activate networks.

Besides traditional lectures – Rick Antonson and his cathedral thinking made a popular comeback – the Forum included hands-on, workshop-like sessions, which participants greatly appreciated. *“I rarely attend these events, but BestCities provided the ideal platform for me not only to network with my peers, share my issues, and discuss my challenges, but also to participate*

in engaging discussions and find concrete solutions through innovative formats,” explained Diane Kovats, Executive Director of the International Society for Computational Biology.

THE POWER OF BOGOTÁ

At a time when geopolitical issues and religious boundaries can create barriers for knowledge sharing and collaboration, Bogotá set the ideal backdrop for inspirational thinking. Despite its own set of challenges, the Colombian capital is a very appealing city. The friendliness, enthusiasm and warmth of its residents quickly twist the perception visitors may have of the destination, undermining flaws such as mobility (which the government is currently working on). Case in point: Bogotá is known as the bike capital of the continent, with a network of more than 350km of bike paths and “Ciclovías” cycling routes, used by approximately 2.5 million people every day.

As Colombia’s economic epicentre and business hub, Bogotá is an emerging conference destination with plenty of assets. Connectivity is just one highlight, with over 700 air routes from 44 destinations. Bogotá has also been voted the fifth best city for business in Latin America, and, with over 60 universities, knowledge and innovation are continuously on the rise.

With a strong portfolio of association wins – The World Summit of Peace Laureates and One Young World, the most important summit of young



leaders, took place there in 2017; the International Conference on Production Research in 2018 – Bogotá has caught plenty of global attention lately — and the city is ready for more. In recent years, Bogotá’s diverse economy and favourable business environment have attracted large amounts of foreign investments, as well as business activities and events from organizations based all around the globe, securing the city’s position internationally as a business and conference hub in Latin America.

For some participants, this dynamism was an eye-opener. As Iain Bitran, Executive Director of the International Society for Professional Innovation Management, explained: *“I was not sure what to expect when I came to Bogotá. But with its wide range of infrastructure for events and its wonderful people eager to make a positive change, the city is really inspiring; now I’m really considering organizing something here.”*

The Forum’s goal was to show the power conferences and meetings have on communities, creating change and leaving legacies for and by the communities involved – a goal that was certainly achieved this year.

More information

On BestCities: www.bestcities.net

On Greater Bogotá Convention Bureau: bogotacb.com

What is the BestCities Global Alliance?

The BestCities Global Alliance is a worldwide partnership of convention bureaux whose objective is to deliver the world’s best convention bureau practices for the meetings industry. The Alliance comprises members in Vancouver, Bogotá, Cape Town, Copenhagen, Dubai, Edinburgh, Houston, Melbourne, Singapore, Tokyo, Madrid and Berlin. The members exchange business leads, organize sales missions and client workshops, and share best practices and knowledge on the international meetings industry. Together with ICCA, BestCities initiated the Incredible Impacts Programme, which celebrates the “beyond tourism” lasting impacts made by associations; gives inspiring legacy examples; and awards much-deserved grants to internationally-based organizations.





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FEATURE

Understanding Association Legacies

#MEET4IMPACT

Amplifying the Societal Impacts of Association Meetings

This is an ambitious project but a pioneering one, to which Boardroom is really proud to collaborate exclusively. Initiated by Caravelle Strategies and its founder Geneviève Leclerc, along with a coalition of partners, the #MEET4IMPACT Project will create an impact framework that will offer a comprehensive process for generating, managing and measuring the positive societal impacts of association conferences.

In recent years, international associations have been facing growing pressure to attract and retain members, attendees and partners, which has prompted the majority of them to question themselves on how they can improve their value proposition. Efforts have been reported on how to develop their own niche which would allow them to set themselves apart from competitive offers, and how they have been progressively been buying into the idea that they could better leave behind a legacy through their events.

Much has been written about legacy, and this is the prevailing term used when discussing these efforts. Some have spoken in favour of using the term 'impact', and more specifically 'societal impact' to describe the kind of positive and lasting change that associations can foster in their communities through activities such as conferences. While legacy is perceived as something an organization leaves behind, the term impact is a more complex

and transformative concept. We could define 'impact' as the sum of changes that are generated by an organization through its actions on the community or ecosystem.

CREATING CHANGE

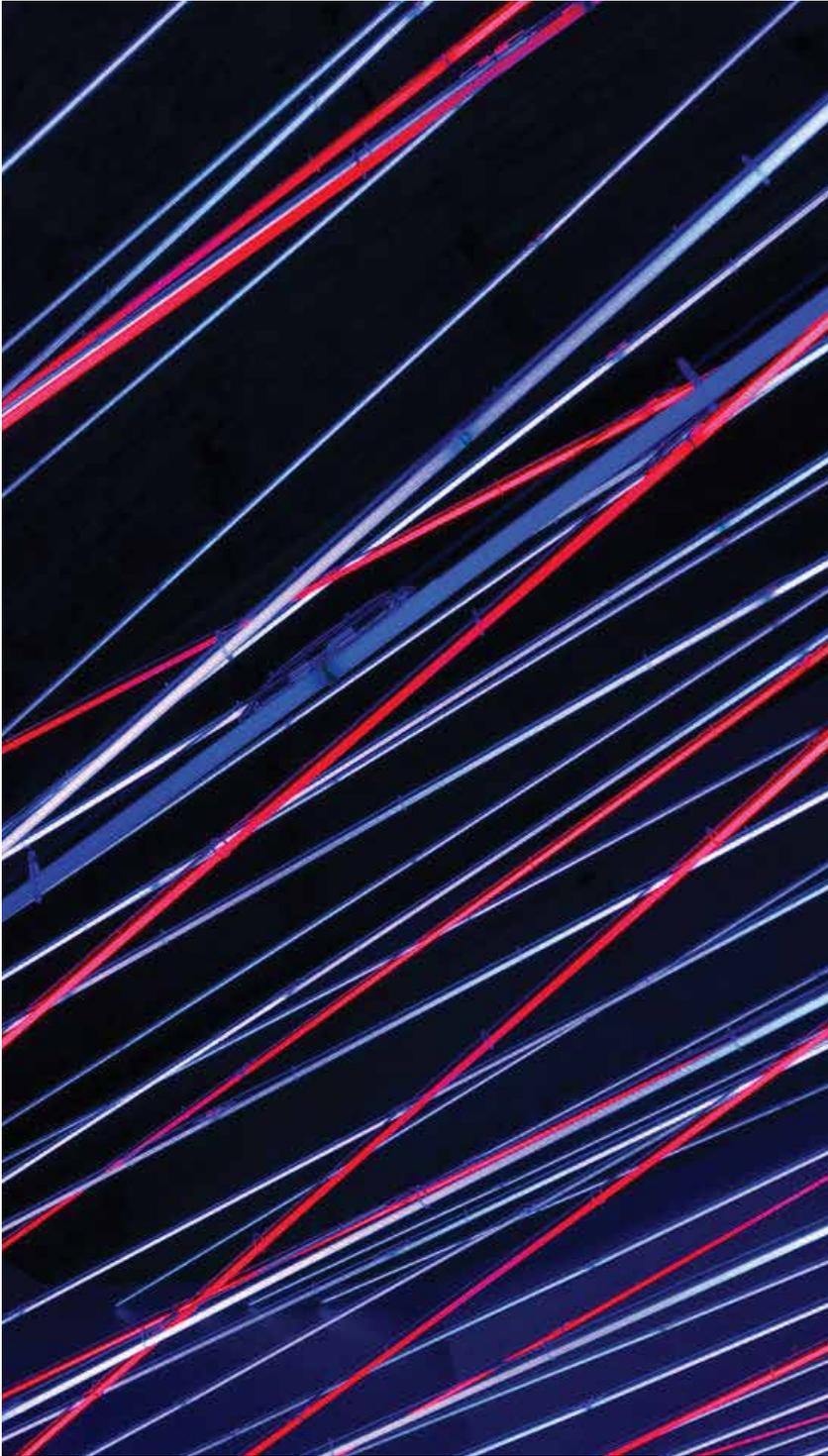
The key word here is CHANGE. This implies that there is a deliberate process through which one defines a clear intention of generating change and implements a course of action to achieve this objective. Furthermore, by adding the term 'societal' to "impact", we weave into this narrative the broader idea that in our day and age, there is a growing expectation that organizations take responsibility for the impacts of their decisions and activities on society and the environment at large.

Additionally, when talking about social and societal impact, we are closer to the redefined notion of sustainability that is carried by international bodies such as the United Nations through their Sustainable Development Goals

(SDGs). The SDGs, rolled out in 2015 as part of the UN 2030 Agenda for Sustainable Development, set a roadmap for global action towards supporting the planet and its people in long-term prosperity and survival. More specifically, the 17 global goals include 169 targets answering needs at all levels and focusing on 5Ps: People, Planet, Prosperity, Peace and Partnership. All stakeholders — governments, civil society, the private sector — are expected to contribute to the realization of the new agenda.

Furthermore, when discussing legacy or impact, one is immediately faced with the prevailing discourse that there is an immediate need for measurement. But while impact measurement is necessary to communicate the value generated by one's actions and justify ROI from partners (or members), it is mostly possible as a result of a well-planned and executed impact management strategy.

In this article, 'societal impacts' designate the value generated by an activity and include:



economic, social, cultural, ethical, environmental, legal and political impacts; and they may affect societal issues such as: innovation and decision making, community well-being, social progress, etc.

WHERE ARE WE NOW?

We've been following the work being done on legacy and impact by pioneers such as BESydney, JMIC and the joint ICCA/Best-Cities Incredible Impacts program; several of these initiatives have been described in previous issues of this magazine. We have developed close relationships with the small group of associations that have started to communicate clearly the impact they are creating with their conference; the likes of World Confederation for Physical Therapy, World Parkinson Coalition, ESSKA, ISPCAN, and Disabilities International, to name only a few, are really inspiring.

University research commissioned by industry groups or destinations are now being published, outlining best practices and, for some, even identifying factors of success in generating societal impacts. Based on current literature and research, two strong narratives have emerged in the sector around this issue: one is focused on storytelling and the sharing of best practices from associations who are leading the trend. The second narrative revolves around the concept of measurement and converting the quantitative and qualitative data that does exist into numerical and economic performance indicators, fueling advocacy efforts on all parts.

However, both of these narratives tell only a part of the story of impact and legacy. Even if they are necessary, they are insufficient to scale up this trend to a real tidal wave. There appears to be an important gap in the conversation: there is currently a lack of action plans or frameworks supporting associations and destinations working together to replicate the success stories shared in the industry media. Associations are now at a point where they need tools and guidance on creating and implementing positive societal impacts.

Meanwhile, host cities want to help them achieve this but they don't quite know how.

In a context where an association wishes to leverage its conference to “do good” and create a positive change in the community that is hosting it, the possible synergies between the association and their counterparts in the host destination are obvious but perhaps difficult to operationalize. It requires a profound mind shift from the stakeholders in the destination, such as the convention bureau or, in some cases, the congress centre, who need to anchor themselves in the business sectors and knowledge clusters even more solidly than they have ever done before in order to be taken seriously as drivers of economic and social development.

The professionals in the convention bureaus, who have forged a close bond with the international associations, are growingly expected to take a leadership role in introducing the former to their various local ecosystems and they are perceived as the ones who can initiate the links needed in host communities. For an association to successfully generate tangible positive impact in a local community, there should be a close alignment between their intentions and the needs of the community they hope to engage with. A sustained and flourishing collaboration between these different groups will yield a wide stakeholder coalition that will amplify the potential of transformative impact.

But the association meetings sector has struggled with coming up with a concerted and impactful methodology for managing impact for several reasons: it lacks knowledge in the science of social impact assessment and so far, there have been no clear indicators for the sector. There are virtually no benchmarks serving as reference points, and we are still lacking frameworks and predictive models for use by the industry to help demonstrate the cause-to-effect relationships generating change.

A NEW INITIATIVE

The #MEET4IMPACT Project is an initiative to create an impact framework that will offer a comprehensive process for generating, managing and measuring the positive societal impacts of conferences. It will propose a process enabling organizations to go from the initial intention (of impact) to implementation, to the measurement, and to generate a maximum of value out of their efforts. It will

Want to join #MEET4IMPACT?

With different ways of being active in the project available, associations can participate by joining the community, sharing their experiences and learning from others' progress as they are rolled out. Destinations interested in developing this in their city can benefit from an early participation. Be on the lookout for progress being shared under the #MEET4IMPACT project and share your stories by joining our #Association4impact community online.

Get in touch with us if you are interested in exploring becoming a Founding Partner, supporting our efforts or want to be kept informed of our progress:
genevieve@meet4impact.global /
www.Meet4impact.global



help to demonstrate the cause-to-effect relationship that allows an organization to claim accountability for the impact they are creating and to communicate this clearly.

Practically, the framework will be comprised of a methodology, a toolset, an online platform including a catalog of indicators and a progress dashboard, and the professional support to assist organizations in creating

their own impact management program. It will also propose a pathway to link the different efforts that are being undertaken by industry groups and demonstrate how these initiatives can complement each other.

One of #MEET4IMPACT's key features is that it will propose a collaborative platform between the association, its local host member, the CVB and the local ecosystem which the association aims to engage through their impact program. Another unique component is that it is positioned as a social innovation initiative that responds to existing needs and challenges with new and different methods, calling on collective intelligence, and aiming to generate change at the systemic level (the association sector). Finally, on top of proposing industry-specific indicators of societal impacts, the platform will allow participating organisations to identify which UN SDGs their mission most aligns with and register their efforts towards the achievement of those goals.

Currently engaging organizations working on social impacts, university researchers, industry consultants, a technology company, IGOs and an international foundation, the #MEET4IMPACT project is a growing coalition of partners deeply committed to supporting associations in their efforts to amplify the impact of their mission delivery. Over the coming months, the project will roll out a beta phase, where Founding Project Partners (consisting of an association coupled with a convention bureau in different cities of the world) will be embarking on a journey where they will test the methodology, working together and drawing on collective intelligence in a co-creation exercise akin to a “Living Lab”. Their constant feedback and that of other participating entities will allow the methodology to be iterated and refined from the initial process, which will give way to a truly powerful yet customizable model for associations to use in the future. It is an ambitious project that Boardroom will report on in each of its upcoming editions.

Legacies of Association Events

Two Case Studies

For this first collaboration with Boardroom, part of an exclusive partnership **ESAE** signed at the end of last year, **Jenny Ennis**, Meetings Manager, European Society of Sports Traumatology, Knee Surgery and Arthroscopy (ESSKA), and **Fanny Senez**, Events Manager, International Association of Young Lawyers (AIJA) look at two examples of association conferences that have left positive legacies in their host cities.

Legacy is one of the many buzz words thrown around with increased frequency in today's society, especially in the not-for-profit and associations sectors. But what does leaving a legacy really mean for the events industry?

According to the Cambridge English Dictionary, there are many definitions and meanings. Legacy is something that is a part of history or that remains from an earlier time; it is something that is a result of past events; it might relate to money or even property.

Speaking specifically about events, the first two definitions seem to be the most relevant. However, the economic legacy left by an event, such as the visitors it brings or the revenue accumulated for the host organization, must not be underestimated. The best way to examine the legacy question, of course, is to look at real examples.

TRAUMATOLOGY IN GLASGOW

An interesting case study is the ESSKA (European Society of Sports Traumatology, Knee Surgery and Arthroscopy) biennial Congress held in Glasgow in 2018. The event attracted over 3,200 international delegates from 101 countries, contributing £5m in direct benefits to the city. This in itself can be considered a legacy to be proud of. However, for ESSKA, legacy was also about creating links to the local community and showcasing the appeal of Scotland as a destination of choice to a new, multi-national audience.

From the start of the bidding process in 2012, ESSKA leadership was impressed by Glasgow's commitment to sustainability and legacy. Glasgow's ethos is that events should always leave a positive footprint behind.

Like many associations, ESSKA organized numerous parallel activities during the congress that involved local communities—some of which even extended beyond Glasgow's city limits.

For the first time, Glasgow Convention Bureau worked with the Glasgow Science Centre to host a special event for members of the public, featuring Professor C. Niek van Dijk, a world-renowned surgeon who has treated international dancers and athletes, such as Cristiano Ronaldo. Professor van Dijk shared stories and insight from his career in the hope of inspiring Glasgow's next generation of medical minds.

Zhanna Kovalchuk, Executive Director of ESSKA, commented: *"This was the first time that we have engaged with members of the general public during one of our congresses, which really helped to raise our profile within the city and open up our congress to new audiences. Given that it was Scotland's 'Year of Young People,' we also hope this will have motivated those considering a career in medicine to find out more about our specialty."*

As the gateway to Scotland, 35 ESSKA delegates took advantage of Glasgow's prime location by participating in a four-day cycling race to raise money to support research led by the ESSKA Foundation. The 377-km "Cycle for Science" challenge took delegates on a tour through the Scottish countryside before returning to the city just in time for the opening of the congress. It was an incredible experience for those involved — locals and visitors alike — and, at the same time, left a positive legacy for the Foundation.

Aileen Crawford, Head of Conventions at Glasgow Convention Bureau, said: *"ESSKA is a great example of how we, along with our partners across the city, can work with conference organizers to take the subject matter of the conference outside the walls of the convention centre and into the local community."*

Following the success of this legacy left in Glasgow, ESSKA is now committed to ensuring that its future events will always leave a positive legacy, working closely with convention bureaux from conception right through to delivery of the project. ESSKA strives to create deep,

sustainable relationships with academic, professional and other communities. It appoints local ambassadors to support them in creating and nurturing such networks, not just during events, but in the long term as well.

MOBILE IN BARCELONA

Avoiding a negative legacy is just as important as creating a positive one. Environmental concern is one such issue that is increasingly taken into consideration by event organizers and associations, usually as part of sustainability programs.

Barcelona's Mobile World Congress (MWC) is known in association circles as one of the largest events of its kind, attracting more than 107,000 attendees and over 2,400 companies each year. For years now, event organizers have set up an ambitious Environmental Program where participants can directly contribute by offsetting their carbon footprint, recycling their badge, and minimizing the impact of their travel and on-site participation. The Congress has been certified carbon neutral from 2014 to 2018 and was recognized as "The World's Largest Carbon Neutral Trade Show" by the Guinness World Records in 2015 and 2016.

On a larger scale, the carbon neutrality program aims to reduce the impact of business on the environment, including at the office. Again, these goals were achieved through strong local partnerships with the city authorities, such as Barcelona City Council, L'Hospitalet City Council and Fira Barcelona.

Meanwhile, an interesting initiative that provides tangible legacy impacts on local social and cultural entities is the MWC Donation Room, where all

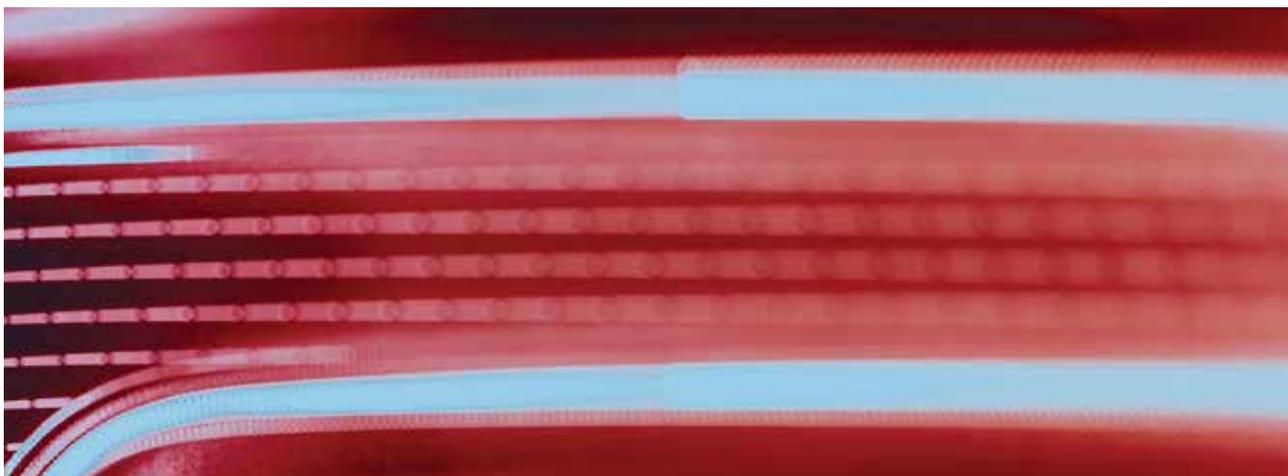
exhibitors can donate materials from their stands to local socially responsible organisations. In 2018, 31.5 tons of materials were collected and redistributed to 20 selected local organizations.

The Barcelona Mobile Congress is also an interesting case to look at from a population perspective. Not so long ago, legacy programs became a priority in the city following the negative press coverage of residents protesting against the increasing number of visitors that were not just as a result of tourism, but also due to large events.

Legacy may be realistically seen as a future 'must' for associations. But if organizers have the budget to lead the way, sometimes supported by consultancies, smaller associations can actually knock at the door of convention bureaux and local authorities to inquire what simple actions can be taken.

The millennial generation entering the association workforce may also play a strong role in the development of new kinds of 'Association Social Responsibility' policies. They will undoubtedly help organizations turn their vision and mission into a tangible reality.

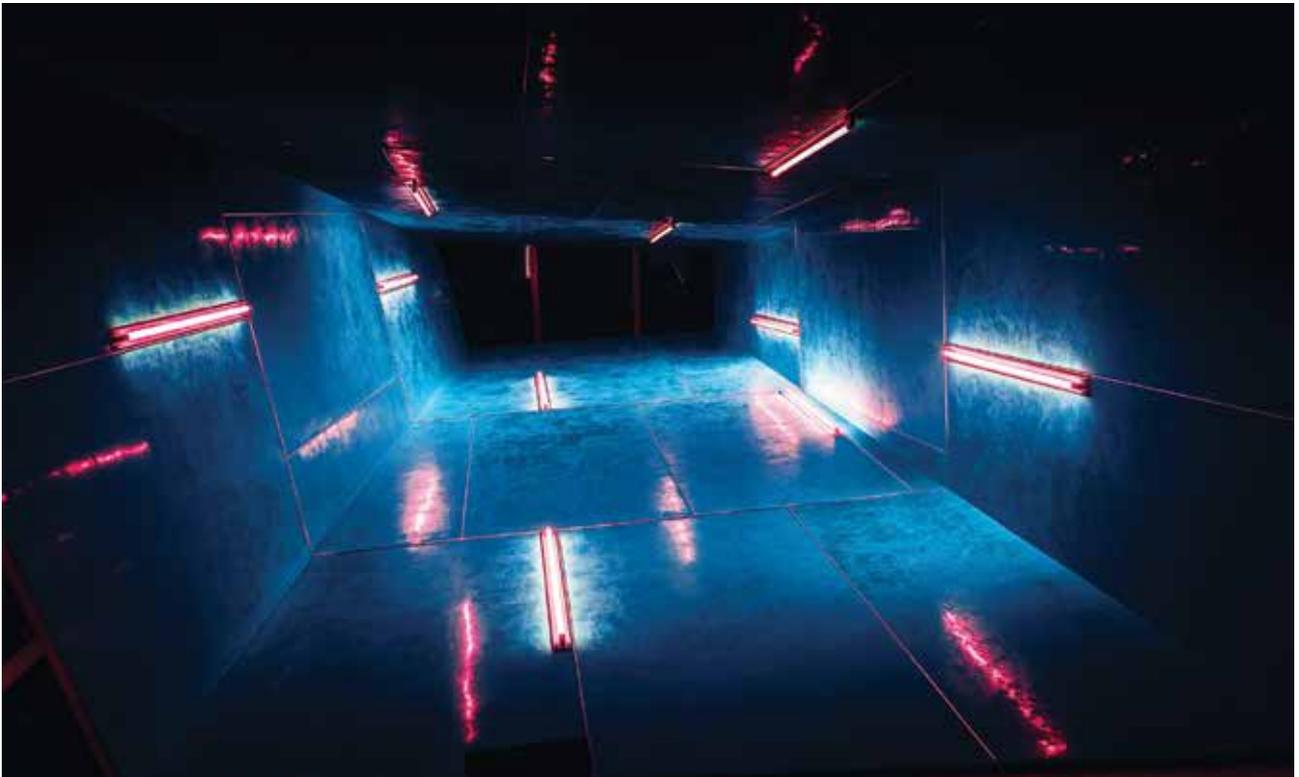
This article is part of an exclusive partnership between Boardroom and the European Society of Association Executives. To learn more about ESAE visit: associationexecutives.eu



Making Analytics Count at Data for Good Exchange

Years ago, when they decided to launch a conference focused on data, the team at global information and tech company Bloomberg wanted to do more than focus on how data can improve operating efficiencies and boost revenues. They wanted to explore how data science methods and modern machine learning can be applied to solve humanitarian issues and give back to society at large. Maybe something for associations to be inspired by?

Words Molly Petrilla



Introduced in 2014 as part of the 20th ACM SIGKDD Conference on Knowledge Discovery and Data Mining in New York City and expanded to a standalone event the following year, the Data for Good Exchange has doubled its attendance in just five years. And for last year's meeting in Bloomberg's New York City headquarters, even more people wanted to attend but couldn't: registration filled to the event's 1,000-attendee cap just three days after opening.

From the beginning, *"we felt that [this meeting] really filled a void,"* said Victoria Cerullo, conference lead for the 2018 D4GX, shorthand for the Data for Good Exchange. Before Bloomberg created the Data for Good Exchange, she said, *"there really wasn't a forum for data for good to be discussed to the extent that it is at our conference."* Bloomberg's Data for Good Exchange website page describes its mission this way: *"The forum enables participants to build cross-sector relationships while solving problems for the social good that might not otherwise be addressed by market forces."*

This year, the single-day event tackled issues ranging from gender equality and climate change to human genetics and the U.S. census — all through the lens of data science. Its audience included researchers, academics, nonprofit leaders, policymakers, and data scientists who come mostly from the U.S., but also flew in from South America, Europe, and Asia. Some attendees work with data every day. Others *"know that data is important,"* Cerullo said, *"and just want to understand how it can help them."*

PUTTING FEEDBACK DATA INTO PRACTICE

The Data for Good Exchange is still a relatively young conference, so organizers continue to tweak, refine — and sometimes significantly expand — its programming each year to better serve their diverse audience.

"Attendees said there was great content, great information, but — particularly the data scientists — said they really wanted to roll up their sleeves and do something concrete," Cerullo said. As a result, this year's program included a handful of workshops, which were designed to spark discussions and help attendees develop fresh ideas for tackling major challenges.

The conference was divided into four workshops focused on data in varied sectors. One group discussed how governments can find and detect bias in their data-driven initiatives; another, how media can help increase census-response rates. A third workshop talked about encouraging collaboration across sectors in the *"data for good movement."* The fourth focused on using data to help communities in need.

"We could only have about 50 people in each workshop, but there was so much demand for them, there were lines out the door," Cerullo said. *"That told us that this is something our attendees are really interested in and engaged in."* This led to another idea: since relatively few attendees could attend each workshop, the conference offered an end-of-day "workshop takeaways" panel, which allowed everyone to hear what the workshop participants had discussed.

STUDENT POWER

Cerullo said that graduate students are a significant part of D4GX, and their work takes center stage in one of her personal favorite conference elements, the immersion program. Via a partnership with NYC Media Lab — a consortium of New York City-based universities and the city's economic development corporation — the program offers a stipend to several doctoral students who study data science or statistics and sends them off to help nonprofits solve real-life data challenges. Then the students appear on a panel at the conference — alongside representatives from the nonprofits they assisted — to discuss those challenges and how they approached them.

This year, one pair of students helped a nonprofit in the Virgin Islands with its post-Hurricane Maria population survey. Another student worked with the Billion Oyster Project, which aims to restore the oyster population around New York Harbor, and a third helped the city of Milan better manage its data. *"Students have always told me that they really value this because they're typically sitting in front of screens, looking at lots of data on their day-to-day spreadsheets,"* Cerullo said. *"To be able to connect that with something on the ground is just so valuable."*

Looking back at the full slate of programming from this year's D4GX, Cerullo said the *"broad theme of equity — and its multiple definitions — came up in many different conversations and contexts."* Those included equity of representation in data that determines resource allocation from the government and other sectors, such as how to ensure that all populations are reported in the 2020 U.S. census. *"Or, if data collectors working in disaster recovery are unaware that some regions don't use deeds, but rather property is passed down from generation to generation with no formal records,"* Cerullo said, *"how can those affected be meaningfully served and provide insights for future models?"*

Another conversation about equity and data had to do with gender parity: as more companies disclose board makeup, what is the financial impact of not having women in the boardroom? And finally, she said, the topic of accessibility and relevance was discussed, in terms of including people who were not necessarily in the room at D4GX. *"Not everyone,"* Cerullo said, *"needs to be a data scientist to use, interpret, and feel the impact of data."*

This article, excerpted and modified for Boardroom, is part of a special content-sharing agreement Boardroom has with Convene, the PCMA magazine. Contributing editor Molly Petrilla is a New Jersey-based freelance writer for Convene.

Relationships Underpin Success

Legacy is cemented in relationships. The way we learn from each other, relate to different experiences and viewpoints and interchange our philosophies, form the basis of humanity. Our position in the world becomes defined by our association to others. To our ancestors, our present circle and our imagined future selves. These connections, and their power to shape who we are, leave a significant indent in our life's course – in our legacies.

Words Ruby Kraner-Tucci & Sarah Markey-Hamm

Relationships have always been an important focus in the business world – it is critical when it comes to success. Understanding what the client wants and how to best deliver, supporting other workers to produce their best work and collaborating as a team, even with dividing opinions, is crucial. A final product often extends back to several layers of input – it is rare to accomplish something completely alone.

Shifting our perspective of legacy from one that is tangible to intangible has become increasingly common. Measuring events by financial success no longer holds such weight within society. It instead has become centered on the immaterial actions of organizations which impact the world and people around them. Holding a lens to how we create meaning in business is particularly pertinent in our fast-paced technological era. Focusing on relationships – both positive and negative – produces greater transparency, accountability and long-term success. It is a defining factor in the creation of a business.

INSPIRING TRANSFORMATION

Former CEO and now Executive Chairman of Starbucks, Howard Shultz, powerfully spoke to this idea. He emphasized how authenticity inspires transformation: *“In this ever-changing society, the most powerful and enduring brands are built from the heart. They are real and sustainable. Their foundations are stronger because they are built with the strength of the human spirit.”*

Examples of harnessing aspects of success outside financial liability are constant. McDonald's, perhaps one of the biggest symbols for corporate greed in our Western world, has this year pledged to use renewable, recyclable or certified materials in all packaging worldwide by 2025. Last year, Google's global operations became fully powered by renewable energy – and they became the world's largest corporate buyer of renewable power. Tesla is skyrocketing in sales and support for their eco-friendly electric powered cars. Locally, the rise of companies like Keep Cup and Frank Green, which both sell reusable coffee cups, have risen based on our desire to help save the planet.

These decisions extend further than environmental impact as companies have long turned to making their products, and processes, ethical. Whilst the fashion industry is constantly gaining undesirable attention for its abuse of power when it comes to sustainability and ethical sourcing, global retailer H&M has redirected this negativity. They have committed to supply chain transparency by publishing an up-to-date list of suppliers' names and addresses on their website each quarter.

Closer to home, Kathmandu became the first brand in the Southern Hemisphere to receive accreditation by the Fair Labour Association in 2018, offering tools to help companies better protect and aid their workers. Other retailers, like The Body Shop and Cotton On, offer support through donations and regular collaborations with international and domestic charities and community organizations.

CHANGING THE LEGACY

Whilst these actions have been at the forefront of our decision making for a while now, it is still critical in highlighting the importance of

relationships. Without hesitation it is easy to suggest that the purpose of business is financial success and stability. Turning focus towards aiding the environment and conducting ethical practice for example, despite its cost, thus becomes highly significant. Organizations are emphasizing the connection they hold with their consumer, their partners and their global reach – and they are listening to how the world is changing. They are altering their course based on how we are responding. They are changing their legacy because of the intangible necessity relationships have towards their growth.

Leroy H. Kurtz, made famous by his work with General Motors, sums this idea perfectly: *“The fields of industry are strewn with the bones of those organizations whose leadership became infested with dryrot, who believe in taking instead of giving... who didn't realize that the only assets that could not be replaced easily were the human ones.”*

Relationships are foundational. The treatment of staff by their leader, consumers by a company and altogether on the personal front, cements our track in life. Our connection with others alters how we see the world and our place within it. They force us to step out of our comfort zones. They make us feel supported, loved and empowered. Business practices will only become fairer if we continue to hold each other accountable and strive towards treating people, and our environment, justly.

To create a legacy within an association, it all starts with our engagement with others – a sustainable legacy of respect and admiration is only sure to follow.

This article was provided by the International Association of Professional Congress Organisers, authors Ruby Kraner-Tucci and Sarah Markey-Hamm from ICMS Pty Ltd, Australia (www.icms.com.au). IAPCO represents today 130 companies comprised of over 7500 professional congress organizers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries info@iapco.org / www.iapco.org



THE VOICE OF AIPC

Can a Convention Centre Contribute to Member Value of Associations?

26 \ BOARDROOM MAGAZINE



At the heart of the associations value proposition is networking and professional development and the benefits of these two features are often the strength of the membership. Meetings have long been the delivery method for these interactions.

Words Julianne Jammers

To some extent, the internet has disrupted the meeting business providing an alternative method to accessing these features through webinars, open online courses and networking platforms. Arguably, it has also provided a solution for the environment concerns, cost and hassle of travel. But no matter how good technology is or gets, physical meetings still matter.

So while conferences remain a pillar of the association business, the reality is that they need new and innovative ways to deliver bottom-line value in their meetings — and they have to be more creative than ever before in how they do that. At the SwissTech Convention Center, we see ourselves as a real partner to our clients: we collaborate closely with associations to provide an educational environment, develop new contacts and deliver an overall unique member experience.

VALUE FOR ASSOCIATIONS

Many would argue that the role of a convention centre is to provide excellence in facility and conference management and ensure that their destination is top of mind for the 'after hour' activities. At the university-based SwissTech Convention Center, on the banks of Lake Geneva in Switzerland, we have developed our USP beyond just these arguably critical elements. We play an active role in providing access to knowledge and talent to associations in relevant fields.

With over 350 laboratories and research groups on campus, the EPFL (Ecole Polytechnique Fédéral de Lausanne) is one of world's most innovative and productive scientific institutions. Dozens of startups and multinationals on the campus and in the area complement the

university environment and the convention centre is a good place to meet and exchange ideas.

On the one hand, we actively identify relevant associations that can benefit from a close cooperation with the experts, some of the world's most respected scientists, located on our campus in the development of their programs. Complementing this, our active outreach to our professors, who are members of numerous associations, allows us to help make likely matches with the aim of creating meetings that have unique and lasting value.

Integrating students of all levels from bachelor to doctoral programs into the meetings, both as a resource for delivery but also as participants, provide associations access to their future members. We have helped to create special networking sessions — a kind of 'speed-dating' — to encourage and create those serendipitous moments where relationships are born.

Alliances that support these strengths can make a difference for associations in their quest to identify appropriate venues that can offer additional value. The SwissTech recently became a member of the Energy Cities Alliance — a select group of destinations with significant energy economies, with the intent to attract energy-related association meetings.

While our destination is not considered an energy city per se, as a knowledge and research partner thanks to our location on the EPFL campus, we can, however, offer associations access to the expertise in both traditional energy solutions and sustainable energy — a strong offering on the EPFL campus.

VALUE FOR ASSOCIATION SPONSORS AND EXHIBITORS

Not only associations have direct access to knowledge and student talent, but this access can be a compelling incentive for association meeting partners and supporters from the industry. What better place, indeed, to hunt for talent than during an event of like-minded people under a single roof? The industry spends significant time and money recruiting and associations have an excellent opportunity to position their meeting as a credible platform showcasing this effort.

Convention centres can play an important role in bringing more value to associations by looking at what they and their community can offer beyond majestic locations, a healthy supply of hotel rooms and a well-equipped and flexible venue.

Conventions closely relate to industries and tend to look for venues where those industries are located. The same case can be made for associations. By targeting those associations that match up with local, regional or national economic strengths and creating opportunities to access the knowledge in the economy, convention centres can create a win-win for all of their stakeholders.

In addition to her role as AIPC Board Member, Julianne Jammers is Managing Director at the SwissTech Convention Center in Lausanne, Switzerland. AIPC represents a global network of over 195 leading centres in 64 countries with the active involvement of more than 900 management-level professionals worldwide.
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Creating a structure for the numerous innovation and benefits of hos associations al

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TAKING A DEEP JOURNALISTIC DIVE INTO
DESTINATIONS AS KNOWLEDGE HUBS AND
THEIR ASSOCIATION APPEAL

Forward Thinking in the

Netherlands

In Holland, modernity and tradition intertwine like, maybe, no other place in the world: artistic masterpieces, centuries-old windmills, tulip fields and romantic candlelit cafés seem perfectly at place with visionary architecture, cutting-edge design and vibrant nightlife. As a conference destination, it may be a small country, but it is this compact environment, coupled together with a strong drive for innovation and knowledge, that make it truly unique.

WORDS RÉMI DÉVÉ



You might think that the country that gave birth to celebrated Dutch Masters like Rembrandt, Vermeer, Van Gogh and Piet Mondrian would dwell on its past, but studying Holland's trailblazing contemporary architecture, as well as its green initiatives, show just how forward-thinking the country is. With scenic landscape found on every last dyke, canal, river and coastal shore, where the Dutch and visitors alike explore by two wheels - one of the greatest pleasures is cycling around Dutch cities - Holland is open to the world, a place where freedom and high trust have flourished.

One of the main reasons Holland is such an appealing conference destination, in addition to this open-minded outlook and great convention infrastructure, is its compact size, offering more attractions, museums and venues per square mile than any other destination. This is not a marketing posture: everything is easily accessible, with Amsterdam Airport Schiphol serving as a hub and a convenient train system making it simple to hop from city to city.

Holland City

Taking all of this into consideration, it makes sense that Holland's convention bureau wants associations to think of the country as one big integrated city. The country's size is what makes this possible. Amsterdam, Rotterdam and The Hague - Holland's major financial and industrial centres - all sit inside a 50-km circle, with Schiphol International Airport in the middle. High-speed trains from Schiphol connect to Amsterdam in just 20 minutes and Rotterdam in 30, making the destination an international gateway epicentre and thus driving global trade.

All of these factors contributed to the branding of 'Holland City', which recently launched in full force in the meetings industry. Eric Bakermans, Director Marketing Meetings & Conventions at the Netherlands Board of Tourism & Conventions (NBTC), explains: "*Holland City* is the name of our overarching strategy, which is all about the spread of international arrivals in time and place. This helps to overcome overtourism in some places, some of the time, and to attract future visitors and meeting planners to consider other parts of the Netherlands as a leisure or business destination rather than just the known places."

Asked if this concept can be applied to associations whose events rotate throughout Europe and beyond, Bakermans acknowledges that "*it may be less applicable for conventions and congresses. Association meetings are less flexible in dates but*

might be open for flexibility in place, depending on volume and other factors, of course. Given the compactness of the Netherlands, I like to think that is always an option to consider."

Growth through conferences

Holland boasts one of the 20 largest economies in the world and is a leading global knowledge centre with a long-standing history of invention. In times of global, social and economic challenges, the Dutch find ways to continue the growth of innovation and entrepreneurship. One factor that can help drive this growth is conferences. NBTC work on the country's nine major industry sectors - agriculture, chemical, creative (media/design), energy, high-tech, logistics, justice and security, and water management - and identify and attract those international congresses that make sense for them to host. This sector-specific strategy leverages the country's industry expertise to engage international planners and provide associations a targeted availability of potential speakers, exhibitors, researchers, audience members, sponsors and other business partners related to a conference's unique theme.

That's exactly what they try to do in **Amsterdam**. *"With our Amsterdam approach, we focus on meetings that take place in Amsterdam and the region and try to connect with businesses, cultural and knowledge institutions to strengthen the proposition of the meeting or congress,"* explains Martijn de Boer, Director Meetings & Conventions for the City of Amsterdam. *"We add value through knowledge with our universities, companies, startups and partners such as Amsterdam In Business/Amsterdam Marketing. And we add value with an outstanding cultural offer thanks to numerous museums, performances and cultural sites—tailor-made, if you wish."*

There are many sectors in which Amsterdam stands out. The Amsterdam Metropolitan Area is, for instance, gradually becoming a hub for products and raw materials. The region has everything it needs to become the data hub of Europe, with a great digital infrastructure and the ability to build innovative data-driven applications. As a breeding ground for P4 Health – Personal, Predictive, Preventive and Participatory – the area is a frontrunner in the life sciences sector. Then, there are mobility challenges, and Amsterdam is on the ready to

approach them in a smart and sustainable manner. Last but not least is the search for Talent for the Future. History teaches us that in previous industrial revolutions, the educational system was not fast enough to adapt. The Amsterdam region wants to ensure that, by 2025, its education and labour markets are the most adaptive in Europe.

Rotterdam, the 'Gateway to Europe,' meanwhile, is the hub of Europe's maritime cluster, but also operates at a global level in other economic sectors such as agrifood, maritime & offshore, cleantech & energy, innovative technology, logistics, insurance & business services, and life science & health. *"Because of the broad array of key sectors, the city has successfully established a significant startup ecosystem (for example at the RDM Innovation Dock) and developed accelerators specifically targeting food, maritime, and life science & health (among them the European seat of the Cambridge Innovation Center),"* says Eveline van der Pluijm-Degenhart, Manager Convention Bureau & Tourism Board,

Rotterdam Partners. *"The entrepreneurial character of Rotterdam is perfectly balanced by academic institutions, including Erasmus University, the Rotterdam University of Applied Sciences, and other affiliated universities of applied sciences. But we are also within close proximity of The Hague University of Applied Sciences, Technical University of Delft & Leiden University."*

Holland Congress Alliance

The Holland Congress Alliance encompasses the cities of Rotterdam, Utrecht, The Hague & Amsterdam, as well as privately owned partners such as RAI Amsterdam Congress & Exhibition Centre and Postillion Hotels. As a *"connecting platform that inspires associations to organize a conference that ties in with the top sector policy of the Netherlands,"* it aims to create added values for international conferences through a sustainable partnership, sharing knowledge and top sector policy. The benefits for associations? The Alliance provides access to the key players per top sector in the Netherlands, thus assisting in content creation, unlocking a larger network.

International associations will find a strong support system in Rotterdam, as the Bureau acts as the connector to stakeholders within the triple helix of government, academia and industry in an effort to create a strong foundation for a successful congress. Eveline van der Pluijm-Degenhart adds: *“For those congresses matching our top sectors, we are able to offer a subvention fund as well as other in-kind benefits. As our vision is set firmly on today and tomorrow’s challenges, we work hard at identifying and bidding on congresses that align with our clusters and support our networks.”*

Home to numerous international organizations – including the International Criminal Court, Interpol and Eurojust – **The Hague**, Holland’s capital city, aims to protect peace, justice and security around the world. Case in point: it hosted the first-ever international peace congress back in 1899. With strong industry and academic clusters in the fields (more on this on p34-35), it provides a unique setting for associations to meet and establish an international presence in those sectors. The knowledge infrastructure in The Hague also encompasses a variety of industries, including cyber security, IT and telecommunications, energy and renewables, legal and finance, and oil and gas.

Utrecht, just 30 minutes from Schiphol Airport and at the junction of the country’s key motorways and railway lines, offers an extensive network of knowledge-intensive businesses and institutions. Utrecht Science Park, the largest knowledge centre in the Netherlands, serves as the vital link, making the city exceptionally suited to organizing academic conferences. Utrecht Science Park is where academics and entrepreneurs join forces to provide a collective, significant boost to the regional economy.

Key institutions include Utrecht University, one of the best research universities in the Netherlands; the University Medical Centre Utrecht, one of the largest public healthcare facilities in the Netherlands; the Princess Máxima Center for paediatric oncology, bringing together all the strands of highly complex care and research for children with cancer; and more than 100 companies and research institutions involved in sectors such as life sciences and health, sustainable economics, gaming, financial and business services, and ICT.

These parties work together with the municipality, residents, and region of Utrecht to create a green, healthy and smart city. This includes applying innovative solutions in the use of limited space, experimenting with open data applications and other technological solutions, and

encouraging clean energy alternatives to fossil fuels. Utrecht’s thriving economy, well-educated residents, rich cultural scene and wide array of historic and modern venues make the city really stand out when it comes to hosting associations.

Famous for being the place where the Treaty on European Union was signed back in 1992, **Maastricht** is characterized by a rich history and culture, with a strong international ambience. Four major universities, numerous public and private research and competence centres, three medical schools, and four university hospitals are located within a 20-km radius of the centre, reinforcing how the city’s strengths lie primarily in the field of health and materials.

Spearheading the regional economy in life sciences, the Brightlands Maastricht Health Campus is the epitome of a certain sense of innovation and focuses on precision medicine, innovative diagnostics and regenerative medicine. Meanwhile, the Maastricht University Medical Centre+ (MUMC+) is internationally recognized for its clinical expertise in myocardial diseases, structural problems, vascular diseases and genetics, and relevant hi-res imaging technique (more on Maastricht p36-37).

Holland Fast Facts

- Utrecht: 3,185 hotel rooms by 2024 / 1,500 seats in the auditorium of Jaarbeurs Utrecht, 25,000 in the exhibition hall
- Rotterdam: +/- 9,000 hotel rooms / up to 12,000 pax at Rotterdam Ahoy Convention Centre (RACC)
- The Hague: +/- 4,000 hotel rooms / 2,161 seats in the auditorium of the World Forum
- Amsterdam: +/- 48,000 hotel rooms / 1,750 seats in the auditorium of Rai Amsterdam, 12,000 in the exhibition hall
- Maastricht and direct surrounding: +/- 5,100 hotel rooms / up to 5,000 delegates at MECC Maastricht.

More information

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www.holland.com/global/meetings

The Hague A Safe Haven for Peace, Justice & Security

The Hague is an international leader in the promotion of Peace, Justice and Security around the world. On the occasion of the One Young World Conference, a summit for young leaders on-the-rise and professionals striving to build a better world, which the city hosted in October, Boardroom learned how The Hague lives through its diplomatic values for the world of associations. The Dutch capital indeed offers ample opportunities for international organizations with the aim of advancing an agenda across the peace, justice and security sectors.

Words John McCarrick

As the host to numerous international organizations – the International Criminal Court, Interpol and Eurojust – the Netherlands' capital city's objective is to protect peace, justice and security around the world. The aims of the One Young World Conference, hosted at The Hague from 17-20 October 2018, aligned seamlessly to the metropolis' values. As a gathering of over 1,800 of the world's up-and-coming leaders in the political, business and charitable sectors, one was very well placed to understand how organizations at The Hague and the wider world would collaborate to build a fairer, more sustainable and efficient world.

FORWARD DRIVEN

The summit brings together young leaders from associations, governmental organizations and global companies to drive positive change around the world. Gaining a place

at the conference is fierce, where potential delegates must present a detailed submission to be considered. A geographic and cultural diversity is also applied, with attendees from more than 190 countries around the world are chosen.

The prospect of driving forward their political, business or charitable objectives, nevertheless, is worth the competitive admissions process. Feben Tamrat, a fellow from the African Union in Addis Ababa, looks forward to the networking opportunities at the summit each year: *"Many people here are working towards the same goals as I am: these valuable contacts will allow me to find quicker and better solutions to my country's and my organisation's challenges. It is a fantastic forum for sharing expertise"*. To comfortably host the summit's 1,800 attendees, the conference made use of two key landmarks in the city, the Peace Palace and World Forum The Hague.

The event attracts high-profile speakers from the world of international relations, management, show business and academia. Bob Geldof, the renowned musician turned activist, addressed the conference as Keynote. In addition, numerous CEOs such as Ronan Dunne, President of Verizon and Nobel Peace Prize winner Kailash Satyarthi took to the stage to share their expertise. The vision for the conference comes from its co-founder and organizer, Kate Robertson, and is inherently clear: *"Give young leaders a chance to meet their counterparts from every country in the world and resolve to make the world a better place"*.

DARK HORSE

The serene city took delegates in its stride. Decorated to stylishly welcome the conference, One Young World flags fluttered peacefully around The Hague, much like the avenue of the 193 United Nation member



states' flags in the city's international zone. Sabine Erkelens, from the Hague Convention Bureau, underlines that the city is passionate about making delegates feel at home: *"We are committed to making sure that international visitors see that their visit is extremely important to us. We want them to understand that we take the global values of peace and security very seriously, just like the institutions we host do too"*.

When considering global political centers, most would primarily consider cities such as Brussels, Washington DC, Singapore and Geneva. The Hague, however, is a dark horse as the UN's second city, behind New York with over 30,000 officials working for international organizations. Its endeavors as a legal center of excellence began over a century ago, when the then Queen Wilhemina of the Netherlands advocated for the construction of an International Court that would be used to solve international disputes. Constructed

in 1913, this court is today housed in the Peace Palace (Vredespaleis), and is known as the Permanent Court of Arbitration.

The Hague is a unique setting for associations to meet and establish an international presence in the sectors of peace-building, security and justice. Links to the international institutions go without saying, as well as the ample meeting and conference spaces available. Bas Schot, of the Hague Convention Bureau sees a bright future for associations working in the city: *"With the Dutch Government ministries occupying skyscrapers across the city, we host some of the world's largest international organizations and companies. We are well-versed in welcoming associations of all kinds and helping them achieve their international ambitions. We have some of Europe's most innovative convention solutions and can offer world-leading expertise on international security, peace, law and justice. If you want to make a difference in on a global stage*

and connect with the right partners, The Hague is the place for your association."

The city's academic culture encourages emerging associations and NGOs to thrive. The Hague Humanity Hub is one such example: a forum that brings together organizations, providing them with the expertise and physical infrastructure to grow. The hub's aim is to facilitate chance encounters, new alliances, inspirational collaborations and the exchange of technology as well as knowledge. Members include the Dutch Ministry for Foreign Affairs, the World Resources Institute and the UN Women Netherlands Committee.

More information

thehague.com \ conventionbureau.thehague.com



Maastricht Gets Toxic

Maastricht might be known internationally for being the place which laid the foundations for the euro, thanks to the Treaty on European Union signed in 1992, it has also gradually become a trailblazer in the field of life sciences in general, and more specifically in toxicology. No wonder IUTOX-EuroTOX 2022, the International Congress of Toxicology, will take place at MECC Maastricht, contributing to the positioning of Maastricht and its surrounding region as knowledge hubs.

Words Rémi Dévé

A city characterized by a rich history and culture, but also by a strong international ambience, Maastricht has long understood that only innovation and knowledge, as well as great universities, research institutes and competitive clusters, are key to a sustainable future. In this context, Maastricht has notably become a frontrunner in the field of life sciences, with facilities like Brightlands Maastricht Health Campus, the Maastricht University Medical Centre+ (MUMC+), and the Faculty of Health, Medicine and Life

Sciences of the Maastricht University, leading the way.

TOXICOLOGIC PERSPECTIVE

Chaired by Professor dr. Theo de Kok, Department of Toxicogenomics, University of Maastricht, IUTOX-EuroTOX 2022, known as the International Congress of Toxicology, will take place in Maastricht, with an expected attendance of 2,000 scientists. "Every three years, IUTOX, the

International Union of Toxicology organizes an international conference," explains de Kok. "When it is organized in Europe it coincides with the annual meeting of the European Federation of Toxicologists meeting, which is a yearly meeting. Those are two large conferences: if they both took place in Europe, that would be considered too much competition, hence the decision to have a combined meeting. The benefit for IUTOX is that it is attended by a higher number of participants from Europe, who otherwise wouldn't go to the international conference."



THE NEW MECC MAASTRICHT

IUTOX represents the voice of toxicology on the global stage; the organization seeks to increase the knowledge base of toxicological issues facing humankind and to extend this knowledge to developing societies and nations. Founded in 1980, IUTOX now has 63 affiliated societies representing all six continents and over 25,000 toxicologists from industry, academia and government as members – it offers a diverse and challenging perspective on every issue and development relating to the profession.

Locally, the bid was led by Professor de Kok in strong collaboration with the Dutch Society of Toxicology. Together with a couple of renowned scientists, they managed to compose a strong bid with commitment from relevant partners in the industry. *“The initiative to lead the bid was very local,”* says de Kok. *“As an association, we want to establish the field of toxicology in the region and Maastricht – and beyond actually – and MECC Maastricht identified IUTOX-EuroTOX as an opportunity to do just so. We decided to team up, and MECC Maastricht, as well as the city’s convention bureau, provided good support from the very start. I was*

a rookie to the world of conferences. I recognized the amount of work involved, but I had never stood up and did the job myself, especially of this magnitude. I have to say MECC Maastricht was instrumental in the building of my ‘yes, I can do it!’ attitude.”

KNOWLEDGE SHARING

Conferences are great platforms to showcase knowledge and provide opportunities for the sharing of best practices. In terms of legacy, they leave more behind than what delegates spend in hotels and restaurants. If you want to demonstrate the kind of broader “output” values that are associated with conferences like IUTOX-EuroTOX, you indeed have to think in broad terms and look at the economic, business, professional, academic and community benefits that such events create. If those are a bit more difficult to grasp sometimes, that also places what you do at the very centre of the global economy and the related scientific, professional, academic, business and social advancements it helps achieve.

“This field is highly international,” de Kok says. *“We collaborate a lot, we have a lot of employees, PhD candidates, post doc staff from all over the world. If you make your domain highly visible in the context of an international conference like IUTOX-EuroTOX, you put yourself on a pedestal in a way. As a destination, you are, for the whole duration of the event, at the centre of all the toxicological attention you can get. That’s a very good way to be recognized as a key player in the field, to showcase what kind of facilities there are here, and how Maastricht is a very interesting region to work with in the sector.”*

Professor de Kok also praises Maastricht as a conference destination as such. *“That was quite interesting in the context of the bid I had to present,”* he says. *“We were competing against two huge cities in Asia, which in terms of size and inhabitants are like the half of the Netherlands. Everything is on a completely different scale there, so we had to go to the opposite direction: we presented Maastricht as a typical European, compact city, which is very livable, where the old and the new are combined like nowhere else in the world maybe. We presented an optimal mix of medieval features, high-tech industries, innovative venues like MECC Maastricht, where you can easily walk from one place to another. It was a winning combination – add to this facilities like the Brightlands Maastricht Health Campus, the Institute of Data Science, or the regional clusters that include universities in Aachen and Liège, it makes a powerful combination for a human-scale city.”*

MECC Maastricht: the upgrade

An upgrading of MECC Maastricht will take place in the next few years. Set to open late 2020, the venue (pictured left) will be more attractive and functional, and the most noticeable change will be the glass shell around the existing auditorium, making it more transparent, thanks to the addition of open spaces and spyholes. The conference centre will have a more open structure, so that visitors can easily find their way around.

The interior of the auditorium will also be getting a complete facelift. Many new rooms and spaces will be added, the Expo Foyer will be enlarged, and the Forum Passage will be adapted to include multi-functional rooms. The redesigned layout will make it possible for MECC Maastricht to host conferences of up to 5,000 delegates.

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The Digital Transformation of Antwerp

The city of Antwerp, the global diamond capital also known for its port activities and its petrochemical industries, might not exactly be viewed as a world leader in digital innovation, and yet it is just that. The city administration extends a hand to start-ups, research partners and its industrial hinterland in several projects that have elevated Antwerp to the status of one of Europe's most promising smart cities. In that regard, the city is slowly but surely carving out a position for itself on the international stage.

Words Rémi Dévé, with Visit Antwerpen



An atypical, compact metropolis where everything seems to be within reach, Antwerp embraces both heritage and innovation, business and leisure, global ambitions and a genuine concern for nurturing a highly enjoyable quality of life for its inhabitants and international visitors alike.

If it's home to some of the largest seagoing vessels in the world, and Europe's largest integrated oil and chemical cluster, Antwerp has, over the course of the last several years, developed a start-up-friendly support system and an ambitious smart city vision, thanks to a remarkably young, creative and IT-savvy population of early adopters. Multiple incubators connect venture capital investors with promising entrepreneurial pursuits and several local government programs provide support in the form of affordable office spaces and expert advice. In general, it encourages students with big ideas to take the plunge and become entrepreneurs, by offering them a co-working hotspot to mix and mingle free of charge.

TESTING GROUND

As a testing ground for innovative ideas, Antwerp provides young companies from all areas (Internet of Things, eHealth, energy, data-management, design, advertising, fashion etc.) with valuable feedback that prepares them for the global stage. As such, it has become a relevant partner in several Europe-funded projects on the exchange of best practices and the support of SME's. Add to that Antwerp's legacy as a hub of creativity, with international acclaim in the areas of fashion, modern arts, design and architecture, and Antwerp's magnetic appeal to innovative companies can be easily explained.

The city is host to an ever-expanding array of business incubators and accelerators, such as Start it @kbc, The CoFoundry and The Birdhouse, accommodating and coaching those new digital entrepreneurs. A significant share of new co-working spaces that offer an 'experience', combining work and leisure on top of the common office amenities, have followed in their wake.

A centrepiece of the city's policy on innovative entrepreneurship is StartupVillage, a picture-perfect growth space for promising local start-ups. It accommodates them for up to three years, giving them comfortable breathing room to look for international opportunities. Several business incubators have set up shop at the same location. They bring in start-ups of their own, offering coaching, expertise of experienced business mentors and networking opportunities. Together with the city's hospital network, but also some of its private partners

such as Agfa Healthcare, UCB, Cronos and Microsoft, the city hosts Flanders' only e-health incubator – BlueHealth Innovation Centre – in StartupVillage, coaching and investing in start-ups building wearable, applications in elderly care and patient management platforms.

The city's trademark tag 'open for business', perhaps rings truest when it comes to Antwerp's unique smart positioning on the European stage. The city invests significant resources in connectivity, a future proof open data strategy and digital interaction with its citizens. But rather than becoming just another smart city, Antwerp chooses another path. It created a partnership – named Capital of Things – with the Port of Antwerp, the University of Antwerp and imec, a world-renowned institute for nanotechnology and digital technologies. Together they're transforming Antwerp and its port into what's soon to be Europe's largest real-life Internet of Things living lab.

As such, Imec is outfitting the city with data transmitters and sensors that gather data on – for instance – traffic flows or air quality. The port experiments with drone technology and smart trucks, and is opening up its logistics and shipping data on an open platform, accessible by other companies. The city's IT department is building an open data management and visualisation platform centralising all data flows. All of these initiatives combined, make Antwerp a very attractive prospect for Internet of Things companies that want to test a particular sensor or application in real life.

SMART & TRADITIONAL

Antwerp actually invites companies to test their technologies into a specially designed Smart Zone. In 2019, four concepts were selected – four very concrete projects that, in the end, will improve the life of Antwerp's residents. Two concepts focus on smart lighting where sensors are placed on lamp-posts, allowing the lighting to be tailored to specific needs in real time. A third one is a game via augmented reality on climate adaptation. The fourth and last concept is an app with an insightful map that gives you tips to cross the zone in a pleasant and safe way during a heat wave or to find a shady spot.

In a more traditional fashion, Antwerp invests in smart digital services as solutions to any modern city's challenges, like mobility and waste management, investing, for instance, in smart bins and smart garbage trucks. It has also put durable technologies and renewables centre stage, with infrastructure projects such as 'Nieuw Zuid' – self-sustaining smart homes – and Blue Gate Antwerp, a brownfield redeveloped into a highly sustainable business park.

How the City of Antwerp can help

Offering independent, free of charge advice, Visit Antwerpen can provide different forms of support to associations looking to organize their event in the diamond capital. From providing information to delegates about the destination, to the organization, for instance, of a reception at the town hall or an alternative location with the special attendance of city officials, or the support with bid dossiers, anything is possible. All conferences are eligible, based on a number of criteria, such as the number of delegates above 500 people, the international nature of the conference, and the link with economic clusters of the city.

The city, its Capital of Things partners and Agoria unveiled The Beacon in September 2018, just ahead of the international technology festival SuperNova – an innovation hub for companies developing products and services through the Internet of Things and Artificial Intelligence. Offering offices and flex seats to start-ups, it is designed to be a venue where all players in the IoT sphere – from small firms to major corporations, plus pioneering researchers – can come together, find the right partners, open up new opportunities and create new solutions that will benefit the participating companies and, most importantly, the end-users.

Managed by Co.Station, a Belgian company very well-versed in nurturing enterprise ecosystems, The Beacon will accelerate its residents' development in the domains of smart city, smart logistics and smart industry by enhancing their business models, stimulating their R&D and providing them with a dense network of potential partners and clients. Combined with the city's living lab premise, The Beacon garners significant international attention to Antwerp as a hub for smart industrial solutions.

FOR ASSOCIATIONS ONLY

Being able to show what's on offer, is obviously part of the game. Antwerp's next economy is a perfect companion to its more traditional economic engines in attracting major international conventions. The brand-new conference Flanders Meeting & Convention Centre Antwerp (FMCCA) – the only conference venue in the world with a zoo! – can host all mid-size conferences up to 2,000 delegates. Examples of upcoming conventions in the field of technology include imec's Imec

Technology Forum. Antwerp is present at international exhibitions as well, like Smart City Expo World in Barcelona or the World Cities Summit in Singapore.

Antwerp also seemed to have been where associations met lately. In March 2018, a few hundreds of association executives converged to city from across Europe to attend the Associations World Congress, one of the largest conferences of this kind – the event was co-located alongside the Association Leaders' Forum for Executive Directors, focusing on critical issues of importance for association leaders. Meanwhile, AIPC, the international association of congress centres, will hold its annual conference at FMCCA in June, bringing together its members to consider key industry issues and hear from top professionals in a variety of business events related fields.

Being host to so many associations who experience the city and its many offers lie at the core of Antwerp's ambitions. As an international meeting destination, it now competes on the global scene and its strengths to do so are numerous: a good location only half an hour from Brussels, a compact, human size, an easy transport system, accommodation options for all kinds of budgets, and an excellent mix of traditional and modern facilities overall.

Contact

www.visitantwerpen.be/en/business \ bidding@visitantwerpen.be



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A New Generation for Jerusalem

By day, Jerusalem's Machane Yehuda market (nicknamed the shuk) is buzzing with hundreds of vendors selling spices, freshly baked sweets, and fresh produce piled in colorful stacks on tables lining the streets. At night, the scene transforms entirely as the 19th-century market takes on a more modern feel with craft beer bars and gastropubs. This contrast between trendy and traditional is what's helping Jerusalem revamp its reputation and attract a new generation of conference attendees to the Holy City.

Words Lane Nieset

Jerusalem was deemed one of the hottest travel destinations of 2018 by Bloomberg thanks to the growth of inbound arrivals, which increased by 38 percent reaching 4.8 million arrivals—up 32 percent from the year before. *“Jerusalem’s tourism industry has had its ups and downs because of regional instability,”* explains Anat Landa, Convention Manager at Jerusalem Conventions and Visitors Bureau (JCVB). *“However, in the last decade, the image of Jerusalem as a tourist destination has completely transformed, largely due to massive efforts by the government and municipality to put Jerusalem on the tourist map—and keep it there. Recent indications of success include TripAdvisor ranking Jerusalem fourth in a list of the most promising places for vacation across the world.”*

In their daily work promoting Jerusalem as a conference venue, the JCVB is working closely with the scientific community in Israel to promote bids to Jerusalem, which is seen as an intriguing destination for both

conference delegates and organizers. Now that Boardroom readers are familiar with the key industries and clusters Jerusalem has to offer from our “Knowledge in the City” series, it’s time to focus on another important side of the city—tourism. Here’s what attendees can do outside the conference and where to go after a successful day of meetings at the International Convention Center.

BEYOND BALLROOMS

Jerusalem is one of the oldest cities in the world, with structures and artefacts dating back over 3,000 years. Gala dinners in quarries built during King Herod’s time aren’t just a dream—here, they’re a reality. *“For centuries, people have been singing and praying about Jerusalem. Artists paint their visions of it, poets write sonnets about it. Jerusalem is in the hearts and souls of millions so it is only natural that it would be a desirable destination,”* Landa says. *“The increase in tourism to Jerusalem of*

late is due largely to the FIT (free independent travelers) who are usually younger, curious and drawn to the mosaic character of the city and its unique energy.”

One way to give delegates a sense of the country’s history is through a tour of one of the largest and most significant cultural institutions in the country—the Israel Museum—followed by a gala dinner. After touring the archaeology wing, which displays findings like the Shrine of the Book (where the Dead Sea Scrolls are housed), delegates will realize the scale of Jerusalem’s history. One major bonus: they can network in a space filled with ancient masks and rare Judaica objects instead of just another ballroom.

COSMOPOLITAN CITY

“We are marketing and promoting Jerusalem as an international city. People already know about Jerusalem being the center of three major religions,



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but our job is to show the 21st century Jerusalem, which is a vibrant, innovative, entrepreneurial, creative and charismatic city,” Landa explains. “Jerusalem boasts more than 70 museums—a large number given how small the city actually is. There are international festivals, concerts, theater productions and so much more waiting for conference delegates to enjoy.”

In the past, visitors would add Jerusalem to their checklist of places to see for a few hours while visiting Israel; quickly touring the old City and then continuing on with their trip, but for the last decade, the city is hosting more overnight stays. “Instead of staying three hours,” notes Landa, “tourists stay for at least three days.”

Last year, 10,000 spectators gathered in Jerusalem to watch cyclists race through the city in the first stage of the Giro d’Italia road race, a sign that times are definitely changing for the increasingly cosmopolitan city. This

year, the city will host the Jerusalem International Marathon in March—one of the country’s largest marathons, with over 30,000 participants.

ISRAEL’S INNOVATION HUB

As well as hosting international events, Jerusalem continues to build on its reputation as an innovation leader that caters to start-ups and venture capital investments. The Jerusalem Entrepreneur Tourism Hub (JETH) is one of the more recent additions to the scene, offering business networking and development advice to help drive the growth of the city’s tourism start-up culture. One of the newest benefits the city is providing to conference delegates is the JLM City Pass which provides free public transport from Ben Gurion Airport, free bus and light rail service within the city as well as discounted tickets for cultural attractions.

One of the JCVB’s strategies to acquaint key decision makers with Jerusalem as a conference destination is the annual FAM trip. One of the more recent reactions from a FAM trip participant sums it up perfectly: “Despite many previous visits to Israel and Jerusalem, I had not previously viewed them through professional eyes nor seriously considered Jerusalem as a possible location for our medical conference. This has been a very illuminating visit. The ICC would be an excellent venue for us, and I think Jerusalem and Israel [as a whole] would make a great destination for those wishing to combine conference with travel, vacation and sightseeing.”

More information on Jerusalem as a convention destination on www.jerusalemcvb.com.



Sibos in Sydney

Global Growth Through Impactful Meetings

For Sydney – and its convention bureau and convention centre – global meetings that create lasting impacts for an association’s membership worldwide, as well as the host city’s local community, has been the core goal for years. And by hosting Sibos last year – organized by SWIFT, the global provider of secure financial messaging services – this goal was well achieved, with impacts both Sydney and Australia as a whole will feel for a while.

Words Rémi Dévé

BESydney, the city’s convention bureau, has been studying the long-lasting impacts of conferences for, well, a long time now. When they first partnered with the University Technology Sydney (UTS) in 2011 to scientifically validate what they knew anecdotally, they embarked on a journey to systematically study the benefits of business events, which go beyond tourism. At the time, the research project was considered a world-first in its approach and methodology.

In its wake, BESydney and UTS released two publications – *Beyond Tourism Benefits: Measuring the Social Legacy of Business Events in 2011* and *Conferences: Catalysts for Thriving Economies in 2015* – that show how conferences extend way beyond economic impact thanks to the thousands of delegates who visit Australia.

These two reports help the industry explain how interactions and collaborations that begin during a global meeting are instrumental in developing strong communities open to finding innovative solutions that, ultimately, build a better world. Over the years, Sydney has woven this approach into its bidding philosophy, creating a stronger case for the numerous social, innovation and knowledge benefits of hosting conferences and conventions — with the objectives of its global clients at the centre.

STRENGTH IN NUMBERS

When Sibos took over ICC Sydney in 2018, the main objective throughout the event’s organization was to help SWIFT achieve its goals. Sibos 2018 attracted a global audience of senior decision makers from the

banking sector, garnering an attendance of over 7,600 delegates from 158 countries, including the largest representation of Asian financial institutions in the event’s history.

As it celebrated its 40th anniversary travelling all over the world, the conference was a major win for Sydney. “*Technology has been described as the largest industry on the planet, and in financial services, Australia has proven its capability to produce unique solutions with global application,*” says Lyn Lewis-Smith, CEO of BESydney. “*We see global meetings like Sibos as the ideal platform to showcase that talent to the world and to spark new collaborations. Sibos was a great win for us, and a great win for Australia.*”

During the four-day conference, delegates experienced a dynamic program, which included a trade show with 180 exhibitors, custom-built stands, interactive zones and live activations. Both the convention and exhibition centres were exclusively activated for the duration of the event, while an additional 75 private meetings ran concurrently to the official program in a range of ICC Sydney’s flexible spaces.

ICC Sydney, together with the event organizers, also had to get creative to make use of everything the facility could offer. Pop-up and multi-purpose locations were created for delegates to enjoy in between sessions, taking full advantage of the venue’s waterside location and natural light. One highlight included the transformation of the 5,000-sqm, open-air Event Deck into a connected garden sanctuary – the ultimate place to rest and reflect on sessions from the industry’s top experts, complete with early morning Tai Chi classes.



CREATING IMPACT

With Corporate Social Responsibility (CSR) deeply embedded in ICC Sydney's culture and business model, the aim was to make sure the venue created the maximum economic – as well as community – impact.

Chantal Van Es, Head of Sibos, says: *“ICC Sydney helped us every step of the way, from the very moment it was announced Sibos 2018 would take place in the city. We worked closely with ICC Sydney's CSR team to develop multi-faceted initiatives that helped us meet our ambitious social, environmental and economic goals, focusing on everything from recycling to community engagement.”*

Echoing Chantal's comment, ICC Sydney CEO Geoff Donaghy explains: *“The program focused on reducing the ecological footprint of Sibos at all stages of event delivery, as well as supporting community engagement. This included organic waste and recycling processing initiatives, minimization of plastic water bottle consumption, excess food donations and the establishment of the first ICC Sydney Charity Market Day. Here, event exhibitors collectively donated 150 items to seven local charity organizations to be repurposed for their communities, from artificial turf to umbrellas and potted plants.”*

In a record result for an event of its size and scale, a waste diversion rate of 62.5% was achieved, including 88% of materials being diverted from landfills during the event bump out and the reduction of 15,200 plastic water bottles. ICC Sydney's partnership with OzHarvest and Matthew Talbot Hostel also helped save 855 kilograms of food, equivalent to 2,564 meals that were donated to community members and 1,120 tons of fertilizer produced from organic waste matter.

“We're committed to reducing the event's environmental footprint and contributing positively to the local communities who welcome us so warmly each year,” Van Es adds. In that regard, the opportunity for ICC Sydney was to create a new paradigm in the way that venues like them operate and

to deliver the maximum community impact by ensuring the flow of benefits from events reaches a broad cross section of the community. This includes connections with universities, the Sydney start up community, local artists and performers, and First Nations businesses.

BIGGER PICTURE

Sibos created opportunities for collaboration and networking between local and international businesses, academics and disruptors. *“While our 2014 estimates of the event's impact were for a \$38 million direct expenditure into the state economy, all these intangible business and knowledge economy benefits take this impact beyond tourism dollars to well in excess of \$100 million,”* Lewis-Smith explains. *“This is a great example of the role we play in bringing the world to New South Wales to generate opportunities for trade and investment, attracting global talent and delivering a vital soft power platform for New South Wales and Australia.”*

In this context, Sibos helped raise the international profile of Sydney and the State of New South Wales as a financial centre, home to local innovation and a sophisticated fintech ecosystem. As a result, they foresee a strong pipeline of business, investments, exports and other opportunities that could have very positive outcomes on the economy of not only the city but also the state. BESydney also conducted onsite, face-to-face surveys with delegates and exhibitors revolving around business outcomes that may have formed due to their attendance - the results will be available later this year.

Sibos 2018 Fast Facts

- Held 22-25 October 2018 at ICC Sydney
- 4-day conference, with an additional 75 private meetings
- 7,600 delegates from 158 countries
- 180 exhibitors
- 5,000 sqm open-air Event Deck transformed into a connected garden sanctuary
- Over A\$40 million in economic impact
- Waste diversion rate of 62.5%
- 150 item donations from event exhibitors to seven local charity organisations
- 2,564 meals donated to community members in need
- 1,120 tons of fertilizer produced from organic waste matter

For more information on business events in Australia:

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EXPERIENCE WORLD CLASS



First Nations company, Bangarra Dance perform at the International Bar Association opening ceremony



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Let the People Talk

It's always better to have organizers talk about their experience in a given destination than just convention bureaus explaining how great it would be for you – and them – if you chose them for their next event. In order for you to get familiar, once again, with Switzerland and where its expertise lies, we now let a few planners do the talking.

Verbatim Rémi Dévé



ABOUT THE KNOWLEDGE IN SWITZERLAND

For Switzerland as a research location, it is important that the Annual Conference of the German and Swiss Societies of Haematology and Medical Oncology is held in the country on a regular basis. There are so many experts in haematology and medical oncology based in Switzerland that it's easy to discuss current research results and challenges in the treatment of blood diseases and cancer.

Dr. Martin Wernli of Aarau Cantonal Hospital.

ABOUT SWITZERLAND'S COMPACTNESS AND COMPETITIVENESS

Who can boast saying: when you get off your plane you can walk to the congress centre? As for the pricey image of Switzerland it is important to raise the competitive rate of Swiss VAT. If the rates of hotels are often perceived as high, they are in fact part of a logic of an indicative price range, a standard convention price if you like. This approach facilitates the overall planning for the organizer who can count on stable guidance in the budget phase.

Adrian Ott, CEO of the European Federation of National Associations of Orthopaedics and Traumatology

ABOUT SWITZERLAND'S KNOW-HOW

I am most impressed by Switzerland team's professionalism and expertise in handling all possible areas proactively and effectively. There are a lot of pearls in Switzerland to be discovered, among which Basel, Zürich, Pontresina and the Alpine resort town of Sankt Moritz. There is definitely a Swiss concept that works well for events of all formats and sizes.

Rieke Zantinge, Director, Inspirators Factory

ABOUT SWITZERLAND'S FRIENDLINESS

At first glance, Switzerland is a little 'The Unreachable Star' to paraphrase The Quest, a song by Jacques Brel. It is a charming country, but financially unaffordable. There was a lot of opposition internally. During a visit to the EIBTM fair in Barcelona, I still showed up on the stand of Switzerland and I met with, it must be said, exceptionally dynamic and kind people. I told them all my constraints, they analyzed my needs and then we shorlisted four destinations – we ended up organizing our conference in Lausanne, which proved to be very successful.

Dr. Luc Beco, Coordinator of the ESVD-ECVD Conference (European Society of Veterinary Dermatology & European College of Veterinary Dermatology)

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A DETAIL OF THE MARS, TORONTO

Canada's Calling ICT Hubs Extend from Coast to Coast

Silicon Valley is looking north for its latest recruits. According to The Wall Street Journal, the University of Waterloo in Ontario, Canada is “Silicon Valley’s latest hunting ground.” No surprise since the University of Waterloo is ranked one of the world’s top computer science and math educational institutions — and for the past quarter of a century has been rated Canada’s most innovative university. Canada’s thriving Information and Communication Technologies (ICT) sector is a key driver of the country’s economy, with 39,000 companies generating \$181 billion in annual revenue.

Words Lane Nieset

Conferences convening in Canada not only have the chance to witness breakthroughs the moment they're happening, they can also leave long-lasting legacies on communities with "beyond tourism" benefits that will impact generations to come.

POWER IN COLLABORATION

"Canada has always been an alluring choice for international conventions, corporate meetings and incentive travel programs. By aligning with the sectors in which Canada excels, such as ICT, Business Events Canada showcases Canada's economic strengths, while providing decision-makers and meeting planners with important context, answering the question "Why Canada?" for their events," explains Virginie De Visscher, Director of Business Development, Economic Sectors, Business Events Canada.

As De Visscher points out, there's more power in aligning ICT events with ICT-strong destinations, as opposed to looking solely at tourism infrastructure like meeting space and accommodations: *"We offer access to Canadian innovators and a knowledge base that can augment conference agendas and programs. By connecting with industry, thought leaders and academia, conference organizers can conduct content-related site inspections, coordinate B2B exchanges, and gain access to subject matter experts to recruit new talent, grow their industry membership, exchange best practices and meet with purpose in Canada."*

About six months ago, the World Summit AI was looking for a destination in North America for an event. When the leader organizer came

to Canada, instead of visiting hotels and meeting spaces, they met with the AI community, toured research institutions, and linked up with accelerators and incubators of startups. Teams of the leaders in machine learning like Professor Yoshua Bengio at the University of Montréal and deep learning specialist Geoffrey Hinton in Toronto came together to showcase why the country would be a great location for the North America World Summit AI. The result: Montreal will host the next three summits, from 2019 to 2021.

"By showcasing Canada's ICT strengths such as in AI, robotics, autonomous vehicles or the IoT, we provide a platform for discussion and innovation through business events," De Visscher says. *"Business events drive economies and innovation. By aligning key economic drivers, academia and conference infrastructure, we position our destinations as economic and innovation accelerators, fostering global trade and investment."*

NATION OF INNOVATORS

Canada's nickname "A Nation of Innovators" goes as far back as Alexander Graham Bell's invention of the telephone. For a perspective on scale, the country is about 40 times the size of the United Kingdom, and so large, it's surrounded by three oceans: the Pacific, the Atlantic and the Arctic. It's this vast landscape that has helped "fuel a drive for closer connection," leading to wireless and satellite breakthroughs that have contributed to major advancements in AI and digital technology across the globe. Microsoft, IBM and Amazon are just three of the major multinational ICT companies

KING STREET IN
UPTOWN WATERLOO

operating in Canada, a country that exports 80 percent of its ICT-manufactured products.

According to De Visscher, regions across Canada are getting increasingly “networked,” spreading the innovation of startups and scale-ups thanks to the Canadian Accelerator and Incubator Program and Canada’s Centre’s of Excellence and Strategic Innovation Fund. “At a macro level, the framework is to use small innovative startups to fill demonstrated needs of Canadian business and government, and then link these firms into broader, shared networks to help scale,” she says.

One great example is the Laziridis ScaleUp Program, based out of Wilfrid Laurier University in Waterloo. Focused on solving a specific national challenge — the need for more globally competitive companies in Canada — the program works with 10 up-and-coming tech companies each year. The cohort, called the Lazaris10, is partnered with mentors and experts from around the world who can

provide new opportunities for these locally grown companies.

Québec City, meanwhile, has emerged as a global leader in optics-photonics, thanks to Canada’s largest national defence research centre: DRDC’s Valcartier Research Centre. The National Optics Institute has also inspired over 30 spinoffs alone thanks to its cutting-edge work, which includes designing 3D cameras for the International Space Station.

ICT POWERHOUSE

In a survey of 25 cities across Canada, Waterloo was recently ranked best place in the country to start a tech company. Waterloo — which has acted as the country’s hub of innovation for 150 years — is a city of superlatives, with the University of Waterloo boasting the largest concentration of math and computer science talent in the world, as well as the no. 1 engineering program in Canada. It’s also the second-fastest growing tech talent market in

North America and features the second-highest density of startups on the continent.

The Toronto-Waterloo Corridor is North America’s second-largest technology cluster, home to 15,000 tech companies and over 200,000 tech workers. Waterloo also claims Canada’s first Google for Entrepreneurs technology hub, Canada’s leading Internet of Things cluster, and is home to software leaders like BlackBerry and D2L. Another one of the city’s successful products: Clearpath Robotics, a fleet of mobile robotic platforms designed by a group of four friends who are graduates of the University of Waterloo.

Last year, the region held the inaugural True North conference, attracting over 2,000 delegates and 56 speakers to the two-day event centering around the future of tech. This year, that number is estimated to jump, bringing 2,500 of the “brightest, boldest, carbon-based badasses to Canada’s hottest tech community.”

In Canada's heartland, Winnipeg is showing strength and positive response from entrepreneurs and global companies. The city offers delegates a wealth of knowledge from the local industry and the 161-plus academic researchers in computer science developing revolutionary concepts like Sightline Innovation, one of the largest machine learning companies in Canada.

Ottawa is not only the nation's capital, it's also the most tech-intensive region in Canada, with cutting-edge, next-gen development in areas like defence and smart city initiatives. In addition to incubators and research centres like the Canadian Photonics Fabrication Centre (North America's only pure fabrication centre), Ottawa is also attracting companies like Ford, which committed up to \$337.9 million toward a new research centre. The city is also Canada's AV capital: Anchored by global AV leader BlackBerry QNX, more than 45 of the firms that comprise Ottawa's AV cluster are located in Kanata North Technology Park, the largest of its kind in Canada.

Canada's energy capital, Calgary, is a hub for natural resources, clean energy, agriculture and creative industries — all within a day trip of UNESCO World Heritage-listed Dinosaur Provincial Park and the Canadian Rocky Mountain Parks. *"Calgary's rapidly growing cleantech sector is a natural evolution from Calgary's position as a global hub for the energy industry,"* says Dr. Terry Rock, CEO, Calgary Technologies Inc. *"Our decades of experience driving innovation in and around energy forms a strong backbone for our future as a cleantech hub."*

This industry leadership has placed Canada fourth on the Global Cleantech Innovation Index and secured events like the annual Canadian Wind Energy Conference & Exhibition (the largest of its kind in the country) in October.

HUB OF COMMERCE

Toronto is Canada's largest city and North America's third-largest ICT hub. The city is home to the IBM Innovation Space and the

IBM Blockchain Global Data Centre, a system that encrypts large volumes of data. As if this isn't impressive enough of a résumé, Toronto was the only spot in Canada that made the list of 20 finalists for Amazon's second headquarters. In 2017, the region added more tech jobs than New York City and the San Francisco Bay Area combined. At the moment, Toronto boasts 65 business incubators and accelerators, including OneEleven, an accelerator community of data-driven entrepreneurs.

One of the drivers of this growth: Toronto boasts lower business costs than the 31 largest cities in the United States. The 1.5 million-square-foot MaRS Discovery District — one of the world's largest urban innovation hubs — sits in the heart of the city and supports 150 of Canada's most successful financial and consumer technology companies. The community connects networks and capital, while providing 6,000 people with access to advisors, top-of-the-line research facilities and early-stage capital. Thanks to these factors, Toronto — a top-five convention city in North America — has attracted the attention of events like Collision, the fastest growing tech conference on the continent.

Last May, the conference announced that Toronto would be the host city for 2019, 2020 and 2021. For the first time outside of the U.S., Collision will move its three-day event to Enercare Centre Exhibition Place, from May 20-23, 2019. Johanne Bélanger, President and CEO of Tourism Toronto, was quoted saying: *"Collision is one of the most coveted conferences a destination can host. Hosting an event of this magnitude demonstrates how meetings can be a powerful catalyst for economic development for sectors like technology and innovation, showcasing and elevating the booming tech industry, people and companies that have made the Toronto region a tech powerhouse."*

TOP TALENT

"For anyone who wants to do serious AI, it will be of strategic importance to keep your eye on Montréal," said Jean-François Gagné, Co-founder

and CEO, Element AI. Montréal features the largest number of university researchers in Canada, with 250 researchers divided between McGill University and the Université de Montréal.

Startups like Hexoskin, which specializes in biometric clothing and wearable technology, have already garnered attention from major events (athletes in the Rio 2016 Olympics used Hexoskin Smart Shirt tech wearables). Québec City, meanwhile, is gaining ground in the realm of gaming. Companies like Ubisoft and Gearbox Software have staked a claim in the city's tech landscape, while independent studio Frima (known for work with tech giants like Mattel) is one of the country's rising stars, launching Fated in 2017, the first fully VR game developed in Canada.

In Edmonton, the University of Alberta boasts one of the top five wireless research groups in North America and excels in AI, bioinformatics, human-machine interaction and medical imaging. One success story: Hendrix, a natural language AI assistant that interacts with inline conferencing platforms to identify key points and find actionable outcomes.

"We see meetings and business events as the catalyst that leads to innovation, talent attraction, trade & investment opportunities. And we are actually starting to measure what that impact and legacy truly is — it is a huge feat to start measuring the impact of association and corporate meetings in that way," De Visscher says. *"Global companies might consider investing into the local AI community after what they will have seen. The potential social and economic impact of such an event goes far beyond what the traditional tourism metrics are and will have repercussions all over the country."*

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Calgary

A City Powering Into the Future

Nestled in the eastern foothills of the Rocky Mountains, in the heart of Alberta, the cosmopolitan city of Calgary was once known as the cowboy capital of Canada. Nowadays, it enjoys global recognition for its innovations within the energy sector as well as boasting established clusters in agribusiness and transportation and logistics, along with emerging clusters in the creative, life sciences, financial services and tourism industries.

Words Chantelle Dietz



Calgary's bustling downtown is home to every major oil and gas headquarters in Canada, as well as multiple organisations servicing the ever-expanding renewable energy and clean technology industry. All aspects of energy production are covered, from petroleum to wind power, making it a sought-after host city for both natural resources and renewable energy conferences.

Almost one-third of Calgary's GDP is attributed to conventional energy, but renewables and clean technology are fast-growing contributors. Several world-class research institutes including The University of Calgary's Centre for Advanced Solar Materials and the Calgary Advanced Energy Storage and Conversion Research Group are leading the way in driving change within the industry.

The city's heritage as a centre for transportation, logistics and agribusiness dates back to the 19th century. The region is home to around 5,000 transportation and logistics businesses and leading multinational agricultural firms. Institutions like the Southern Alberta Institute of Technology and nearby Olds College work with the industry to drive innovation. As a result, Calgary is becoming a global hub for development of technologies for autonomous mobile systems that are expected to drive future growth in within these sectors. The World Road Association PIARC will host its International Winter Road Congress in the city in 2022.

EMERGING CLUSTERS

In addition to its stronghold within the energy, agribusiness, transport and logistics sectors, Calgary has identified four emerging clusters it believes will provide a foundation for future growth. The largest, accounting for 4,420

businesses, is the creative industry sector, covering a broad range of businesses from film and TV, digital media, and music. Life sciences has also been singled out, thanks to the city's strong research infrastructure both at The University of Calgary and Foothills Hospital. The 19th Congress of the International Pediatric Nephrology Association will take place in the city in 2022.

Finance and tourism are the two other areas of attention. Calgary's reputation as a financial hub has been steadily gathering momentum since joining the ranks of the world's top financial centres in 2012 when it made it into the Global Financial Centres Index. Most of the world's major investment and commercial banks have a presence in the city. The tourism cluster on the other hand cuts across several industries, including retail, transportation, arts and culture meaning it contributes both to the quality of place, as well as being an industry cluster. Seven million visitors generated \$1.6 billion in tourism spending in 2017.

LOCAL CHAMPIONS

Since 2013 the city's convention bureau Meetings + Conventions Calgary (MCC) has been collaborating with local industry and academic ambassadors to attract more conferences and build on the legacy impact of its events. These ambassadors, known as Calgary Champions, provide a link between international organisations and a network of local speakers, exhibitors, sponsors and research groups. There are more than 80 ambassadors representing Calgary's various key industries. Recent wins include ISPCAN (2016), the 20th International Play Association Triennial Conference (2017), and the International Association of Women Police Conference (2018).

Pierre Harrison, president of the Canadian branch of the International Play Association (IPA), pays testament to the scheme: *"From the first day the city identified individuals who would step up and chair various aspects of the conference planning. It was this ability to bring excellent people together around play that made this partnership between the City of Calgary and IPA Canada a truly successful adventure."*

Jackie Sieppert, Professor and Dean within the Faculty of Social Work at the University of Calgary, became a Calgary Champion in 2015. In four years he has successfully secured several events for the city, the 2020 World Social Work Conference being his most recent coup. *"Calgary Champions bring a number of benefits to the event planning process,"* he explains. *"Foremost is our passion and knowledge about our respective disciplines. We can translate what Calgary has to offer in ways that assist event planners in making conferences both outstanding from a content perspective and a memorable experience for visitors."*

But above all else, Sieppert believes it is Calgary's natural beauty and warm western hospitality that make it such a stand-out destination. *"With Calgary as the doorway to the Canadian Rockies, we have a world class location to offer. Just as important, however, is the community spirit we have in Calgary. People here are willing to try new things, are eager to help, and love to welcome visitors to our community. This spirit is infectious, and it infuses events we host here. I often say that visitors come to Calgary as strangers, but leave as friends,"* he proudly proclaims.

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Ottawa Canada's Test Track for AV Innovation

Ottawa isn't afraid to take trials out of the lab and on to a real-life test ground. Canada's capital became the country's first city to test on-street autonomous vehicles (AV) back in 2017, advancing testing on active public streets on a spin through Kanata North Technology Park. Imagine the look on the faces of people passing by when the driverless car came to a halt at a traffic light, allowing pedestrians to cross the street. The smart city is receiving the same reaction from industry leaders across the world as it showcases home-grown connected car and AV technologies, applications and services on the global market.

Words Lane Nieset



Calling Ottawa Canada's smartest city isn't hyperbole. Located in the province of Ontario, with an international airport offering daily direct connections to over 30 major North American and European cities, Ottawa is the most technology-intensive region in Canada. The city boasts more PhDs per capita than anywhere else in Canada and excels in the areas of next generation networks and 5G, smart city initiatives, communications technology, and autonomous vehicles.

Ottawa is home to the top five mobile backhaul equipment market vendors (think Nokia and Ericsson), the top 10 optical network hardware vendors and 90% of telecommunications research, resources that have helped the city's connected and autonomous vehicles (CAV) cluster become a leader in sensors and LIDARS, key components of CAVs. "Ottawa is a tech hub with decades of internationally-recognized strengths in fields that make up the core of CAV technology," explains Sonya Shorey, Vice President of Marketing and Communications, Invest Ottawa. "Ottawa's CAV cluster, comprised of leading companies, post-secondary institutions, government and non-profits, established a vision early on, and committed to build the city's capabilities, investment and global opportunity in CAV development, testing and validation."

INNOVATION CENTRE

The AV testing on Ontario's roads, led by the expertise of BlackBerry QNX (a leading developer of mission-critical software that serves as the foundation for connected and autonomous vehicles) and its Autonomous Vehicle Innovation Centre (AVIC), is one example of the development taking place in Canada's AV capital—home to over 70 companies and other organizations working in the field. According to Michael Tremblay, President and CEO, Invest Ottawa and Bayview Yards: "Our region has the expertise and capabilities required to develop, commercialize, and adopt new vehicle to everything (V2X) solutions. These technologies can be integrated into global supply chains and sold around the world. This new testbed adds critical capability to our ecosystem, enabling innovators to test and commercialize these AV technologies."

To build on its reputation as Canada's AV capital, Ottawa and BlackBerry QNX have teamed up with organizations like Invest Ottawa (the city's economic development agency) and the Kanata North Business Association, in addition to researchers at the University of Ottawa, Carleton University and Algonquin College. The Kanata North Business Association, for example, represents over 500 ICT companies that contribute \$13billion to Canada's GDP in what is Canada's largest technology park. Portland-based Allied Market Research predicts the global market for autonomous vehicles will be worth \$54.23 billion in 2019

Fast Facts

- Second largest concentration of science and engineering employment out of 316 North American cities, surpassed only by Silicon Valley
- Most educated workforce in Canada: 61 percent of Ottawa's labour force holds a post-secondary degree
- 1,200 faculty and more than 27,000 students in STEM (Science, Technology, Engineering and Math)
- 1,750 companies that employ more than 68,000 high skilled people
- 77,000 employed in ICT
- Home to Amazon, BlackBerry QNX, Cisco, Ericsson, Nokia and other
- Location of Canada's first enterprise SaaS accelerator, L-SPARK

and increase to \$556.67 billion by 2026, with a compound annual growth rate of 39.47% during that period. "CAV is playing a key role in driving economic growth and in shifting the way in which we live and work around the world," Shorey explains. Invest Ottawa has seen "keen interests from international firms in leveraging

Ottawa's CAV capabilities in V2X testing and our true four-season climate," according to Shorey.

INDUSTRY CLUSTERS

Ottawa Tourism works with the local industry cluster to support or sponsor local events in the hope that they garner national and international attendance. Business Events Canada promotes Ottawa as a centre of excellence in AV internationally by attending industry events like London Tech Week. Flagship events such as the 2017 Ottawa AV Summit and the recently announced CAV Canada 2019, a highly anticipated event drawing national and international AV innovators, researchers and companies is set to be hosted in Kanata North on Sept 9-10, 2019 have also helped secure Ottawa's status as a leader in the AV space. Last year, for example, the U.K. maker of driverless pods, Aurigo, announced that Ottawa will be the locale for its North American headquarters, which CBC/Radio-Canada announced in a story titled "Ottawa's burgeoning autonomous car hub on a roll."

Ottawa L5's industry partners—Aurigo, BlackBerry QNX, Ericsson, Juniper Networks and Nokia—have also helped turn the city into an AV playground, safely testing the implementation of CAVs with vehicle-to-everything (V2X) and other technologies on public and private test tracks equipped with Wi-Fi, 4G/LTE and 5G—the first four-season test environment of its kind in North America. This cutting-edge research is beckoning other companies to join the development underway in Ottawa, with Ford Canada committing up to \$337.9 million toward a new research centre. "Our unique climate and deep capabilities make Ottawa a true leader in safe testing, validation and implementation of CAVs," Shorey says. "Through associations, we hope to form new [partnerships] and strengthen our existing collaborations with government and industry leaders and decision makers in CAV."

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Sarawak Wisdom of the TriBE

Redefine the impact of your business event; become part of the global tribe spirit formed in the region and reflected in the world. Sarawak's most prominent campaign to date, 'Redefining Global Tribes', is moving from strength to strength in its third year of life as a united cultural identity forged by all business events communities in Malaysia shoots for a stronger and more diverse economy for the country.

Words Vicky Koffa

An emerging destination on the island of Borneo, Sarawak is as diverse as it gets; distinctive languages, culture and lifestyles from almost thirty quite different ethnic groups blend harmoniously together to create this diverse yet closely united hospitable community. This is the region's uniqueness and why the meetings industry globally became so interested in the last decade, making the state a top destination choice for associations worldwide.

This success did not come effortlessly. Harnessing the power of diversity and unity, Sarawak Convention Bureau (SCB) set out on a mission to bring together associations, private organizations and government bodies to ensure Malaysia's economic growth and bolster Sarawak's vision to become a developed and high-income state by the year 2030. In the course of the Redefining Global Tribes campaign, SCB has attracted over a hundred events to Sarawak; 822 since the bureau's conception back in 2006. Striking examples, like the 13th World Islamic Economic Forum in 2017, echo the efforts for disruptive change.

ON THE ROAD TO A DIGITAL ECONOMY

Beyond the bureau's efforts lies also the close cooperation and support from the State Government, which recognises the important role

of business events in achieving the state's economic transformation towards the digital era. In fact, the government has already put in place several projects in order to approach its goal. Boosting internet connectivity throughout the state or launching Sarawak Pay, a one-stop mobile app payment channel for the public are a couple of practical examples in the name of this initiative.

The Sarawak Digital Roadmap, a government project launched early last year, which focuses on four key economic sectors – agriculture, tourism, health and education – makes a first connection between business events and digital transformation. Through the services of SCB, meetings become the accelerator for change within these sectors, as a base is set for personal contacts where business relationships yield progress. Association conferences bring innovative research and new knowledge is exchanged raising experience for the local workforce.

On a more specific note, the State Government and SCB is actively tapping into specific economic indicators set within the guidelines of Urban Development and Re-development, Environmental and Social Development, Industrial Development, Agriculture, Service Industry and, of course, Digital Economy ensuring growth boost and impactful action.



THE FACE OF SCB'S
REDEFINING GLOBAL
TRIBES CAMPAIGN



DARUL HANA BRIDGE ON
THE SARAWAK RIVER

FORGING POWERFUL ALLIANCES

This past year SCB hosted the inaugural Business Events Tribal Meet, better known as TriBE 2018, in Kuching. It was attended by 300 hand-picked industry experts from national associations, sector partners, global and national media, and government officials. The conference consisted of three elements: TriBE Xchange educational session which featured six global speakers and renowned thought leaders, the launch of the dedicated Business Events Sarawak Alliance (BESA) platform as well as the commemorative flagship award for Business Events – the 9th Anak Sarawak Awards under TriBE Honour.

TriBE 2018 gave prominence to the launch of the dedicated government associate platform, BESA, which aims to bring government ministries and agencies in a collaborative relationship through business events. The ambition is to advance the targeted sectors via new business connections, ground-breaking findings and best practices that business events are able to provide. The goal is to create a more sustainable state and at the same time develop in-depth knowledge and gain experience. The outcome is that Sarawak reinforces its exemplar role for second- and third-tier destinations in the region.

Amelia Roziman, COO of SCB highlights the importance of inter-sectoral connections: *“BESA collaborations are centred on a cohesive relationship with stakeholders in the industry, especially government agencies. But make no mistake - the local community is fundamental in growing Sarawak’s economy through Business Events. What SCB is aiming for is a seamless integration between the Bureau and Government agencies so that our local community can gain from the presence of associations and delegates both socially and economically.”*

TRIBE ASSEMBLY 2020

However, SCB’s ambitions keep pushing the limits of what business events can offer. TriBE 2018 was but a preview for the upcoming TriBE Assembly 2020, a fully developed international conference pinpointing on the disruption of the business events industry and its lasting impact on many sectors of the economy. Sanctioned by the Ministry of Tourism, Arts, Culture, Youth and Sports Sarawak, the event year is a climax on the previous year’s drive on innovation and celebrates the uprising of leadership and identity among industry partners with expected extensive opportunities for promotion and marketing.

Amelia Roziman and her team are getting ready for a stimulating TriBE Assembly 2020 which will leave an imprint on Sarawak. She says: *“To prepare for the TriBE Assembly 2020, the Bureau has chosen this year’s weapon of choice – education. We will guide current industry players and future leaders to embrace the opportunities that business events can bring to the community, with the inclusion of our initiative to liaise and exchange information with education institutions. We are gunning for a thought-provoking TriBE Assembly 2020 that would hopefully leave a trail of legacy behind for Sarawak. When people realize the importance of business events, they will be able to bask in opportunities such as education, jobs and trading of products and services. Imagine this as a complex puzzle being pieced together ready for the years to come!”*

SOWING THE SEEDS OF UNITY

Under the BESA a number of other dynamic initiatives, set off by the SCB, have been put in action always targeting growth. Last autumn, in the framework of the second edition of the International Conference on Agriculture and Agro-based Industry Sarawak (ICAAS) 2018 held at the Penview Convention Centre Demak – a leading agriculture festival to promote the state’s agriculture and agro-based industry – SCB lined up an agriculture-based familiarization trip (Agri-Fam).

During the five days of the expedition, which included a series of technical tours as well as participation at the ICAAS conference, 40 like-minded experts from Thailand, Indonesia and other Malaysian counterparts, made up of researchers, academics and invited national and international media delved into potential future partnerships for agricultural business meetings in Sarawak.

The visit was well in tandem with Sarawak’s goal of becoming a net exporter of food by 2030 and underlined SCB’s commitment to the Ministry of Modernisation of Agriculture, Native Land and Regional Development Sarawak (MANRED). With the theme ‘Transforming the Agriculture Sector Through Smart Farming’, ICAAS 2018 showcased smart or precision farming techniques and technology, public-private sector partnership and meetings between local ‘agropreneurs’ and experts which could prompt the creation of new associations.

The tour continued its way to the Sarawak Biodiversity Centre (SBC) – a first of its kind in Malaysia to enact a biodiversity law in line with the Convention on Biological Diversity and the Nagoya Protocol (Access and Benefit Sharing) – and an exceptional stingless bee farm among others. The tailor-made Agri-Fam trip ties in closely with the State Government’s focus on agriculture as one of the 7 key sectors as the industry moves ahead to bring about impact beyond tourism and further push the State’s urban, environmental, social and industrial development. More similar events are on the horizon for SCB to equally elevate other sectors as specially-designed familiarization trips are on the rise.

SOCIAL & ENVIRONMENTAL AWARENESS

Another testimony of BESA’s sway is the collaboration formed between SCB and the University of Malaya (UM). Building on the university’s years of acquired expertise on the people of Bario, a community located on the Kelabit Highlands in Sarawak, it invited four researchers from UM to join its program – Redefining Global Tribes: Honouring Sarawak’s Convention Ambassadors to ‘The Land of a Thousand Handshakes’ Bario. Knowledge sharing and anthropological research will lead to deep-rooted impact for the environment of the region, appropriate health and cultural services for the people and overall sustainable solutions for the life in Bario through biotechnology and tourism.

Enhancing initiatives which focus on studying the local lifestyle for the betterment of the people while preserving their indigenous way of life and its environment, the power of business events is evident once again. The International Primatological Society (IPS) 2022 Congress, set to be held for the first time in Malaysia is expected to attract 1,000 international delegates to Borneo Convention Centre Kuching (BCKK) who will examine the biological and ecological studies on primates around Malaysia and Indonesia. The conference will also facilitate spreading its findings through worldwide publications and conferences thus creating magnified impact of such events to the conservation of primates.

INDUSTRIAL REVOLUTION

Planted at the top of the list of priorities for the government lies industrial development, mainly in areas like palm oil-based, aquaculture, timber-based, aluminium, steel and ferroalloy, marine engineering, tourism, livestock, oil and gas and solar glass. The Sarawak Corridor of Renewable Energy (SCORE) is one of the country’s economic development corridors, set up in 2006 to trigger investment-driven growth.

Again, international meetings, like the ASEAN-China Entrepreneurs’ (ACE) Conference 2016, build a platform for investors from the world over to visit the shores of Malaysia, share information and explore new business opportunities, reflecting the fact that business events are Sarawak’s ticket to the future.

Roziman remains engaged when it comes to the future: *“The Bureau takes aim in staying relevant through fruitful partnerships to garner the trust and support of not just the community, but also agencies in the public and private sector considering that every business event brings in a slice of impact and change for the people. SCB has plenty of promising events and activities for 2019, requiring such unity to ensure that Sarawak sees another successful year, with even greater plans as 2020 looms in.”*

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Renewing Urban Life in Seoul

A metropolis with a population of more than 10 million people, South Korea's capital definitely has character, offering contrasting landscapes that combine traditional and contemporary styles, including its more than 600-year-old historic districts and 25 self-governing boroughs. From the 1950 to the early 2000s, Seoul enjoyed industrialization and rapid growth, which led to a rapid population increase and large-scale expansion of the city. Now it seems Seoul is experiencing its next phase of development, with major urban regeneration projects to be found all over the city... and which association planners will be eager to discover.

Words Rémi Dévé



A thriving cultural centre, Seoul has been attracting international visitors for some time now, with its well-preserved national monuments and many fascinating palaces. Now a global megacity, South Korea's capital is a place where the country's heritages blend seamlessly with the rapid developments of 21st-century life. But this has come with challenges. *"In the past, Seoul focused on quantitative development and expansion in preparing for housing and population growth. Now, we need to switch to new regional development plans through physical regeneration (of decayed areas) and renewal,"* Seoul Mayor Park Won-soon recently told The Korea Herald in a recent interview.

As authorities and urban planners look towards making the city more inclusive and livable, "regeneration" has indeed begun to feature as a main focus of Seoul's urban policy. Today, urban regeneration projects of varying scales are being carried out at dozens of locations across the city, and local communities are able to preserve the cherished memories they have accumulated over time, while visitors can discover a not-so-distant but totally rejuvenated past.

SUCCESSFUL PROJECTS

The Dongdaemun Design Plaza might well be the epitome of this, standing out as a major landmark of Seoul. Aside from its aesthetic value with a distinctively neo-futuristic design, it is also seen as the most successful urban development project ever attempted in the city. It not just revived the downtown area into a vibrant fashion hub and a popular tourist destination in the Republic of Korea, but it also successfully transformed the whole district into a place of relaxation and recreation in downtown Seoul.

Featured during the Seoul Biennale of Architecture and Urbanism 2017, the Donuimun Museum Village is all about the transformation of Korean architecture over the years, showcasing traditional alleys of the Joseon Dynasty era, wooden houses built during the Japanese occupation, and improved hanoks – the well-known Korean houses – in the 1950s. Maybe one of Seoul's most fascinating urban regeneration projects, the Village is like a glance at the city's glorious past, where visitors can see performances, take cooking classes, and participate in creative workshops offered by artists from various fields, architects, and designers.

Jin-Hyeok Park, director of the Seoul Convention Bureau, the MICE division of the Seoul Tourism Organization, explains that the city's urban regeneration efforts have made a host of unique venues available for meetings. This is not only testament to Seoul's urban dynamism but it also *"represents the diversity of the city's MICE offerings"* while *"strengthening the competitiveness of Seoul's MICE industry."* He adds: *"And with the Seoul MICE Alliance (SMA), a public-private coalition for the industry which has close to 300 members including unique urban renewal venues, hotels, and entertainment venues, among others, Seoul has become quite cutting-edge on the international scene."*

Other regeneration projects include Seoul's Oil Tank Culture Park, a former emergency oil reserve built in the late 1970s transformed into an environmentally friendly cultural event complex featuring festivals, performances, exhibitions and village markets since September 2017. The property is composed of 22 soccer field-sized spaces that can host various events in its six tanks: it's really one-of-a-kind, and should you need an exclusive venue for your event, look no further. Situated downtown, Baesan, a former warehouse, has been repurposed into an industrial-style, flexible space for small conferences.

MORE TRADITIONAL

More traditional venues include Samcheonggak, a mountain retreat standing proud at the top of a hill and a unique event space representative of Korean culture. Its stylish buildings were initially created to host the North-South Red Cross Conference in 1972 and all built as hanoks, sitting still between tradition and modernity. Established in 1967 as a venue for receiving VIPs and visiting heads of state, Yeong Bin Gwan, on the other side of the town, now serves as a public venue for high-profile conferences.

And of course there is Coex, your straight-forward, purpose-built convention and exhibition centre. Established in 1979 and located in the heart of Gangnam, Seoul's business district, Coex boasts more than 30 years of experience. The facility is huge and comprises of 4 main exhibition halls and 55 dividable meeting rooms. Here the 'everything under one roof' concept makes the most sense: there are three 5-star hotels on site, one of Asia's largest underground shopping malls, four international office towers, aquarium... and even a city airport terminal.

Right across Coex sits Bongeunsa Temple, where 3,479 Buddhist scriptures of 13 types, including the works of Kim Jeong-hee, are stored. Dating back to 794, the highlight of the temple is a 28-metre statue of Maitreya, the Future Buddha, one of the tallest stone statues in the country. Today, the temple can provide a pleasant, interesting, and peaceful retreat after a hard day at a conference. If it was, before the 1960s, surrounded only by farms and orchards, the area has become the centre of one of the wealthiest and busiest places in Seoul making Bongeunsa Temple a rather interesting mix of traditional and modern Seoul.

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Case Study

7th UNWTO Global Summit on Urban Tourism

The trip I took last September provided a peak to some sessions of the 7th UNWTO Global Summit on Urban Tourism, themed 'A 2030 Vision for Urban Tourism'. The event was hosted by the Seoul Metropolitan Government and supported by the Ministry of Culture, Sports and Tourism of the Republic of Korea, the Korea Tourism Organization and the Seoul Tourism Organization.

It provided a unique platform to discuss the key issues shaping the future of urban tourism in the context of the 2030 Urban Agenda, and brought together high-level representatives from National Tourism Administrations, city authorities and related stakeholders, serving as a platform to exchange experiences and expertise and set a shared vision on urban tourism.

Discussions of the Summit unfolded on a high-profile panel and four themed debate sessions to touch on key topics concerning this rapidly-growing tourism segment and set a vision to fulfill United Nation's 2030 Agenda for Sustainable Development. Among the subjects touched upon were the impact of digital technologies in shaping the future of urban destinations, the role of urban tourism in transforming cities landscape through the rejuvenation of public space, along with how to ensure residents are an integral part of urban tourism development – a theme that was particularly relevant to the participants of our press trip. A UNWTO report named 'Overtourism? Understanding and managing urban tourism growth beyond perceptions' was also presented at the event.

Lisbon & Porto

The Art of Urban Regeneration

The bar is set quite high when visiting the south of Europe; long periods of sunshine throughout the year, genuine hospitality and endless history jumping out of monuments, buildings and traditional dishes. And Portugal does not disappoint. Association delegates get the best the country has to offer - not only in terms of leisure but also in terms of facilities and organisation - when visiting two of Portugal's biggest cities, Lisbon and Porto.

Words Vicky Koffa

A WAKE-UP CALL FOR THE CAPITAL

The long years of recession in the Eurozone had quite an impact on the country, but Lisbon's tourism sector has seen a solid growth. In recent years, the city has strengthened its position as a business destination for major international events mostly thanks to the heavy investment for urban regeneration it underwent. Beautiful samples of architecture that were once unused are now fully renovated with state-of-the-art technology while keeping their traditional character.

Pátio da Galé, with its impressive pillars, inaugurated in 2011, the place where the Royal Palace and the India House were located, serves now as a meetings venue in the centre of the city; Pavilhão Carlos Lopes, functioning since last year in the heart of green Parque Eduardo VII, used to be an Expo Palace back in the day brought to Lisbon from Brazil by boat, now offering vast conference spaces surrounded by decorated walls in white and blue tiles, typical of Portuguese art. Meanwhile, the old army factory has been turned into the new Hub Criativo Beato on the east side of the city to house national and international entities in the areas of technology, innovation and creative industries. Even more modern buildings, such as Lisbon's Congress Centre (CCL) - just



a few minutes from the centre – has received touch-ups to match the city's upsurge.

Alexandra Baltazar, Coordinator and Manager of the Lisbon Convention Bureau, shares her passion about the project: *"Lisbon is seeing the consolidation of the urban regeneration in consequence of the investment being done especially in the last ten years. Historic buildings are being renovated, traditional 18th-century façades being kept, tiles salvaged, traditional materials used for venues, giving them a new light/design/use for events purposes. Our 'new' riverfront is now creating a path keeping in mind the 1,000 years of history, culture and tolerance."*

However, the vision of changing the way people live in the city did not only include renovations. The city decided to undertake a counter-cyclical investment programme in the coming years (2016-2020) which includes the rehabilitation of urban roads and innovative urban mobility solutions such as urban lift and escalators in pedestrian city circuits, a funicular railway, bike sharing, eCar and an ICT smart mobility platform. Smart City innovations such as license plate recognition systems and car access control systems in historical neighbourhoods are set to make the city as dynamic and competitive as other major capitals.



PORTO

START-UP FRIENDLY PORTO

Heading up north towards the city that gave the name to the famous wine and the country, Porto paints the same picture of revival. Porto is a 2,000-year-old city, one of the eldest in Europe, recognized as world heritage site by the UNESCO since 1996. Over the two centuries its citizens have developed a unique capacity of resilience which allowed them to always answer the most demanding challenges with innovative solutions.

Over the past few years the city's economic profile has been evolving with a focus towards a knowledge-based economy. In fact, Porto has been considered Best Start-up Friendly City of Europe by World Excellence Award 2018. The remodelling of a former slaughterhouse as a blend of cultural and business centre known as the Matadouro project, or the Porto Innovation District whose aim is to create an ecosystem of work, study, live and research are both indications of Porto's successful attempts.

Ricardo Valente, President of Associação de Turismo do Porto, Convention and Visitors Bureau, explains: *"Currently Porto's reputation as an innovative city is primarily due to its cultural features which are as much differentiating*

attributes, as they are essential to the urban quality of life. They are also one way of making the city known to the world. Porto is in fact an open city with a vibrant cultural life, a resurgent entrepreneurial scene, a world-class university, and a unique city centre which carries diversity in its genes. This unusual combination initiated a set of unique projects for the city, aiming to make Porto a port of talent and skills for the 21st-century economy."

The economy's evolution inevitably attracted the business world to Porto and investments in renovating historic facilities to meet the business events needs started pouring in. The old Customs House, located by the river Douro, was transformed to Alfândega Porto Congress Centre, covering the need for a venue where large scale conferences can be held. There is also the unique Palácio da Bolsa, with a mix of architectural styles, a palace in its own right, now used as a cultural and conference centre. To complete the picture, the city's accessibility by plane (from Porto's award-winning airport 15 minutes away from the city centre), boat, car or even train is constantly improving, so that Porto becomes an easy choice for associations.

WHERE HISTORY AND TECHNOLOGY MEET

The boom in the northern region of the country has definitely expanded past the city limits of Porto. With 2,000 years of history, Braga is the third-largest city in Portugal, boasting high-quality universities and start-ups. The Minho University promotes research groups of excellence in information technologies, advanced materials and manufacturing, health sciences and regenerative medicine and physics, whereas the International Iberian Nanotechnology Laboratory (INL) is an Inter-governmental Organization created to foster interdisciplinary research in Nanotechnology and Nanoscience. Investment and knowledge led to the creation of the multi-functional Altice Forum Braga, a brand-new convention and exhibition centre living up to the high quality standards of the city.

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Kigali

Building on Solid Ground

Imagine a place where strong African culture meets modern urban life, where years of troubled history gave way to cosmopolitan regeneration and where millions of inhabitants strive to upkeep one of the cleanest and safest cities in the world; add a pioneering convention centre like the Kigali Convention Centre (KCC); and all that surrounded and protected by green hillsides. That is Kigali, the capital of Rwanda, the 'land of a thousand hills', located in the central-east part of Africa.

Words Vicky Koffa

Years of government and private investing, aided by the people's 'Umu-ganda' community-oriented spirit, have produced a secure, spotless environment with an upcoming economy in sectors like tourism, services, mining and agriculture. The city's spike-like road network provides good connections to the rest of the country whereas local public transportation is modernising and runs smoothly.

Infrastructure development is evident throughout the city with facilities covering all types of events. New hotels pop out at constant pace with plans of big chains investing in the city, summing up actually to more than 2,600 hotel rooms. The Central Business District, in particular, is home to numerous hotels ranging all prices and categories. As accommodation is expanding, so is international connectivity; due for completion in 2020, a new airport will network the country further with the world.

A COMMITTED BUREAU. A MODERN CENTRE

Established in 2014, the Rwanda Convention Bureau and its innovative leadership has been of fundamental importance in the promotion of Kigali as a meetings destination. Its services go beyond mere publicity for the city; it provides guidance and personalised solutions for the unique needs of associations, such as engaging with government and private sector specialists in supporting events. As a result, Kigali reached third place in the ICCA 2017 Africa rankings and has proven to be a major player in the business events industry over the past few years, with conferences

such as the Africa Green Revolution Forum (AGRF) and the Transform Africa Summit just this past year portraying the city's ability to receive such heavyweight events.

Conferences of this calibre could only be held at pioneering facilities such as the Kigali Convention Centre (KCC), the country's biggest and newest events venue, located in the heart of Kigali, five kilometres in proximity to the bustling city centre but as well Kigali International Airport. Officially launched in July 2016, KCC has definitely made an impact on the city, both aesthetically and financially. Its dome-shape exterior, resembling a traditional Rwandan King's palace, attracts attention as much on the outside with its light show as on the inside with its functional spaces. Eighteen different venues and an auditorium of 2,600 attendee's capacity are what makes this centre adept for any kind of conference. Nagen Naidu, KCC Director of Convention, comments on the Centre's work: "*With the highest standards in East Africa, advanced technology and offers, KCC's occupancy grows substantially every year and 2019 follows this trend.*"

The Director mentions their efforts to find the right fit when it comes to associations: "*We are very active in terms of research and development and we work hand in hand with ICCA, the Rwanda Convention Bureau and local ministries in order to attract the most suitable association conferences for Kigali. Results have shown that medical, scientific and technology conferences will advance both experience and development in these fields.*"

RADISSON BLU HOTEL &
CONVENTION CENTRE, KIGALI



And he continues stressing out the importance of sustainable meetings: *“We have implemented ‘responsible business’ strategy in all our meetings, off-setting carbon emission for all events at KCC.”*

As an emerging market in this industry, Rwanda faces some challenges, which are actively being handled by the government. Naidu says: *“Air connectivity is important for a country like Rwanda; and with the construction of the new airport more connections and bigger aircrafts are expected to ease access to and from the country for international delegates. Tackling public transportation, has also been given priority, making it more modern and comfortable with coaches and taxis. Another challenge was accommodation; the recent addition of international supply has recognized the demand generated in past years, and the planned hotels’ openings are expected to bridge the gap between supply and demand with the constant growth of the MICE business.”*

UPCOMING MAJOR CONFERENCES

Flying to the city’s nearby airport, which offers direct correspondence to many African, Asian and European countries with plans to expand to the US and China, will be two important international events. In December this year the 20th International Conference on AIDS and STI’s in Africa (ICASA) will be held at Kigali Convention Centre with expectations of attendance reaching over 10,000 delegates from nearly 150 countries. Organized by the Society for AIDS in Africa (SAA) and the Government

As an emerging market in this industry, Rwanda faces some challenges, which are actively being handled by the government.

of Rwanda, the event offers a global opportunity for scientists, leaders and patients alike to make further collective efforts to end AIDS by 2030.

Half a year later, in June 2020, Kigali will host the Commonwealth Heads of Government Meeting (CHOGM). The 26th version of the meeting, which currently comprises of 54 countries, will be the first one held in a country that is not a former British colony or protectorate or the UK itself and is expected to attract approximately 5,000 delegates. Kigali Convention Centre, the expanded road network along with the city’s explosion in hotels and the new airport won the bid for the country. Issues to be discussed at the summit include security, development challenges, climate change and the commitment to uphold the Commonwealth Charter.

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La Cité Nantes Congress Centre A Partner in Innovation

The eclecticism of its landscapes and architecture, its dynamic industries and the diversity of its cultural events – who hasn't heard of the famous Machines de l'Île and their giant elephant for instance? – along with its outstanding efforts in the area of sustainability, which made it the European Green Capital back in 2013, have regularly placed Nantes at the top of the best cities to live in. It's also an excellent choice for association events looking for something different.

Case in point: the European Conference of Oncology Pharmacy which took place at La Cité Nantes Congress Centre in October 2018.

Words Rémi Dévé



Over just a few years, the fast-growing city on the French Atlantic coast has transformed itself. What used to be another French second-tier city is now a vibrant, booming destination full of energy, like a lively, open-air museum, a cultural hotspot full of history and driven by innovation and knowledge.

FRESH APPROACH

Testament to this is the hosting by La Cité of the 4th edition of the European Conference of Oncology Pharmacy (ECOP4) in October 2018. The event attracted multiple stakeholders, including oncology pharmacists, hospital pharmacists, community pharmacists, medical oncologists, oncology physicians, pharmacy nurses and pharma industry by providing a multidisciplinary approach to promote the highest standards of pharmaceutical care in the management and support of patients with tumors.

The program aimed to equip oncology pharmacy practitioners with knowledge about recent developments, advance the effectiveness of healthcare delivery and increase the quality of patient care. State-of-the-art advances in research, patient management and practice were showcased in keynote lectures, scientific symposia and poster sessions in two well-defined tracks: clinical and practical.

According to Wessel Nieuwenweg, Congress Consultant of the European CanCer Organisation (ECCO), Nantes ticked all the logistic boxes to host ECOP4: a historical, innovative and attractive European city, it's well connected to the world, and less than two hours from most European capitals, either by train or plane, while plenty of affordable and quality accommodation can be found in close proximity to La Cité. "All in all, it's the full-service conference venue with suitable layout for our conference and their excellent relationship with the French Society and all the local key players that made the difference," he says.

The success of ECOP4 comes hardly as a surprise. There is definitely an eagerness for excellence to be found in Nantes, especially in the healthcare and the life sciences fields.

According to Nieuwenweg, Nantes is a lesser known conference destination. *“That actually makes it more interesting,”* he adds. *“It can provide a new and fresh approach to international organizers and delegates alike.”*

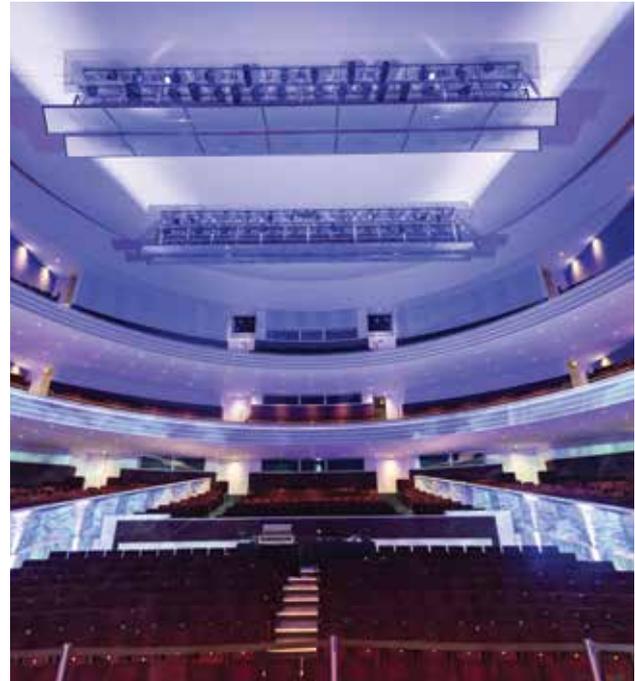
La Cité seemed to have been a perfect fit for ECOP and proved to be extremely flexible. *“During ECOP4 there was another congress taking place, which was operated in parallel to ours without any interference, problem or confusion. This is not always the case and I found La Cité managed this extremely well, both operationally and from a building’s functionality point of view,”* Nieuwenweg comments.

“ECOP4 was attended by over 500 delegates,” he adds. *“The support from the La Cité’s onsite staff and hostesses was exceptional prior and throughout the conference. We were very pleased with the collaboration, especially in terms of the clearly visible city-wide coordinated effort to host us. That was a great added value and helped to both promote Nantes as a destination to our delegates and make Nantes’ stakeholders aware of the coming of ECOP to the city.”*

DRIVE FOR EXCELLENCE

The success of ECOP4 comes hardly as a surprise. There is definitely an eagerness for excellence to be found in Nantes, especially in the healthcare and the life sciences fields. The Nantes Saint-Nazaire region is famous for its health and biotechnology research, supported by the ‘competitiveness cluster’ accreditation obtained by Atlanpole Biotherapies in 2005, and the presence of key infrastructure facilities, such as the Arronax cyclotron, innovative SMEs and research institutions.

Already a leader in the field, Nantes Hospital will be moving to the Ile de Nantes in 2023-2026, creating new opportunities for the sector. The project calls for a fully connected, high-tech hospital located at the heart



of a university hospital campus, with 6,000 students and faculty, putting Nantes well on track to building the Hospital of the Future. The Nantes Biotech building, adjoining the new Health Research Institute, which is set to open in 2020, is already home to biotechnology companies.

Nantes University Hospital is a frontrunner in cancerology and transplantation research. In fact, the clinical teams of the University Hospitals of Nantes and Angers and the Institut du Cancer Ouest of St Herblain (Cancer Center René Gauducheau) and Angers (Cancer Center Paul Papin) have partnered to create the Center for Research in Cancerology and Immunology Nantes-Angers (CRCINA), whose objective is to create a centre of excellence that connects basic research, translational research and clinical practice in oncology, so as to ensure a continuum between the laboratory and the patient’s bed.

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Expo Tel Aviv

Meet in Israel's Most Advanced Venue

Nested in the heart of sunny Israel, Tel Aviv is fast attracting the attention of associations worldwide as a distinctive business events destination, thanks to the efforts of Expo Tel Aviv International Convention Center, the Tel Aviv municipality and the Tel Aviv hotel association. Expo Tel Aviv is the largest and most advanced convention venue in Israel and gradually emerging as a venue of choice for conferences in a 'non-stop city.'

Words Rémi Dévé

From being one of the largest economies of the Middle East to being the largest metropolitan area in Israel with a booming technological knowledge center, Tel Aviv has flourished over the last decades. Israel's engine of commerce and a hub for contemporary art and culture, the city enjoys about 365 days of sun a year, and boasts nearly nine miles of turquoise Mediterranean coastline.

STARTUP NATION

With the highest concentration per capita of tech startups in the world, Tel Aviv has gained recognition in recent years as one of the world's leading tech hubs. It is fed by numerous venture capital firms, seed funds, and accelerators, co-working spaces, major international hi-tech firms, and leading research and academic institutions.

Tel Aviv is the startup hub by excellence, and companies like Waze, Mobileye, check point, and ICQ are all Israeli. In this context, the city regularly hosts various annual conferences, meet ups, and events dedicated to technological innovations, including the DLD Tel Aviv Conference, Forbes 30 Under 30, or Cybertech, the cyber industry's foremost B2B networking platform conducting industry-related events all around the globe.

Expo Tel Aviv Fast Facts

- located in the city centre
- strong sustainable practices
- +/- 25,000 sqm of space spread over 8 pavilions
- full fiber-optic infrastructure and an internet traffic capacity of 10G
- Ben Gurion International Airport (TLV) only 20 minutes away
- 5,700 monthly incoming flights to Tel Aviv
- large variety of accommodation options at reasonable prices
- about 10,500 available rooms spread over the city

But Tel Aviv's knowledge is not limited to its startup ecosystem. The city boasts 7 hospitals, 4 universities and numerous international research institutions, as well as good international connectivity. Tel Aviv University is Israel's largest and most comprehensive university, with a strong interdisciplinary focus.

Meeting venues in Tel Aviv reflect this drive for knowledge – an emerging conference destination that is fast gaining the spotlight among associations, offering access to indoor and outdoor public spaces which can be used all year round due to the pleasant Mediterranean weather. And by targeting those associations that match up with local economic strengths, they create opportunities to access key knowledge in the economy.

MOST ADVANCED

With a wealth of experience hosting concerts, exhibitions and stage performances of international magnitude, the 8 pavilions and 20 meeting halls of Expo Tel Aviv are suitable for any type of event. The facility has 25,000 square meters of roofed exhibition grounds in total, with the biggest pavilion hosting up to 7,000 people. An additional 20,000 square meters of grass lawns is allocated for open display. Expo Tel Aviv boasts one of the most advanced communication and broadcast layouts in Israel at the moment: all equipment is backed up with full redundancy and can connect to any communication and broadcast companies with full multi-line back-up capabilities.

An upgrade of the venue plan is currently underway: as part of the renovation, Pavilion

No. 2, which was opened in 2015, will see the construction of a new business lounge and three new conference halls. A business hotel will also be inaugurated in 2025 within the premises.

Successful events hosted at Expo Tel Aviv include Agritech, which, last year, celebrated its 20th conference and exhibition on agricultural technologies, innovations and food processing, or the 5th International HLS & Cyber Conference, an international event with a global reputation in the field of homeland and cyber security. As a high-quality platform to showcase the most advanced Israeli solutions in the field, it brought together, in November 2018, decision-makers both from the authorities and from the business sector around the world.

Expo Tel Aviv also welcomed the European Judo Championship in April 2018. In terms of art and culture, it hosts its fair share of prestigious events, like Fresh Paint, the largest and most influential annual art event in Israel, or the alt-J concert which was attended by over 13,000 participants. Meanwhile, Expo Tel Aviv was chosen to host the 2019 Eurovision song contest in May.

A HUB FOR CONFERENCES

Tamir Dayan, CEO of Expo Tel Aviv, explains: *"It is our plan to become a leading venue that attracts,*

hosts and produces international conventions. The global convention and convention tourism industries boast turnovers of tens of billions of dollars and we seek to increase our, Tel Aviv's and Israel's share of these industries."

This vision is backed up by the Tel Aviv Convention Bureau, which Expo Tel Aviv is a partner of. Efforts to position themselves on the international meetings map have been recognized by ICCA, the International Congress & Convention Association: Expo Tel Aviv is instrumental in bringing in leads, works together with national representatives both in North America and Europe, and participates to international trade fairs and shows – these efforts are starting to yield fruit thanks to a whole-of-a-city approach.

The ultimate goal is to introduce Tel Aviv as a new player on the world's stage. When you know that the 'non-stop city' witnessed a rise of 40% in tourism numbers in 2017, you can only conclude the business events industry is eager to follow the trend.

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Appointed in July 2014, Silke is in charge of the oversight and management of the Euroheat & Power office, events organisation and relations with Euroheat & Power members and partners. She joined Euroheat & Power in March 2011 from Colloquium Brussels, an international events agency.

Jennifer has been with ISA since July 2014 when the association moved its headquarters to the University of Connecticut. She is responsible for the management of ISA headquarter staff and has responsibility for managing the ISA's budget and finances as well as coordinating future convention planning.

Prior to joining ACC, Giuseppe Marletta was the General Manager of the International Association of Young Lawyers. In his career, he has 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 Vice-President of ESAE, the European Society of Association Executives.

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 out several technical assistance and training projects in Africa and the Middle-East. He established the UITP office for the Middle-East and North Africa in Dubai.

A Canadian, resident in the UAE for fourteen years, David has held leading roles in the region with major shopping centre development companies and advisory firms before taking over in 2013 as the CEO of the MECSC. David is a regular contributor to local and international magazines and often appears on television.



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Responsible Publisher

KODE Publishing & Services

Subscription

98.50€ for 5 issues

To subscribe: info@boardroom.global



Boardroom is published 5 times a year: February, May, July, September, November \ P922075 Circulation: 8.000 copies.

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Images: University of Glasgow

GLASGOW, a city of medical innovation

Glasgow has been at the epicentre of medical innovation for centuries and today, maintains its world leading position in the field of medical research and practice.

Glasgow is home to the largest medical physics research division in the world, Europe's largest hospital (the Queen Elizabeth University Hospital) and the Beatson West of Scotland Cancer Centre, the UK's most advanced NHS cancer centre.

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Get in touch:
glasgowconventionbureau.com

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