



BOARDROOM

THE BEST RESOURCE FOR ASSOCIATIONS

EXPERIMENTING WITH ASSOCIATION BUSINESS MODELS

— FEBRUARY | **MAY 2019** | JULY | SEPTEMBER | NOVEMBER —

INNOVATING THROUGH
COLLABORATION

RETHINKING THE
ADVOCACY MODEL

#MEET4IMPACT - MORE
THAN A FRAMEWORK



UNITY STARTS WITH U

Redefining Global Tribes Campaign:

Join Sarawak in the revolution for
business event **communities** to gather in **unity** to construct
a stronger **identity** for Global economy.

To find out more about the campaign and BESarawak's support for Business Events (meetings, incentives, conventions and exhibitions),



www.businesseventssarawak.com
info@sarawakcb.com
+6082242516

Sociocracy

A solution for 21st century management?

Organizations of all sizes and backgrounds need a flexible set of practices and appropriate structures that enable them to achieve greater effectiveness and well-being. There are several methods and concepts out there that can help reach these goals. But how to find the right one and how to make sure the often-costly investment will lead to the anticipated result?

Recently we came across Sociocracy, a method of governing organizations that produces greater commitment, higher levels of creativity, distributed leadership, deeper harmony, and dramatically increased productivity. The principles and practices, based on the values of equivalence, effectiveness, and transparency, are designed to support both unity and respect for the individual.

Sociocracy vests power in the “*socius*,” the companions, the people who regularly interact with one another and have a common aim. Decisions are made in consultation with each other, in consideration of the needs of each person in the context of the aims of the organization. By contrast, democracy vests power in the “*demos*,” in the population, without respect to their understanding of the issues or of each other.

In a sociocratic organization, whether it is a business, an association, or a community, power is vested in all members of the organization. Each person has the power and responsibility to make the decisions

that govern their own participation in the organization.

In a sociocracy, three basic principles guide management in general. First, the principle of consent governs policy decision-making. Consent means a member has no argued and paramount objections to a proposed policy. Secondly, a sociocratic organization is governed by “*circles*,” semi-autonomous policy decision-making groups that correspond to working groups, whether they are staff, members and such. Lastly, to ensure that feedback travels up and down and across the organization, circles are arranged in a hierarchy of overlapping circles. The overlapping is formed by the circle’s operational leader and one or more elected representatives who are full members of both circles. This overlap is called a “*double link*.”

In this context, associations, which are need, cause or value-driven, and member-centric, will find it immediately accessible and easy to implement. And there’s even such a thing as ‘Sociocracy 3.0’ which focuses on the essentials only, offering a lightweight framework to adapt and build on as necessary.

This doesn’t mean it’s easy. Choosing to pull in Sociocracy 3.0’s patterns requires an investment in learning and un-learning. But it will see an increasing emergence of collaborative multi-stakeholder environments and the need for a wider variety of possibilities in terms of organizational structure.



Rémi Dève

Founder & Chief Editor



Cécile Volz

Founder & Managing Partner

“World-class onsite delivery,
in a world-class facility in
one of the world’s most
beautiful settings.”

Alex Grose

Managing Director

Investing in African Mining Indaba



Nestling in the shadow of the majestic Table Mountain, and overlooking the spectacular Atlantic Ocean, the CTICC is a magical place where the imagined becomes real, visions turn into strategies, consumers become customers, and strangers from across the globe become colleagues, partners and friends.

So much more than a multi-purpose event destination, this African icon combines expansive venues, impeccable service, cutting-edge technology and the finest global cuisine, to transform your convention, conference, exhibition, banquet or meeting into an extraordinary experience.

For more information, or to book your event at the CTICC, call +27 21 410 5000, email sales@cticc.co.za or visit www.cticc.co.za.

CTICC



we are a green conscious convention centre



Experience Extraordinary

Cape Town International Convention Centre

CONTENTS

FEATURE

14



ESAE	18
KELLEN	20
IAPCO	23
CONVENE	26
AIPC	29

FRANCE



INTRODUCTION	39
MONACO	40
NICE	41
NANTES	42
RENNES	43

EDITOR'S PAGES



AC FORUM	06
INTERNATIONAL ASSOCIATION FOR THE STUDY OF PAIN	08
MEET4IMPACT	11

AUSTRALIA INNOVATION



BRISBANE	52
ADELAIDE	54
DARWIN	56

INSIGHT SERIES



HOLLAND	34
CANADA	58

DESTINATIONS



QATAR	45
GUADALAJARA	46
HAMBURG	50
TAIWAN	64
SEOUL	67
JEJU	71
BALI	72
LISBON	75
SWITZERLAND	76
GLASGOW	78
LISBON	75



The AC Forum Innovating Through Collaborative Learning

Since education for associations is one of Boardroom's core values, we were keen to find out more about the Associations & Conference Forum's (AC Forum) recent partnerships – one with the Leading Centres of Europe (LCE) and one with the Switzerland Convention & Incentive Bureau. Working closely with these two partners, AC Forum will deliver two key collaborative learning experiences for its members this year, with a summertime event planned at the Scottish Event Campus (SEC) in Glasgow, and multi-centre meeting scheduled in Switzerland this autumn.

Words Chantelle Dietz



FUTURE ORIENTED

A platform for peer-to-peer exchange on all things association-related, AC Forum has a forward-thinking approach to education: “People don’t work and learn the same way as they did ten years ago,” explains AC Forum’s president Adrian Ott. “The virtual world has developed extensively, and the format in which people want to learn has also changed. As an

organisation, we wanted to link strategic and operational considerations together.”

Mindful of this shift, it is committed to seeking out innovative learning opportunities and organising joint learning activities with non-commercial partners which align with its four key principles: education – specifically in terms of learning from each other and external experts, excellence

– raising standards in association and congress management, innovation – sharing good practice and expanding thinking, and neutrality – providing a forum free from commercial influence.

In 2017 AC Forum announced its alliances with the Leading Centres of Europe (LCE) – an informal alliance of 10 of Europe’s largest venues – and the Switzerland Convention

& Incentive Bureau (SCIB). Through these progressive partnerships, it aims to present a different value proposition to its members, combining education and discovery in the form of two workshop events: the first at the Scottish Event Campus (SEC) in Glasgow in July and the second in Switzerland in October, the venue for which is yet to be confirmed. *"Both of these will reflect the societal changes in learning and personal development by challenging us to move out of our comfort zones and discover new opportunities and challenges put into context with partners that many of us work with,"* says Ott.

THE LANGUAGE OF LEADERSHIP

The LCE has similar ambitions to AC Forum when it comes to advancing association leadership and congress management through networking and learning: *"Our aim is to work collectively to forge greater relationships with our conference clients around the world through informal networking and educational events,"* explains Kathleen Warden, director of conference sales at SEC.

Now in its 12th year, LCE has over a decade worth of combined knowledge and expertise under its belt: *"We are like-minded in our ambitions and have a shared view of excellence in the meetings industry. This allows us to develop a deeper understanding of our clients, so that we are better placed to help them deliver stronger and more successful events,"* says Warden.

Warden believes AC Forum and the LCE have a natural synergy, and she is eager to help deliver a great learning experience for everyone involved: *"Already the relationships between the members are strong,"* she says. *"This learning collaboration will build even greater trust, as well as provide valuable development for everyone who participates."*

The theme of the AC Forum and the LCE Collaborative Learning Experience is 'The Language of Leadership' and will start with an introduction to the golden rules of communication. Participants will be interviewed in pairs on pre-agreed scenarios, as a way of pushing out of their comfort zone while working collaboratively. The interviews being filmed so that they can be played back the following day for analysis. Will Whitehorn, chairman of the SEC, will

also host a session exploring the value and importance of brand and innovation and drawing on his experience working with major brands including his time as president of Virgin Galactic and as a special advisor to Sir Richard Branson. Delegates will stay on-campus at the SEC for the entire event, maximising the amount of time they get to spend learning and collaborating as a group.

CONGRESS MANAGEMENT

The Collaborative Learning Experience in

Leading Centres of Europe members

- RAI Amsterdam, Amsterdam, Netherlands
- Centre de Convencions Internacional de Barcelona (CCIB), Barcelona, Spain
- PALEXPO, Geneva, Switzerland
- Scottish Event Campus (SEC), Glasgow, UK
- Lisbon Congress Centre (CCL), Lisbon, Portugal
- MiCo MILANO, Milan, Italy
- Internationales Congress Center München (ICM), Munich, Germany
- VIPARIS, Paris, France
- Stockholmsmässan, Stockholm, Sweden
- Austria Center Vienna, Vienna, Austria

www.leadingcentres.com

Switzerland will combine visits to Geneva, Lucerne and Basel and has been specifically designed for senior-level association professionals, with the exception of featured workshop on congress management geared towards its junior members.

Configured to be highly interactive, the programme will focus on developing creative approaches towards site inspections and exploring new territories. It will start with a scientific visit, followed by an overview

in VAT treatment and will close on a topic around meeting design and the challenges of exhibitors' concepts, inspired by real case studies opening the debate for new approaches and new dynamism. Key players from the sector will talk about trends and share their knowledge. This will be complemented with a pre and post event tour opportunities to allow delegates to familiarise themselves with Switzerland as a destination for congress.

Barbra Albrecht, head of Switzerland Convention & Incentive Bureau (SCIB), says AC Forum's innovative educational formats align with the bureau's goal to deliver "top quality" service across all areas of the business. *"Delegates will exchange with key players from international institutions based in Switzerland, learn on different subjects covered in a series of educational session and reflect on those learnings with their peers while networking and discovering three congress destinations in one country in a different format as well,"* explains Albrecht. *"They will come away with new skills, inspiration, motivation, business-relations and additional destination know-how."*

WALKING THE WALK

Numerous studies have found that, when compared to competitive and individualistic efforts, collaborative learning typically results in higher achievement and greater productivity. Collaborative learning, by its very nature, is also conducive to a more caring, supportive and committed working environment. In a business operated by people for people; Ott believes it is vital the association industry leads by example. *"We keep advocating that our respective congresses and other educational live events are also networking opportunities. So let's walk the walk and not just talk the talk,"* he says.

The Collaborative Learning Experience with the Leading Centres of Europe is organised by the Leading Centres and AC Forum, 1-2 July 2019, Glasgow \

The Collaborative Learning Experience with Switzerland & General congress management is organised by Switzerland Convention and Incentive Bureau (SCIB) and AC Forum, 17-18 October 2019 in Geneva, Lucerne and Basel \

More information on www.acforum.net

The International Association for the Study of Pain's Global Growth Strategy

In July 2015, Matthew D'Uva became Executive Director of the International Association for the Study of Pain (IASP), where he now serves as CEO. As the world's leading professional organization devoted to pain research and treatment, IASP brings together scientists, clinicians, health-care providers, and policymakers to stimulate and support the study of pain. As the association grows globally, D'Uva, who just joined Boardroom Advisory Board as a new member, shares some of the challenges and opportunities of having a global membership including 100 chapters and members from more than 120 countries. This article is part of Boardroom's exclusive alliance with the Global Associations Hub Partnership (GAHP).

Interview Rémi Dévé

You have been quoted saying IASP was born as a global organization. What does that mean?

IASP is a global organization with members in more than 100 countries. Currently, one-third of our members are in Asia/Pacific, Europe and North America with the remaining members in Latin America and Africa. This geographic diversity existed nearly from our founding. Our headquarters in the United States is more directly related to our founder, Dr. John Bonica, who was an American. There are benefits of being located in Washington, D.C. There is a strong association community, and we can recruit from organizations that have a global mindset. We also work really hard on the training and development of our staff to ensure that they have the culture competency to support members around the world.

IASP has 100 chapters all over the world. How did the association grow to such a large number?

The association has always had an international membership. Most of chapter growth has been organic over time as members find the need to both connect with a global organization (IASP) as well as recognize the benefit of connecting with a chapter at a national level.

When I was in Dubai for the Dubai Association Conference at the end of 2017, I met with members who were interested in creating a chapter in the United Arab Emirates, we had great conversations and they founded a chapter that IASP recognizes as our official chapter. One of the by-products of that particular trip was the path for IASP to develop a deeper relationship with members in the UAE, and this would not have taken place without being present in the region.

In terms of how we build connections with people, we have some core programs on which we base our organization, whether it be for young investigators in what we call "pain schools" or for clinicians in "pain camps." Those are programs that we have in different parts of the world around which we form global partnerships. They represent opportunities for us to educate people about what a chapter can do for them, inspire them to build a chapter, and create a community wherever they are based.

Our strategy is to give members and the local organization the time needed to build something sustainable.

You use the term 'glocal' referring to your presence in different parts of the world. What does this mean exactly?

We've been able to build programs that have been successful in different parts of the world, so when we're looking to develop new markets, we have examples of programs

that we can bring to markets we want to grow. In Southeast Asia, we developed the pain camps I mentioned earlier, which were embraced by local leaders. When we were looking to develop stronger connections in Latin America, we introduced those programs. For example, a successful fellowship program in Thailand was replicated in Colombia.

Local connections are paramount and we rely strongly on our members locally. We can demonstrate what has worked in Southeast Asia and see what is relevant for Latin America. It's a pragmatic approach: our members know what they need, know where the gaps are, and they need support from us to fill those gaps.

This means there's no 'one size fits all' model?

Because we are a global organization, we attract people who think globally and who are engaged as global citizens. The people we are working with are usually people who have expertise due to their research background, as well as cultural appreciation of the context in which they are working. As far as global growth is concerned, it's all about cultural competence and empathy.

We try to have real conversations where everybody is engaged to find solutions together. As a global organization, we're going in and basically co-creating.

What do you find most challenging when it comes to expanding globally?

One challenge is finding the resources to invest, of course. Collaborations—when they are truly collaborations—are a lot of work; to get everybody on the same page and to have everybody truly listen doesn't happen magically. Every market is unique, and it takes time to understand and grasp.

What are the benefits of having a presence in all member cities of the Global Associations Hub Partnership?

When it was founded, IASP was actually headquartered in the state of Washington. When they decided to relocate to Washington, D.C., they felt there was a strategic advantage of being in a global hub city, because of the accessibility to human resources, association management

knowledge, policy makers, etc. The same goes for our European federation. We have a presence in Brussels with staff on the ground, and they are engaged in European policy. We tap into their expertise in all related fields.

Until recently, we didn't have a chapter in the UAE, and Dubai now represents the ideal convening place to reach that community in the Middle East. Our Singapore chapter has been historically strong and helped expand our reach in the Southeast Asia-Pacific region to countries we never dreamed we have a presence, such as Myanmar, the Philippines, or Vietnam.

Is the ultimate goal to continue growing, to increase the number of chapters?

The ultimate aim is actually to grow our global partnerships to allow us to achieve our mission of relieving pain worldwide. We partner with other global organizations for our advocacy efforts and on programs we would not be able to manage by ourselves. Our goals for growth and membership are twofold: from a financial perspective, we're looking to diversify our programs so that we may develop new opportunities to engage with members in different ways. This could be through the creation of new programs or the way we engage members and participants at our World Congress.

In the end, it's all about supporting a distribution hub for world-class science and evidence-based treatment to elevate the knowledge and education of members and the healthcare community.

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



MORE BERLIN



Soon we'll have more space
for your ideas.

www.hub27-berlin.com

#MEET4IMPACT

An Actionable Impact Framework... and More

The #MEET4IMPACT project was initially announced in the February 2019 edition of Boardroom. Founded by **Geneviève Leclerc**, CMP, founder of Caravelle Strategies, along with several partners, this ambitious project aims to create an impact framework that offers support in social impact generation and measurement for associations and business events destinations.

IMPACT MANAGEMENT

One of the ultimate goals of “measuring” social impact is being able to show the entire value that an organisation is delivering to its beneficiaries, and ultimately to society at large. Because associations are social organisations and their mission is essential to their existence, having the capacity to report on how well that mission is being served provides the organisation with the proof that it is doing what it’s supposed to do. But when expanded into a broader

process, it can be a powerful management strategy to achieve operational excellence, improve processes and delivery, and demonstrate great governance by holding itself accountable for the outcomes it generates.

Through the #MEET4IMPACT initiative, we aim to empower our partners to consider impact as an end-to-end process which can be purposefully created, managed, captured, and communicated for value. This means supporting them throughout their journey from the initial impact

goal setting to the identification of which stakeholders can assist with this goal; to making sure it fulfills the business objectives of enhancing its value proposition to funders and members; to determining what it should be measuring and how to do it; to providing the know-how and tools to register this and track it; to analysing the data collected and how to communicate it; to finally leveraging this data and knowledge to ultimately get greater clarity on how it should improve its programme and service delivery.

Our Mission



Define

Enables organization to define initial intention and engage stakeholders



Manage

Systematic process for implementing the desired impact



Measure

Report on globally accepted standards and custom indicators



Maximize

Helps organization to generate a maximum of value of their efforts and claim responsibility

The social impact created by business events will be understood and easily reproduced





IMPACT MEASUREMENT

The measurement of societal impact will use “impact” as a currency by which the organisation will be able to report on its organisational effectiveness in carrying out its mission, in a similar way that one would report on financial results. To measure the societal impact of an activity, such as an event, the association will want to assess the economic, social, regulatory and environmental effects on the local host communities, on the event participants, and on its community of interest as a whole. This is typically done through three types of measurements: 1) demonstrating change, 2) monetizing change and 3) calculating indicators showing progress.

Initially, when demonstrating change, you have to evaluate outcomes against what was there before and benchmark on your own objectives. In many cases, this is the best way of reporting on impact when there are no metrics available, or when the change created by your actions can be observed but not quantified. By formulating a hypothesis of cause-to-effect relationship between your desired impact goal and the outcome (IF I do this... THEN this happens...), you can prove that you undertook the necessary actions and you can claim contribution to the impact being created. The “demonstrating change” method uses narrative to provide information about the value it creates.

Secondly, to monetize social change, you have to quantify the economic value of your action through generating an increase in well-being or in any other societal gain. In social impact, this is done mostly with the help of the SROI framework (Social return on investment), which basically attributes a financial “market value” to certain changes in social condition. SROI uses financial currency as a way of conveying the gain in value for society.

Finally, to calculate indicators, you have to compile quantitative metrics and compare these results over time or against others. This falls into the realm of data management and it implies that the organisation is ready to commit resources to data collection,

compilation, analysis, and communication. The key to impact measurement is to be able to identify what data it should really be tracking and what value it will gain out of this. Social impact experts at #MEET4IMPACT have mapped out this process and they can help identifying what data capacity your organisation has and what needs developing.

ONLINE PLATFORM

One of the finest features of the #MEET4IMPACT project is the platform it will be rolling out this year. The comprehensive online tool that will be made available to #MEET4IMPACT partners will be both a community platform and a social impact management dashboard.

The platform will support organisations taking part in the project by allowing them to map their desired impact and select from a catalog of impact KPIs to create their own impact journey and dashboard; enter and visualize their data as it is being collected; and create visually attractive impact reports conveying powerful impact stories to a broad range of stakeholders – all from the same tool. Indicators from existing global impact frameworks and calculators will be built in and distributed in the areas of focus that we have selected for demonstrating social change in the business events industry, such as: knowledge transfer and research; innovation; community well-being; environment; policy; and many others.

The online platform will also enable partners to share their own journey with others on this path; exchange success and failure stories; and contribute valuable insights as everyone is collectively learning.

DESIGN THINKING

The #MEET4IMPACT team uses Design Thinking as a core principle of our methodology. Design Thinking was first coined in the 1960s by John E. Arnold but really came of age when it was adapted for business purposes by IDEO in California, who created a workable framework for

The measurement of societal impact will use “impact” as a currency by which the organisation will be able to report on its organisational effectiveness in carrying out its mission, in a similar way that one would report on financial results.

it. Tackling a challenge with purpose and intentionality moves us into the discipline of design. Design Thinking has proven to be particularly effective when dealing with a big challenge and multiple stakeholders who want to create an impact; Design is about finding solutions drawing on intentionality and creativity.

The various steps proposed will guide you through a successful problem-solving process:

1. Frame a question
2. Gather inspiration
3. Generate ideas
4. Make ideas tangible
5. Test to learn
6. Share the story

Design thinking is deeply anchored in responding to a need and creating new value and is an ideal methodology to accompany an organisation on an impact journey. It's a mindset of constant iteration and learning and as such, is an integral part of #MEET4IMPACT and how we create value for our partners.

STORYTELLING

Good storytelling is essential to conveying the real value created by your events and connecting with your audience in a meaningful way. We're all born storytellers and crave for good stories; this is how humanity has constructed its sense of meaning since the dawn of time. Smart organisations know that their message will have more impact if they connect emotionally with their stakeholders. When talking about your impact efforts,

storytelling is the new panacea to influence decision-making, and you can demonstrate the effectiveness of your actions most powerfully by incorporating both qualitative and quantitative information to enable a compelling and data-driven impact story. The #MEET4IMPACT platform and its experts will enable you to draw those elements together into an effective impact report and create a strong narrative on the positive social value you have generated.

SOCIAL INNOVATION

What do we mean by social innovation? This telling quote from Social Innovation Generation evocatively reflects our mission: *“Social Innovation... assumes a world where ultimate good in society can be not only imagined, but also created. It is an initiative or process that profoundly changes beliefs, behaviors, resource and authority flows of any ecosystem in the direction of greater resilience. Successful social innovations have durability, impact and scale.”*

#MEET4IMPACT offers an entirely new approach in this sector... we're trailblazers and so are our partners. Our objective is that #MEET4IMPACT be co-designed by the community and anchored in cross-learning and collaboration practices, and we believe that it can ultimately change the way business events define success in the future. By allowing our project to be built on an open innovation platform, adopting a “lean startup” mindset of rapid experimentation and iterations, and channeling collective intelligence to design our end product will ultimately, we hope, enable associations and other meetings sector stakeholders to become real agents of change in society.

How can you be a part of #MEET4IMPACT?

We're a global not-for-profit aiming to build a community passionate about social impact in our sector:

- Associations and destinations collaborating on a specific event can become Founding Partners and benefit from all our tools and expert accompaniment.
- Organisations wishing to embark on their impact journey can also work with us to gain new knowledge or explore a theoretical approach before diving into implementation.
- We can design and facilitate educational social impact “boot camps” for your team.
- And anyone can join the **#MEET4IMPACT** community, sharing their stories and learning from others' progress.

Keep looking out for more updates on social media following the **#MEET4IMPACT** \ **#Associations4Impact** \ **#Cities4Impact** keywords; visit www.meet4impact.global; or write to community@meet4impact.global to tell us your story.



Associations have
everyone on board
novel experimenter
business models
community.

re to bring
ard by imagining
itation-driven
that impact the



FEATURE

Experimenting with Association Business Models

As the powerful forces of cultural, demographic, economic, political, social and, above all, technological shift combine to relentlessly transform our society, associations need fresh thinking on how to successfully attract the stakeholders of the future through radical new value creation. One of the ways for them to do that is to redesign or even experiment with business models, a topic which this feature explores at length. But first let's give the floor to Boardroom Advisory Board Member **Silke Schlinnertz** who shares her insights on how associations need to be agile in this day and age.

Every industry and every association will face disruption at some point in their lives one way or another. You may ask why? Currently, our society and we as individuals are transforming constantly and faster than ever before. This is due (but not only) to technological shifts, digitisation of almost everything, combined with cultural, economic, political and social differences that make our lives so interesting.

The challenge for associations is to understand these new drivers and their impact. This requires a balancing act between fresh forward thinking on how to successfully attract and hopefully retain the members of the future on one side. On the other, non-profit organisations, professional societies and the likes have to be careful not to upset the long-established relations with their current members and partners.

The new generation of members and the wider community have, most likely, different – or at least additional – expectations from an association than the long-term members. This new society expects transparency, real-time interaction, instant feedback combined with personal and

professional collaboration, that might be challenging the traditional categories of members and partners, and their accustomed way of exchanging, collaborating and learning.

In order for associations to remain relevant and thrive over the next decade and not vanish as the dinosaurs did, each one must understand and respect a fundamental principle: the deepest untapped value for engagement. Put simply, business lies within your network, your relationships with your current members and the broader community – definitively not by doing more of the same kinds of standard services, products or other conventional forms of value you have always produced.

This will require associations to bring everyone on board by continuously evolving and by imagining novel experimentation-driven business models that impact and connect a broader range of members and contributors in the most meaningful, co-creative and collaborative way. Read all about it in the next few pages of this issue of Boardroom.

The Future Financing of Associations

Following the recent discussion on the future of associations during a roundtable session at the European Association Summit 2019 in Brussels, **Wouter Lox**, Secretary General AIJN, European Fruit Juices Association, bluntly stated that the traditional association concept was dead – he explains here why.



Having worked in associations or with associations for the last 25 years, there are clearly developments to be noted, however, the future of associations might not be so dooming as I suggested at the European Association Summit, but it also does not exclude the fact that we need to reconsider membership models, strategy, and methods about membership and hence the future of financing associations.

My initial statement considered the industrial globalisation and technological trends of consolidations of companies and changing ownerships, shifting to private equity funds and questioning what the value proposition of associations could present towards its membership. We cannot deny that like all other organisations, associations today exist in environments characterised by a state of constant evolvement/change and fluidity.

In addition to these industrial trends, companies seek a value proposition to engage or maintain membership if its membership and funding provide efficient and effective representation of the interest of the sector either on specific dossiers or in generic promotion of positions in dossiers. However, as dossiers tend to become multi-sectorally relevant, the added value to maintaining a sector association for some sector promotion entails that unique sector approaches might be declining. Industries might want to invest more in these multi-sectoral (in)formal industry/NGO platforms and attribute less importance to maintaining funding associations in the current traditional format.

Certainly, continuous financial uncertainty is jeopardising the existence of traditional associations which implies that associations should continue to evaluate new fundraising and operational strategies.

ESSENTIAL ROLE IN BUSINESS

Reading and researching on insights regarding the challenges associations might face in future, it has become apparent that professional associations continue to play an essential role in business.

Julie Dietz in her blog on *"4 Challenges for Trade Associations and How to Tackle Them with Community"* from February 20, 2018 suggests that the value of trade associations is not only recognised but also continues to be vital in the institutional dialogue process. There is also a recognition that trade associations are facing transition. *"As the world changes, so do the demands of members"*; that is a no brainer, but one that is essential to continue keeping in mind when shaping the future of financing the membership-driven association world.

The article by Joe Rominiecki in *Associations* now entitled *"What I've learned in four years of blogging about membership associations"* from November 16,

2016 emphasises that the fundamental challenge to the membership model is to be serving an ever-growing diverse set of member needs.

Having said that, membership benefit packages might also require diversity in financial contributions and this is referred to as *tiered membership*. Such a one-stop shop in membership challenges the funding of the sector approach activity of such an association. Rominiecki recognises that *"individual benefit and collaborative action are not mutually exclusive"*, but members only interested in funding ad hoc alliances or individual service packages might still continue to fund the overall working of a sector association because of two important value propositions that sector associations have: Big Data collection compiled by associations and the interactive network they provide.

Data collected by associations at sectoral level and the insights derived from such data would benefit companies and foster a greater understanding of trends and developments in the sector. Information is now widely available thanks to the free and available knowledge in multiple formats across a myriad of channels. The difference is that the abundance of information is worthless if you are not able to analyse it and put in relevance to the sector insights. Sector associations have sector experts who help to relate and modulate the information to the sector specific insights.

The blog article by Julie Dietz advises associations to turn the research into essential and beneficial resources for their members to enhance interaction and engagement in sharing best practices. Talent-sharing/management moments provide valuable insights and shorten the learning curve for many professionals in professional education based on the industry-specific challenges they are confronted with.

Hence, the value of a membership stems from the resources and interactions obtained from the trade association – be it peer to peer, organisation to organisation, or association to organisation.

It is also clear that membership is evolving, and my initial blunt statement was actually not correct. The financing of the value proposition of membership in a one-size-fits-all model is not a future model anymore. Hence, associations need to continue to adapt their membership models and financing structures to reflect the changing nature of membership.

This article was contributed by ESAE member Wouter Lox. Boardroom has an exclusive partnership with the European Society of Association Executives. For more information on ESAE, visit www.associationexecutives.eu

Strategies for Generating Non-Due Revenues in an Ever-Changing World

Alfons Westgeest, managing partner at Kellen, explores strategies that will not only generate non-dues revenues but also add value to associations, strengthening their relationship with stakeholders and achieve solid growth, as they move more towards 'project based' initiatives.

In a world of fast-moving markets along with technological advancement, it is the way we adapt to change that will help us grow and move forward. What is noticeable is the shift in association operations from a classical way to a more 'project based' concept within the structure of associations. Association managers need to understand how different actors involved can accomplish the association's mission and goals with more project orientation as a new way of working.

It is by being more flexible and trying to understand the complex functioning of what makes the "value" of an association that success is enabled in the long term. Changes should not just be made when uncertainty happens: instead changes should be regularly considered by injecting new ideas and broadening the horizon. Here are some overall trends we have identified to help you oversee this evolution and understand them. Good positioning, better governance, project financing, and communication will lead to sustainable results for the future.

JOIN THE BEEHIVE

Think of associations as beehives and members as bees of this world. The more bees get attracted to the hive, the bigger it will become. To keep satisfying member's needs, associations have to respond in a rapid and agile manner and stay appealing. One should remember that most members are both owners (decision makers) and customers of the association: they can also come from different parts of the value chain. In addition, an association can extend to stakeholder's groups beyond its regular membership and some may be offered joining as associates and affiliates.

New entrants are interesting because they challenge status quo. Any member has the opportunity to contribute, by giving input, by supporting the mission and by assisting in the working groups and projects which the association is undertaking.

MISSION TO INNOVATE

To keep the trust of your members, you have to be innovative in such a way that you are willing to adapt your priorities and orienting your

projects to better fulfil their needs. Remember that as an association, you are not alone in doing so. As a consequence, associations need a mix of cooperation and competition. There is even a word to describe that mix as "coopetition".

The broadening of the association's position can be achieved via alliances with other parties, on a long- or short-term basis and via campaigns which are topic focused, and are building or crossing bridges. In some unique cases we see associations merge with or acquire associations. Alternatively, they hive off a branch or subsidiary into a separate legal or economic unit.

DECISION-MAKING

Traditional management structure is no longer sufficient to ensure the growth and sustainability of an association. Decision-making in associations is usually a complex matter, fairly rigid, and minimizing fluid interaction. It tends to be very different and often slower than in the organizational structure of the members, especially when these are also associations under a federation concept. When seeking the

creation of sustainable future, a rethinking of the structure and composition is necessary.

The Board represents “the owners” and reports to the Assembly as the ultimate deciding and governing body. The relations between horizontal projects, aided by creative business models, will help translate your association from static structure into a more dynamic one. Therefore, many associations are trying to find ways to change and to speed up their “time to decision” and “time to market”. Strategic debates must lead to selecting the association’s priorities. This will greatly help staff to manage the association in a coherent and consistent *current state*, while changing towards an advanced *future state*.

Decision-making can also be improved by gradually breaking down silos that might exist between the staff departments and also between committees and layers of decision making. Our research also shows the benefits of engaging with the local markets much faster and more continuously: it might mean having some staff and decision making on that same local level. Technology allows local staff to work on global projects or even to lead them.

COMMUNICATIONS & RESOURCES

Focusing solely on membership dues is not a viable option to strengthen association position in the market. Association leaders and managers should seek to enhance communications and revenue streams. In today’s context, the digital evolution has affected the way associations function as both information and communication hub, which are no longer accessed only from a membership perspective.

‘Internal resources’ are opportunities that associations can exploit. If your association delivers web content for instance or educational seminars to your members, revenue and added value to the association and members can be obtained. Another way to use content is by sponsoring content that can be visible to your members to read and consume, or by providing a subscription for your content just like magazines for a fee.

Broadening your dues can be also found in ‘external resources’. It will never be said enough, but using social media and communication tools is a necessity. When opening up advertising space for other companies or organizations, the

offering of paid-for banners and flyers would be a way to gain additional revenue. Trade shows, conferences or auctions also generate non-dues revenues.

PROJECT ORIENTATION

Associations are turning more to project-based organizations, and you can seek contributions from agencies or consultants specialized in certain domains to help the association achieve these projects by providing the necessary studies, data and much more. In fact, connecting with other stakeholders is much easier today than it used to be in the past. With a ‘click of a button,’ you can unite with people from other continents. Some other notable ways to upgrade resourcing is by attracting donors, foundations or public agencies that can also contribute through partnerships.

It is important that new projects are decided upon and financed according to the association’s rules and by defining clear ‘objectives, goals and outcomes’. In addition, ‘audits’ don’t just come at the end but also during the projects. It may take the form of Key Performance Indicators (KPIs) and measuring the Return on Investment (ROIs).

SUSTAINABILITY FOR ALL

Combining all these strategies will not only generate non-dues revenue, but it will add value to your association, strengthening your relationship with stakeholders and achieve solid growth. Meanwhile many associations understand the need to engage not just in sustaining the association as such but also the planet: simply said but not easily done. Associations increasingly relate to the United Nation’s Sustainable Development Goals as a more practical and advanced tool to engage with. While very ambitious, these goals will help the association to stay relevant and move from member engagement to “owner and customer” engagement as well as delivering on the long-term mission.

Alfons Westgeest is managing partner at Kellen, a global association management and communications company born to help build stronger not-for-profit organizations, so they can make the greatest impact (kellencompany.com)





YOUR ASSOCIATION WILL REAP THE BENEFITS

If you organise international meetings and events for an association then you need to be at **Association Day, 20 May 2019**. It's fun, friendly and a treasure trove of valuable information.

Learn how to solve challenges faced by associations across all industry sectors. Hear from top speakers, get inspired and connect with your tribe!

Then, stay on for IMEX where you'll meet with destinations, venues and suppliers to gather ideas for your future events.

Register your interest at:
imex-frankfurt.com/whats-on/association-day

Age of Adaptation

The Quest for New Association Business Models

Associations are now driven to rethink their mission, purpose, values, and the means and speed with which they interact with their members, partners and benefactors. These organisations are compelled to find new ways to be sustainable and resilient in a world where everything is fast, and nothing is ever unique.

Words Gergana Tzvetova

As traditional income streams are eroded by this changing world, associations are searching for new business models. This article will explore the quest for non-dues revenue (NDR) sources. Because embracing progress means nothing less than breaking with old habits.

FUNDRAISING & DONATIONS

All successful fundraising initiatives start with a sound strategy, linking them closely with the association's goals and mission, all whilst corresponding to the needs of members. Fundraisers could differ in type, duration or style, with fun runs, sports events, gala dinners, etc. being popular. These events could also take place virtually, opening them up to a wider audience beyond members and partners.

The different types of fundraising available stimulate creativity within the association and keep members interested. Meanwhile, if several causes are presented, the audience has higher chances to get engaged, as there are more options on what to support.

But there are risks too. Associations could lose their independence to donors' wishes, while connection between the donor and the

beneficiary could weaken if there is limited face-to-face interaction. Altogether, most donations will happen virtually, which will increase the number of supporters who will back initiatives, even with smaller amounts.

SOCIAL MEDIA

Despite criticisms targeting its trustworthiness and reliability, social media – when used responsibly and reasonably – could boost an association's income. It is an excellent opportunity for an organisation to guarantee that its fundraising initiatives, campaigns, project updates and membership calls reach those that need to know right then and there.

We must remember that an organisation's social media and overall online presence (website, electronic newsletters, etc.) is what welds together a community of members, partners, sponsors and policy-makers.

Social media campaigns generally come at no, or very low, cost and are relatively easy to design, implement, and monitor (so long as there is a specialist driving them). They also can reach a very high number of people and are especially appealing to younger audiences.

At the same time, all risks usually associated with social media apply, especially the use (or misuse) of information, and online fraud.

In this context, associations will increasingly rely on NDR linked to social media. The demand for experts – those who know the nuts and bolts (and the darkest corners) of it – will increase even more as will the need to utilise social media's power for increased revenues.

ONLINE EDUCATION

Offering specialised learning materials and resources, online courses and webinars, for a fee has become another way for associations to guarantee a steady revenue stream. Moreover, these organisations have a significant leverage over other providers of online courses due to their content credibility.

The value of an association's online resources grows significantly when participants who complete the course receive additional credits, such as CME, that is relevant to healthcare professionals. Additional advantage can come when some or all materials are offered in



languages other than English and are addressing specific local needs.

In general, online education is attractive to members who cannot, for a variety of reasons, attend meetings, workshops and courses, and it will keep the association abreast of latest trends, research and development in the field, while creating numerous engagement opportunities through online discussion forums. But, it may, at the same time, lead to some decrease in participation of meetings and workshops, as members can choose to obtain the same content virtually.

As such, the popularity of this NDR source will continue to grow, as associations develop and provide teaching materials in as many languages as possible, to attract a larger audience and intrigue them with interactive formats.

DE-TRADITIONALISING DUES

Membership is still inextricably linked to the existence of associations. People understand that they need to support organisations to

receive certain benefits. And they still want to connect and belong to something, maybe now more than ever.

But today everyone is simply too busy. This requires associations to progressively pursue the *à la carte* approach to membership. Giving members the freedom to uncover what they require at a specific stage of their career or life will be a good indicator of the flexibility of professional bodies and their readiness to adapt to the priorities, interests and needs of their members.

DE-TRADITIONALISING MEMBERSHIP

We could take this analysis one step further and call for associations to look beyond dues, finance, and money. They should strive to go back to the basics of non-profit associations – advocating causes and building communities of like-minded individuals.

Of course, to exist, all organisations must be financially sustainable. But should they not

upgrade from preserving a specific number of members to keeping them all engaged?

Swamped by thousands of physical and virtual networks, both individuals and associations struggle to stay relevant. Maybe the main function of professional organisations of the future will be to help people find their way in the overburdened, hurried and chaotic reality in which we live and do business. Ultimately, this could mean guiding them to discover what they really need and, then, giving them exactly that – nothing more and nothing less.

This article was provided by the International Association of Professional Congress Organisers, author Gergana Tzvetova, Associate Association Manager at Kenes Group. IAPCO represents 133 companies comprised of over 8,300 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries. info@iapco.org \ www.iapco.org





2019 TOPICS & LOCATIONS UNVEILED

ASSOCIATIONWORLD aims to build excellence in association business management. To do so, the foundation delivers accessible, affordable but premium education to association and non-profit professionals and their organizations.

Location	Date	Theme / Topics
Brussels	Fr, 3. May	Media / Communications (Story Telling)
Berlin	Mo, 6. May	Leadership Development
Paris	Mo, 13. May	Media / Communications (Story Telling)
Geneva	Mo, 27. May	Event Development / Event Design
Brussels	Mo, 3. Jun	Intercultural Business Communications
Geneva	Mo, 24. Jun	Leadership Development
Berlin	Mo, 26. Aug	Event Development / Event Design
Paris	Fr, 30. Aug	Communications / Story Telling
Paris	Fr, 30. Aug	Event Development / Event Design
Brussels	Mo, 2. Sep	Resource Development / Funding
Geneva	Mo, 9. Sep	Strategic Planning
Brussels	Fr, 4. Oct	Strategic Planning
Geneva	Fr, 11. Oct	Human Resources
Berlin	Mo, 25. Nov	Governance
Geneva	Mo, 2. Dec	Governance + End of Year Reception
Paris	Mo, 9. Dec	Event Development / Event Design
Brussels	Mo, 16. Dec	Event Development / Event Design + End of Year Reception

The workshops are hands-on, tangible, impactful learning experiences, facilitated and guided by a multi-cultural professional faculty of globally experienced experts. In small groups of 15-25 like-minded peers, the aim is to maximize the experience and learning outcome of each participant.

For more information on engagement opportunities please contact Jenny at hello@associationworld.eu or visit www.associationworld.eu



Global Media Partner



Global Technology
Partner



Global Destination
Partner



Local Destination
Partner

Beyond Traditional Formats & Audiences

If they want to diversify and grow, associations can look beyond the traditional meeting formats and beyond their traditional audience. The inaugural MANOVA Global Health Summit, for instance, set out to create a new model for the traditional medical meeting and to attract new audiences, including members of the general public and entrepreneurs.

Words David McMillin



In August of last year, when Mark Addicks began planning his first-ever event, the MANOVA Global Health Summit, he was determined to make it a dramatic departure from the typical medical conference. “We want to make health care sexy,” Addicks, the CEO of marketing and communications firm 2023 Partners and former chief marketing officer at General Mills, told *Convene* at the time.

Addicks wanted to mold MANOVA — a three-day program held at the Minneapolis Convention Center from Oct. 8–10 — more into the shape of CES, SXSW, and the Davos World Economic Forum. “Instead of making health care an issue that is confusing and complex and has a lot of angst around it,” he said, he wanted the event to explore the question of “how do we flip that into the world that it really lives in, which is a world of unbelievable infinite possibilities?”

The name “MANOVA” is a mash-up of the word innovation and Medical Alley, the nickname for the region surrounding the Minneapolis-St. Paul area that is home to more than 1,000 health care companies. Since the next big ideas in health care also represent serious business opportunities, MANOVA, Addicks said, wants to be the place where medical visionaries can connect with the capital they need to support their work.

OPENING THE DOORS TO EVERYONE

In addition to medical practitioners, Addicks invited a cast of government officials, business owners, and media leaders who were ready to take a leap. The roster of more than 100 speakers also drew heavily from the local community and companies not typically associated with a medical conference: Facebook, Verizon, and CNBC, to name a few. The summit also shared what’s happening in medicine from a global perspective, featuring conversations on what the U.S. can learn from the rest of the world when it comes to patient care.

More than 1,000 attendees registered for full passes to MANOVA, but the conference also welcomed more than 200 attendees from the local community for a free one-hour session, “Entrepreneurs Tackle Mental Health and Wellbeing,” on the second evening. Presented in partnership with Minnesota Public Radio (MPR), the panel featured three high-tech entrepreneurs who are reimagining how to provide mental-health support and was broadcast live. While the evening event may have represented a small segment of MANOVA’s overall program, it’s a direction Addicks wants to pursue more fully with future editions.

“If you’re a member of the general public,” Addicks said, “we want you to come. There is a new generation of patients who are very different from the passive approach of the Baby Boomers — who listen to what the doctor says and go home to do exactly as they’re told. Generation Z wants to be in charge of their health, and we want them to be part of the conversation here.”

For those patients, Addicks is considering offering day passes for upcoming summits. “They may not want to come to everything,” he said, “but so much of what we’re discussing here directly relates to their everyday lives.”

INTERACTIVE EXPERIENCE

Representatives from at least 40 entrepreneurial companies also attended MANOVA in the hopes of finding funding, and the number of attendees looking to them as potential investment opportunities exceeded even his expectations. “I’m a little surprised by how many people showed up from the banking and venture-capital world,” Addicks said. “These companies have hundreds of millions of dollars to spend, and they want to hear about the next wave of new ideas.”

At the 2019 event, scheduled for Oct. 14–16 at the Minneapolis Convention Center, Addicks said that he wants to explore opportunities to make the experience more interactive, adding in live music, and other cues from SXSW, whose programming brings attendees outside the convention center and into the Austin community.

The first edition put a stake in the ground: Even in the midst of major uncertainties about U.S. health care legislation, its message was one of optimism. “This is about to be a massively profound moment in medicine,” MANOVA session speaker James Mault, MD, FACS, said. Mault, who serves as president and chief medical officer of genomics and personalized medicine company CQuentia, added: “We will look back at this next decade as one of the most profound moments in the history of health care.”

This article, excerpted and modified for Boardroom, is part of a special content-sharing agreement Boardroom has with *Convene*, the PCMA magazine.

convene



26-27TH JUNE 2019
OLYMPIA LONDON

IF **70**%* OF YOUR TIME
IS SPENT ORGANISING
EVENTS OR MEETINGS,
THE MEETINGS SHOW IS A NO BRAINER.

*Okay, so it might be more/less than 70% but it's still a no brainer

Whether you spend all your time planning events or it's something you do as part of your wider role, at **The Meetings Show**, the focus is on you. **It's back on 26-27th June at Olympia London**, providing you with the skills and inspiration you need to out-do yourself and produce better value, more innovate meetings and events.

#MEETYOUATTHESHOW

REGISTER AT **[THEMEETINGSSHOW.COM/REGISTERNOW](https://themeetingsshow.com/registernow)**

THE VOICE OF AIPC

Rethinking the Advocacy & Engagement Model

Disruption is taking place in many industries. Whether it's the consolidation and merger of hotel groups in the hospitality industry; the economic uncertainty of Brexit; the impact of the Industry 4.0 revolution in the manufacturing industry; or regulatory changes in the pharmaceutical industry; disruptors are throwing spanners into the works.

Words Aloysius Arlando

These disruptors can be regulatory or technological in nature. Regardless of either, organizations will have to embrace this change, whether it's in the context of risk and compliance practices, business models or operational processes. The digital invasion in the travel industry is one example; the manner in which consumers buy travel products and services has radically changed the way traditional agencies sell travel. Manufacturers too have to adapt to Industry 4.0 or be left behind in the innovation curve.

How then should associations in the various industries react to these changes? Whether it's a trade or professional association, a

philanthropic organization or an NGO, members want to learn, acquire knowledge, and benefit from their community interactions. The responsibility of providing direction and clarity then falls upon the associations to ensure their members' needs are met. Accordingly, their roles in this new climate of change must adapt as well if they are to answer the clarion call of their respective industries and members.

Amidst this landscape of disruptive shifts, it would be apt to take a look at the topic of advocacy and to understand how it can drive collaboration to influence the outcomes desired by associations.

ACTION THROUGH ADVOCACY

Is it a mindset shift that you want your members to adopt in order to meet the challenges of the future? Through advocacy efforts, we are able to cultivate and germinate an idea or ideal that we want to perpetuate and the support we want to garner from it. The success of this effort depends on the method of outreach and how the message is amplified for effective engagement.

Audiences now do not want to be talked at or to be subjected to obvious persuasion. They want to be enlightened and to be spoken to in a way that naturally resonates with their ideals and belief systems. The message must



be aligned in a way that it bonds them to their societies and communities meaningfully. Does the FOMO (fear of missing out) approach work? And does it also work with the sceptics and traditionalists who think that the new era of disruptive change is an unnecessary disruption?

RE-ENGAGE, EXCITE AND INCITE

Keeping members engaged can be a tall order considering the diversity in demographic profiles, especially with the younger members, and this requires a different engagement strategy. There is a need to leverage technology platforms to ensure that members interact via these online tools and social media channels. Thereafter, the messaging approach has to be considered.

Is there good story telling involved? The element of authenticity is generated with good

story telling, which makes it more believable and easier to relate to on a personal level. This desired effect is necessary in engaging the new generations of young professionals who have different ways of thinking. The common mistake of just highlighting product or service benefits serve no lasting value and does not bring the intention of the messaging to the intrinsic level that is needed for meaningful engagement.

It is also crucial that members themselves generate content; nothing works better than to have them as the ambassadors to your cause by spinning the wheels of agenda. Encouraging online shareability requires associations to have engaging content on hand such as video clips, photos, blog posts and other snippets that make it easy for members to share and perpetuate important information.

By giving some thought into the intricacies of member advocacy efforts allows associations such as AIPC to establish a closer connection that is more relatable and makes it easier to address industry best practices and trends that navigate the sea of change.

In addition to his role as AIPC President and the incoming President of the Singapore Association for Convention and Exhibition Organisers and Suppliers (SACEOS), Aloysius Arlando is the CEO of SingEx Holdings. AIPC represents a global network of over 190 leading centres in 64 countries with the active involvement of more than 1000 management-level professionals worldwide.
marianne.de.raay@aipc.org | www.aipc.org



Te Puia, Rotorua

**100% PURE
NEW ZEALAND**

businessevents.newzealand.com

GROW YOUR ASSOCIATION'S CULTURE WHILE EXPERIENCING OURS

Immerse yourself in our Māori culture and allow the energy and warmth to inspire your delegates. Add to that a variety of exhilarating activities, world class accommodation and venues and you have an unforgettable conference destination.

Come to New Zealand and discover a fresh perspective.

businessevents.newzealand.com



Association cor
able to provide
for meaningful
ultimately char
impact the whc

ferences are
the platform
discussions and
age that will
ble community.

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

Holland's cities Blooming with expertise

Holland may be compact in size as a conference destination, but it packs a punch when it comes to its knowledge infrastructure and congress capabilities. Its four largest cities Amsterdam, Rotterdam, The Hague and Utrecht are as diverse as they are picturesque, each possessing their own pockets of expertise and innovation.

WORDS CHANTELE DIETZ



Rotterdam

Rotterdam's dominant knowledge hubs include medical and life sciences, food, maritime and cleantech. Since 2016 the city's convention bureau, Rotterdam Partners, has been collaborating with local industry and academic ambassadors to proactively reach out to conferences which are linked to these economic sectors and themes. Rotterdam's network of Knowledge Ambassadors now encompasses 87 academics, researchers and other experts connected to the Rotterdam region.

"Because of the focus we have, we are well embedded in different networks throughout the city and can connect easily, which offers organisations a soft landing within our city and a story that is interesting for them," says Mirjam van de Kamp, congress account manager at Rotterdam Partners.

Arnoud Molenaar, Rotterdam's chief resilience officer, became a Knowledge Ambassador in 2016 and has since helped secure several high-profile conferences, including Deltas in Times of Climate Change and Adaptation Futures. His latest win is the 2019 Urban Resilience Summit, which takes place in the city in July.

The event will bring together around 400 urban resilience practitioners from cities around the world to share best-in-class practices and innovations in helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

Given that 80% of Rotterdam is below sea level, it has centuries worth of experience when it comes to resilience, particularly on the topics of integrated water management and innovative climate adaptation. It was one of the first 30 cities to become a member of 100 Resilient Cities and released its Resilience Strategy in 2016.

Molenaar says it is through events like the 2019 Urban Resilience Summit the city is able to tell its story: *"We have become a city well-known for these topics and conferences like this provide us with an international showroom to demonstrate what we are capable of,"* he says. He worked alongside the Mayor of Rotterdam and Rotterdam Partners to put together what he describes as a *"sophisticated"* bid to host the event. This included facilitating and hosting two elaborate site inspections and connecting the organising committee to relevant parties within the city.

The more events the city hosts that connect with its key sectors and themes, the more it enhances the positioning of that sector or theme, thus leaving a lasting legacy. *"In this case [with the 2019 Urban Resilience Summit] it means showcasing the city and its challenges in resilience, getting better connected to the network and confirming the knowledge within the city and sharing it,"* explains Van de Kamp.



AMSTERDAM'S FAMOUS SKINNY BRIDGE DURING AIDS 2018

Amsterdam

Amsterdam regularly ranks among the world's best conference destinations. It has established life sciences and health, AI, financial services, creative and tech clusters as well as a vibrant startup community - meaning there are plenty of options for adding impact and value to conference programmes.

The city's marketing bureau, amsterdam&partners, collaborates with a wide network of local partners and ambassadors - like physician-scientist Peter Reiss, who it partnered with to host the 22nd International Aids Conference (AIDS 2018) from 23-27 July last year in Amsterdam.

A professor of medicine at the Amsterdam UMC and a former governing board member of the International AIDS Society (IAS), Reiss has been working as a HIV researcher since the early 80s and is an advocate for HIV and AIDS education, prevention and treatment. As co-chair of the conference, he brought together the city's key stakeholders to secure their support in raising as much awareness of the event as possible. *"We needed to do this jointly, so we got a group of key NGO's representatives of key ministries and affected patient communities together,"* he explains. *"Because we are a relatively small city the lines between people are short, and you can make a lot happen by getting the key people round a table."*

This widespread involvement and support from the city were clear throughout the entire event. A visual 'dressing' campaign saw AIDS 2018 branded flags, banners, and posters positioned at the airport, in and around the city and at the RAI Convention Centre where 18,000 guests from around the world congregated to inform, share and learn.

AIDS 2018 also touched the hearts of regular local Amsterdammers and visitors, thanks to a city-wide cultural programme. Highlights included a Sex Worker's Opera, special art exhibitions at the Amsterdam City Archives and EYE Film Museum about the history of HIV and AIDS, and in the run-up to the conference, a high-profile concert attended by the King and Queen of the Netherlands. Amsterdam's famous Skinny Bridge became a true AIDS 2018 landmark.

"Frankly, nobody in Amsterdam could have missed AIDS 2018," says Claudia Wehmeijer, director meetings & conventions at amsterdam&partners. *"This event has proven once again that we as a city are able to connect knowledge, people and strong ideas. It makes us proud that we were chosen to host such an important conference and to contribute to the success of AIDS 2018. It makes us feel strong. And it makes us eager to host again association conferences that matter,"* she adds.

Reiss believes there is plenty of room for other organisations, looking to host events in the city, to replicate the model: *"By coordinating with different groups in this way there is the potential for other conferences to capitalise on our success,"* he says.

Utrecht

Utrecht distinguishes itself as a specialist in healthy urban living, and the city and region has a large knowledge cluster with companies and institutions working on and contributing towards this shared goal.

The Utrecht Science Park, the largest knowledge centre in the Netherlands, is a key focal point. It is home to more than 100 renowned educational institutions, knowledge and research institutes, established companies and start-ups in the field of life sciences and health, all working together to find new solutions for a longer and healthier life.

"Utrecht region appeals to regional and foreign companies because of the groundbreaking research done here and the unique collaboration between the various parties," explains Monique André de la Porte, account manager at Utrecht Convention Bureau.

The Princess Máxima Center is just one of the many research institutes within the park and counts itself the third largest centre for paediatric oncology in the world. It specialises in the treatment of children with cancer, working from bench to bedside (from basic research to the clinic). Another key player is the Hubrecht Institute, which focuses on development biology and stem cell research. Its expertise lies in pioneering fundamental research that can contribute to the treatment of cancer, diabetes and cardiovascular diseases.

"As a congress destination we benefit greatly from these pioneering researches and developments," says Liza Verkroost, project manager at Utrecht Convention Bureau. *"Because they enhance the profiling of Utrecht Region and form an appealing factor for international knowledge events in the areas of green, health and smart."*

The fact that Utrecht is centrally located and easily accessible also makes it stand out as a conference destination. It is situated just 30 minutes from Schiphol Airport and at the junction of the country's key motorways and railway lines.

Once in the city, delegates can make use of the Utrecht Region Pass - a public transport card providing access to the Netherlands' entire public transport system, even bicycles. The pay-as-you-go card simplifies what can be a complex ticketing system for international visitors and aligns with Utrecht's goals for sustainable mobility and hospitality.

The Hague

The knowledge infrastructure in The Hague encompasses a wide variety of industries with more than 200 international organisations, knowledge institutions, startups and NGO's operating from within the city, covering sectors such as cyber security, IT and tech, new energy and renewables, legal and finance, and oil and gas, making

it a popular destination for associations to meet and add depth to the content of their programme.

This broad range of knowledge is what attracted Meeting Professionals International (MPI) to host its European Meetings and Events Conference (EMEC19) for the first time in the city in February 2019. The event welcomed 400 conference professionals from over 20 countries and took place in multiple locations, with World Forum The Hague being used as a base.

Working alongside The Hague Convention Bureau, MPI's local Netherlands chapter organised several unique learning experiences involving local organisations. In addition to an engaging keynote, delegates were taken on 'learning journeys' around the city to learn from cross-industry innovations. They visited companies and organisations outside the meeting and event sector, such as research institute TNO, cross-food company Koppert Cress and Blijdorp Zoo to come up with new insights that could be applied within their sector. This not only provided knowledge and inspiration, but also offered the international guests a further introduction to the city.

During these field trips, delegates were encouraged to explore how other industries deal with similar challenges. Leadership skills were put under the spotlight with a session on managing and motivating musicians in an orchestra, while risk management skills were examined by joining an interactive crisis management game in a war game room.

By participating in real-life scenarios, participants were able to experience their response to a situation and learn 'on the job'. MPI Netherlands Chapter executive director Gijs Verbeek compared it to learning to ride a bicycle: *"You get on a bike, start to peddle, practise, maybe fall, get up and try again, until you get it. Experience is the best way to learn,"* he said.

For Bas Schot, head of congresses and events at The Hague Convention Bureau, the event was representative of how association event planners can really use the city's assets to their advantage. *"This is a great example of how we as a convention bureau can collaborate with conference organisers, associations and partners across the city to facilitate the organisation and really leverage The Hague's pool of talent by taking the subject matter of the conference outside the walls of the convention centre,"* he explains.

More information

ebakermans@holland.com \ www.holland.com/global/meetings



There's something about France (Part III)

France: Doing Good for the People & the Planet

First place for food sustainability, first place for sustainable finance, first place for sustainable tourism... when it comes to sustainability altogether, it seems there are a lot of firsts for France. A strong supporter of the 2030 Agenda for Sustainable Development, the country has long been committed to protecting the planet with environment-friendly practices, as well as combatting inequalities and eradicating extreme poverty.

FEATURE RÉMI DÉVÉ

In 2015, France was an early adopter of the United Nations' 2030 Agenda for Sustainable Development, which set 17 Sustainable Development Goals (SDGs) for the world to reduce poverty, fight inequalities and protect the planet. These SDGs, which we already touched upon in Boardroom, have recently led to the establishment of additional goals, to which France is equally attached with respect to environmental protection, gender equality, universal medical coverage, tackling illicit financial flows and corruption, and good governance.

The government, together with the private world, has embarked on a journey to be green and sustainable. In 2016 for instance, the French Ministry of Environment, Energy and Sea launched the "*Green Tech*," a new incubator in order to assist 50 start-ups to develop 14 new services and applications for citizens in the sustainability field. 'Eco' competitive clusters include names such as Axelera in Auvergne-Rhône-Alpes, Pôle Avenir in Nouvelle-Aquitaine, or Pôle Mer in Brittany or Provence-Alpes-Côte d'Azur, all making significant contributions to the 'post-carbon' economy through, for instance, the development of eco-technologies.

Similarly, the National Biodiversity Strategy (NBS) for 2011-2020 has aimed at making

France "*a model biodiversity restoration country*," rolling out many initiatives nationally to tackle biodiversity loss.

In this context, many French destinations are standing out, and it's the whole of the meetings value and supply chain that is involved in sustainable practices. Grand Nancy Conferences & Events, for instance, has been combining sustainable management and economic performance since 2014, and was recently certified ISO 20121, an international reference in terms of responsible events. Lyon has been named the 2019 European Capital of Smart Tourism, thanks to its innovative tourism measures across accessibility, sustainability, digitalization, cultural heritage and creativity: Lyon's Saint-Exupéry Airport is carbon neutral; visitors with disabilities and reduced mobility can move around the city with complete autonomy... just to name a few examples.

Further south, Monaco has been inaugurated into the Global Destination Sustainability (GDS) Index. The Index recognizes the efforts of its members to improve its commitment to sustainability by listing them on an index of comparison with other destinations. Many businesses use this index to assess the sustainability of possible partners and it has quickly become an invaluable tool

for the meetings and events industry. The push has been long being supported by the work of Prince Albert II via his Foundation, which has set out to promote sustainable development on a global scale.

All in all, France has emerged a world leader in promoting sustainable practices: the Economist's Sustainable Tourism Index, which ranks which countries are best at preserving their social, cultural and environmental capital, recently put France in the first place of the list; and the country is also widely recognized as one of the leaders – if not, the leading country – in sustainable finance, with the recent release of a Roadmap for Sustainable Finance. Meanwhile, according to the Food Sustainability Index, France has maintained its position in first place for food sustainability for the third consecutive year. Doesn't this say it all?

Read more about France's innovative spirit in the next few pages.

More information

www.meetingfrance.fr \
Gisele.Jamin@atout-france.fr

Be Responsible in Green Monaco



A small principality of just two square kilometres that is perhaps best known for its glittering blue seas and its Formula One Monaco Grand Prix, Monaco might not be the first name that comes to mind when you think about sustainable destinations. However, the Principality has been acting as a pioneer in the matter for a few years, thanks to outstanding initiatives across the whole value and supply chain.

Beneath the surface of Monaco's deep blue sea lie some very good creative activities and ideas designed to create – and protect – a sustainable environment that safeguards its inherent beauty. Over the last two decades, the Principality has witnessed a boom in sustainable tourism practices, and organizations of all kinds and formats have embraced the sustainability message wholeheartedly.

As a dynamic, competitive and innovative community of experts in the key sectors of science, industry and sustainability, Monaco has repositioned itself as a destination that is responsible and sustainably managed. At a time when the environment and the problems of climate change increasingly affect business decisions, it has, in 2018, joined the Global Destination Sustainable Index and was ranked 13th for its first participation (out of 60 participating destinations) with very high supplier performance. The Principality also recently won the Green Palm for Europe's best carbon balance sheet, with a reduction of 15 to 40 % of your carbon footprint compared to other European cities, should you choose to spend some time there.

The initial push came from Prince Albert II via his Foundation in 2006, which set out to promote sustainable development on a

global scale. Now it's the whole country that is mobilized by its Sovereign on the overarching theme of the environment. *"Thanks to the pioneer work of its Sovereign, H.S.H. Prince Albert II, Monaco has been tackling environmental challenges for some time now. The official partner of many international conventions such as Kyoto Protocol, Paris agreement, the UN Sustainable Development Goals and now the GDS Index, we are raising awareness and providing high standard sustainability practices through all our activities,"* says Sandrine Camia, Director of Monaco Convention Bureau.

In this context, all hotels, representing a total of 2,500 rooms and Monaco's convention centre, the Grimaldi Forum, are eco-certified, while all its tourism professionals are committed to energy transition, the aim being to reduce greenhouse gas emissions by 2030 and achieve carbon neutrality in 2050.

The Principality of Monaco has also recently given the starting signal to its new offshore extension project and will expand its territory by six hectares in 2025. The project includes the construction of an eco-district mainly offering housing, public parking and facilities, a lively harbor with pedestrian quays, a green park, a coastal promenade, a shaded passage along the Japanese Garden as well as an extension to the Grimaldi Forum – all sustainably managed of course.

More information

scamia@gouv.mc \
www.monaconventionbureau.com

A Wealth of Knowledge in Smart Nice



A well-known smart destination, the Nice Côte d'Azur Métropole is riding the wave of new technologies and new sectors, currently pursuing an ambitious policy designed to improve the lives of its inhabitants and optimize the management of the city while creating jobs.

Ranked 13th smart city in the world and 4th in Europe by the American Juniper Research, the Métropole Nice Côte d'Azur has placed innovation and sustainable development at the heart of its economic development strategy.

The many Smart City initiatives undertaken in its territory have reinforced the Métropole Nice Côte d'Azur's collaboration with major industrial groups, local SMEs and start-ups, especially those linked to the French Tech network and the world of research and education.

The Métropole recently opened its 'Smart City Innovation Centre', the first French platform to bring together stakeholders in research and higher learning as well as leading smart city-focused companies in a single location, the Mediterranean Institute for Environmental Risk and Sustainable Development (IMREDD).

CASE STUDY: INNOVATIVE CITY CONVENTION

No wonder Nice hosts, each year in June, the Innovative City Convention, attracting more than 3,000 global experts in urban innovation – from France, Europe and beyond – for two intense days of conferences, exhibitions and BtoB meetings, where opportunities for new partnerships and contracts are aplenty.

Taking the Smart City concept off the drawing board and into the hands of practitioners to demonstrate how innovation enhances the quality of urban life, Innovative City Convention gathers decision

makers, representatives of local authorities, companies, public sector institutions, R&D entities, sociologists, investors, start-ups and think-tanks all under one roof. It offers them a platform to discuss creative solutions that will ultimately contribute to the resilience of local communities and services, thanks to a wealth of new technologies serving connected lifestyles.

A PLACE FOR RESEARCH & INNOVATION

Nice, together with the French Riviera, is a knowledge hub and has been attracting the attention of associations for this reason. In terms of Research & Development, its expertise lies in ICT, eco-technology and health.

Nice's ICT cluster is of world fame, with advanced expertise in three key technologies, namely microelectronics, telecommunications and software. Meanwhile, eco-technology lies at the heart of the Smart City Innovation Center and its Eco Valley, one of the largest Operations of National Interest in France devoted to sustainable development, focusing on the preservation of natural heritage with state-of-the-art innovations.

Last but not least is Nice's focus on health and well-being. Through on-going constructions and developments in its Eastern district, Nice aspires to become the European Healthy City, with the new Pasteur 2 Teaching Hospital. In this context, the 27 Delvalle facility is home to a true health ecosystem, putting innovative technologies at the service of persons with impaired autonomy and of elderly people.

Contact

bertrand.puissegur@nicedcotedazurtourisme.com \ en.meet-in-nice.com



Titanium Expertise at La Cité Nantes Congress Centre



The largest city in northwest France and the sixth-largest in the country, Nantes is a centre of history, culture, technological innovation, and green sensibilities. Recognised by the European Green Capital label, regularly coming first as the most liveable city in France, it is attracting associations like the French Titanium Association, the French Society for Metallurgy and Materials (SF2M) which were instrumental in getting the World Conference on Titanium to La Cité Nantes Congress Centre next June.

The World Conference on Titanium (Ti-2019) is the fourteenth in a series of meetings that have been held every four years since 1968. Expected to attract 1,000 delegates, it will bring together the world's titanium community to present and discuss progress in titanium science and technology. Supported by the French Titanium Association, the French Society for Metallurgy and Materials (SF2M) with the endorsement of Region Pays de Loire and Nantes city council, it is chaired by Patrick Villechaise, director of research at the CNRS.

"Nantes was selected by the International Organizing Committee thanks to the city and region's significant group of industrial and academic actors, who are all experts on titanium, its high value alloys, and its many applications," explains Patrick Villechaise. "The attractiveness of Nantes also made the difference. The city is easy to reach (2 hours from Paris by high-speed train), with a wealth of possible cultural activities, and it is very easy to discover by foot or public transport. La Cité Nantes Congress Centre also enjoys an ideal location in the heart of the city, and has a very 'we can do it' attitude when it comes to the organization of high-profile conferences like Ti-2019."

The French industrial cluster for advanced manufacturing technologies, EMC2 was designated operational support of the event. Led by CEO Laurent Manach, it aims to reinforce the regional innovation and growth ecosystem in order to help the French industry become more competitive with a focus on advanced manufacturing technologies as a shared cross-disciplinary feature.

"This is the first time that Nantes hosts the World Titanium Congress" says Patrick Villechaise.

"The program will have new features, including the visit of industrial sites. The idea is to meet key players in the territory working on titanium and discover their expertise, their way of working, their equipment..." A competitive and innovative regional capital, Nantes has indeed witnessed a booming of new high-tech industries over the last decade. Today, the territory is a centre of excellence for a large number of key industries such as science and technology.

La Cité Nantes is located just opposite the high-speed train station and 20 minutes from the international airport, and can host any type of events from 200 to 4,000 participants, with state-of-the-art equipment in line with environmentally-friendly practices. It is also the only French convention centre with the AIPC 'Gold' Quality Standards, and has 1,100 hotel rooms within walking distance.

More information

olivier.lefloch@lacite-nantes.fr \ lacite-nantes.com

Rennes Takes E-Health to the Next Level

The capital of Brittany, Rennes is a vibrant yet quite relaxed city, the place to enjoy some Breton culture and medieval heritage. As a knowledge hub, it's a leader, among many fields of endeavor, in health technology. No wonder the International Conference on Computer Assisted Radiology and Surgery (CARS) chose it and its now famous Couvent des Jacobins for their next venue.

The CARS conference is an international and interdisciplinary conference bringing together radiologists, surgeons, computer scientists, engineers, physicists, and other researchers at a unique meeting, where together they contribute to, and in fact lead, the development of novel methodologies and applications in this fast-growing field of technology for health care.

For its 33rd conference, it will be hosted at the brand-new conference centre, the Couvent des Jacobins, in the capital city of Brittany. Rennes's history goes back more than 2,000 years, at a time when it was a small Gallic village named Condate. Regularly cited as *"the most liveable city in France"*, Rennes has been selected not only for its historical ambiance, exquisite cuisine and affordable hotels, but also because it's a leader in health technology, imaging and e-health, and with a unique expertise in biotechnology. Rennes, indeed, bridges the divide between scientific research and clinical excellence with a very specific entrepreneurial spirit.

Only an hour and half from Paris by high-speed train, Rennes is the beating heart of the Brittany economy with four competitiveness

clusters leading the way, including Images et Réseaux (Images and Networks), ID4CAR (vehicles and mobility) or Valorial (food sector) and Sea Brittany. Its health sector has been heavily invested in, and is structured around an academic research hub of 25 research institutes and a network of over 200 companies. Two high-profile university hospitals complete the picture.

If you add the pleasant parks and gardens, as well as a delightful old town with restored streets and squares, colourful traditional timber-framed houses, outstanding buildings by famous architects and one of the biggest outdoor markets in France to this, you might have the most intriguing conference destination worth exploring.

Since its opening, the Couvent des Jacobins, Rennes' main convention centre, has increasingly been attracting the attention of international and European associations. Able to accommodate events of all nature and format, it boasts two auditoria for up to 1,000 people, 4,000 sqm of exhibition space and 25 meeting rooms, and is housed in a former convent, making it really one-of-a-kind. With 4,000 hotel rooms, 2,100 of which are in the city centre, a stone's throw from the Couvent, Rennes is definitely one of those emerging destinations that clearly stands out on the meetings map.

Contact

couvent@destinationrennes.com \ www.centre-congres-rennes.fr/en





QURATED FOR BUSINESS

Where lasting legacies are built. Experience a rich culture with modernity. A connected and hospitable destination with easy visa entry. Where extraordinary events are hosted in state of the art venues. Where delegates are provided with a plethora of hospitality options. Where thriving industry sectors are the foundations of economic growth. Experience Qatar, and create your legacy.

Welcome to Qatar. visitqatar.qa

QATAR
QURATED FOR YOU

Qatar's Growth Through Association Events

With the launch of the Next Chapter of the Qatar National Tourism Sector Strategy (2017-2023), the Qatar government has taken bold steps towards fast-tracking the sector's long-term growth. Today, as the Qatar National Tourism Council (QNTC) forges ahead with plans to diversify visitor source markets and tourism products, business events remain a priority tourism sub-sector for Qatar, which is looking to attract more associations in the years to come.

As host to more than 150 local, regional and international events annually, Qatar is equipped to accommodate the flurry of activity that comes with large-scale events. As a knowledge hub, it is increasingly attracting the attention of associations. The government, indeed, has heavily invested in scientific research, particularly biomedical, computing and environmental research, raising the country's profile as a destination for scientists, researchers, and artists, who are looking not only for a meeting place, but also a place where they can continue to learn, share knowledge and experience something new.

Recently, Qatar has been ranked fifth in the world for health by the Legatum Institute, a London-based think tank, thanks to improved life expectancy, better health outcomes, and investment in health infrastructure. Ultimately, the aim is to align the events Qatar hosts with the country's existing key sectors, thereby creating more enriching experiences for business visitors while making significant contributions to the country's economy and intellectual

landscapes. Recent wins include the Infotech Software Dealers Association (ISODA) Tech Summit Event, the Hosting International Conference, or the conference of the International Association for Deputy Managers and Front Office Managers of Luxury Hotels (AICR).

INCREASING IMPACT

To increase influence and impact, QNTC has also recently empowered local experts with the information and tools they need to promote Qatar as a business event destination. Qatar's network of Medyaf ambassadors are instrumental in bringing high-profile conferences to the country. These champions, part of the Medyaf programme, come from a wide range of backgrounds and cover virtually every field of expertise Qatar is known for, the main growth sectors being energy, education, health, science and technology, sport and urban development.

It helps, of course, that Qatar has been ranked the safest place in the Middle East, relegating

other Gulf Co-operation Council countries by a wide margin, in the Global Finance Index of safest countries. Qatar's hospitality sector has also been placed first in the Middle East, according to the Guest Experience in the Middle East Report, released by hospitality and travel data providers Olery.

Qatar's main conference and exhibition venues include the Qatar National Convention Centre (QNCC), featuring a multi-purpose 4,000-seat conference hall, 2,300-seat theatre, and 3 auditoria, as well as 40,000 sqm of column-free exhibition space over 9 halls, and the more recently opened Doha Exhibition and Conference Center (DECC), covering an area of 90,000 sqm which boasts five vast, pillar-free halls, capable of seating over 34,000 visitors at one time, right in the center of Doha's commercial district.

More information

www.visitqatar.qa/businessevents



Guadalajara

Anchored in Tradition, Plunged in Innovation

When planning your next conference in the Americas, the Mexican capital rises as an obvious choice as it connects the north with the south, both geographically and culturally. What will surprise you though is the country's second-largest city, Guadalajara - capital of the Jalisco state, rooted in the west of Mexico. A green city that manages to carry many of the important elements globally identified with Mexican tradition, like the *mariachi* music, tequila and the *charros* (the region's cowboys), and yet keep up with modern advancements now bearing the nickname of the Silicon Valley of Mexico.

Words Vicky Koffa



INDUSTRIAL DIVERSITY

Guadalajara represents the largest economy of the western part of the country thanks to its all-year-round mild weather, its natural setting - surrounded by mountains and forests, sitting about 1,500 metres in elevation - and its strategic location. 51 industrial parks in the state of Jalisco alone ensure progress and stability for the economy. Traditional

industries like textile, footwear, petrochemistry, paper, tequila, furniture, sugar, food, fur, forestry and mining blend with electronics and apparel industry to form a leading business district with a productive economy worth of local and foreign investment.

In fact, Guadalajara is the main producer of software, electronic and digital components

in Mexico. Telecom and computer equipment from the city accounts for about a quarter of Mexico's electronics exports. International companies such as General Electric, IBM, Intel Corporation, Hewlett-Packard, Siemens, Flextronics, Solectron, SCI Systems and Oracle among others, have manufacturing installations, research centres and satellite offices in the wider

metro area. These companies are manned with highly trained young Mexican talent constantly flowing in the city.

CHANGE THROUGH EDUCATION

Technology institutes, educational centres and 12 technical and engineering universities with national and worldwide prestige spread across the city to offer this qualified, specialised human capital. More precisely, it is home to the Universidad de Guadalajara (UDG), Universidad Panamericana, the Western Institute of Technology and Higher Education (ITESO), Monterrey Institute of Technology and Higher Education, and the Universidad Autónoma de Guadalajara (UAG), among others.

As a result, the city's average age drops to 25 years and the focus turns to a more advanced and creative economy. Clearly Guadalajara

of film, television, videogames, CGI, interactive media and mobile apps, among many others, with the goal to strengthen Mexico's position in the creative industry sector. Innovation, culture, talent and the use of new technology join forces in a twenty-year project which will improve the life of the local community and the environment.

FOCUSED CONVENTION BUREAU

Not abandoning its deeply-rooted culture, history and religion, but, instead, reinforcing it with a more elevated quality of life is what makes this city attractive for the meetings industry. Gustavo Staufert, General Director of the Guadalajara Visitors and Conventions Bureau (OFVC), pronounces Guadalajara's uniqueness: *"The collision of tradition, meaning ancient Mexico; and modernity, meaning being the IT capital of Latin America. I'll explain myself, you can go in one hour from a beautiful Mexican hacienda, to the Tequila land, and then visit the state-of-the-art building of Intel and end your day at the Opera House of Plácido Domingo at the Performing Arts Complex."*

In actual fact, the OFVC, receiving strong government support, is a compelling contributor to the city's evolution; the strategy behind the work of the bureau, in collaboration with the relevant national associations, is not random, but targeted to those conferences that will do just that. Associations are sure to be put in touch with the right local stakeholders and enjoy first-hand the Mexican hospitality both when in search of venue or industry members, academics or government officers. Mr Staufert confirms that *"Guadalajara is the Latin America cornerstone for IT, culture, agroindustries and trade. Therefore, we are in pursuit of these type of associations. Furthermore, Jalisco as a state is building new public policies that may enhance the well-being of citizens and humanity, thus we are also seeking for the social and environmental conferences and conventions."*

FACILITIES FOR UNIQUE CONGRESSES

Some of the most influential conferences, like the 2016 World Ophthalmology

Congress (WOC) or the 48th Union World Conference on Lung health in 2017 among others, took place in the city's biggest venue, EXPO Guadalajara. It has wide accesses that allow the traffic of up to 60,000 people daily and its extensive ballroom offers the biggest column-free space in Mexico with 10,000 people capacity. Centrally located, 3,300 hotel rooms at walking distance from the venue and cutting-edge indoor and outdoor facilities make for an educated choice for a major conference.

What is more, the city is full of other cultural venues able to hold leading congresses. The Palacio de la Cultura y los Congresos (PALCCO) and the newly-built Performing Arts Centre (CAE) combine culture, functionality, technology and architecture, whereas the Cabañas Cultural Institute, a UNESCO World Heritage Site, and the MUSA University of Guadalajara connect Mexican history with the future.

Fast Facts

- International Airport Miguel Hidalgo y Costilla: 65 destinations, 1 direct flight to Europe coming soon, 35 minutes to EXPO Guadalajara
- Hotels: over 25,000 of all ranges
- EXPO Guadalajara: 50,000 pax, 57 spaces
- PALCCO: 8,000 pax, 14 spaces
- Performing Arts Centre: 1,800 pax, 6 spaces
- Cabañas Cultural Institute: 3,700 pax, 5 spaces
- MUSA: 392 pax, 2 spaces

is undergoing social, environmental and economic transformation through education towards a more modern era. Ecosystems like the Creative Digital City (CCD) bear testimony to that. An old urban space in the centre of the city is being restored in order to bring together creative industries such as studios involved in the production

What Guadalajara Visitors and Conventions Bureau (OFVC) can do for you

The OFVC is a non-profit association dedicated to the promotion of the city, offering advice to associations and event organisers. The Bureau is a one-stop shop, providing a wide range of services, from the connection to specialised suppliers and the organisation of familiarisation trips to logistics support and event design and promotion. OFVC can also provide access to local authorities and social welfare institutions.

The International 'Mexicanness' of Guadalajara

An Interview with Gustavo Staufert

Urban growth and economic transformation mainly through education and modern industry is the message that comes across for any international association choosing to meet in Guadalajara. Gustavo Staufert, General Director of the Guadalajara Visitors and Conventions Bureau (OFVC), shares with Boardroom the city's unexpected rich offer and his vision of what legacy conferences can leave in his home town.

The city is portrayed as “*traditionally modern*”. Can you elaborate?

Guadalajara is a mixed-blood between the new and the ancient. Our city is considered one of the 17 creative digital cities in the world, but at the same time it is full of history and heritage. I can describe it with the term 'Mexicanness'. We are the Silicon Valley for Latin America,

with companies like Intel, Sanmina, Jabil, Flex, Continental Electronics, Siemens and events like Talent Land – a large fair for IT that develops and grows new talent at a huge IT training Camp, but at the same time we are the home of traditional icons such as tequila, mariachi, charros.

You can think of Guadalajara as the oval countryside of our nation; that's part of this half-blood paradox which sets us apart globally but which helps us keep our true Mexican profile. Examples of individuals from our city who carry this 'Mexicanness' include Isaac Hernández, named Best Ballet Dancer in the World, or the prestigious filmmaker and Oscar Winner Guillermo del Toro, the professional golfer Lorena Ochoa and the famous footballer “El Chicharito” Hernández. All of them were born, lived and educated in Guadalajara.

But, of course, it's not just about individuals; we host many large business events in the city including the second largest book fair in the world, The International Book Fair (Feria Internacional de Libro FIL) which takes place here annually, gathering politicians and celebrities.

How can associations benefit from bringing their conference to the city?

We are not only the second largest city in the country, but quite relevant for the meetings industry. Last year alone we hosted nearly 50,000 meetings, conventions or fairs. The reason is that we have the infrastructure: one of the largest convention centres in Latin America, 25,000 hotel rooms catering to all budgets (with global brands such as Hilton, Hyatt, Intercontinental, and Westin) and several venues for social events including the World Heritage Hospicio Cabañas or the 200-year-old Degollado theatre and the brand-new Performing Arts Centre (soon set to be the host of the International Society of Performing Arts).

One of the reasons that Guadalajara is successful is that it has frequent air connections to the USA, with 30 daily flights, and more than 40 others to different destinations. Another reason is that we have more than 100 universities within our metropolitan area. And we have the finest industry suppliers. Every year they build the two very important fairs, that I mentioned before, as well as many other events.

Guadalajara has evolved into the Silicon Valley of Mexico. How do you plan on



MAN THE CREATOR AND REBEL. JOSÉ CLEMENTE OROZCO. MUSEUM OF THE ARTS IN GUADALAJARA



GUSTAVO STAUFFERT

capitalising this in order to attract relevant international conferences?

We do focus on the IT sector, among others. We are currently bidding, for instance, for the World Robot Olympiad with Lego – in fact, we are amongst the finalists – and also with Infomatrix, the other global robotics conference, as well as ISEA the International Symposium of Electronic Art. Our chances are enhanced by our ambassadors, starting with people like Manuel Navarro, who offer precious added value to IT and academic talent.

The health care sector is quite important for you, with a special focus on prevention rather than treatment. Are you trying to attract conferences in that field?

We are currently looking at several health events, beginning with the Public Health Congress. We have the academic strength at our Civil Hospital, a real non-governmental welfare hospital open to everyone in which the most important decision-makers work, research and develop. That institution impressed not only the Public Health Director worldwide but also the Tuberculosis Congress which was held here two years ago.

Both science professionals and the government are involved in developing new strategies for health care. Our most important ambassadors currently are Dr. Héctor Raúl Pérez Gómez, the Civil Hospitals' Director (HCG), and our Minister of Health Dr. Fernando Petersen Aranguren. And of course, Dr. Jorge Oampo-Candiani who understood that the city was the right fit to bid for the World Congress of Dermatology.

Guadalajara is an up-and-coming destination in the international scene. What are some of the challenges you face when bidding for major conferences?

Our biggest current challenge is direct connectivity with Europe. We are currently negotiating with Aeromexico and Iberia, considering at least four destinations which would be operational as of 2020.

We are sometimes asked about safety. I think the presence of so many IT companies and fairs gives a hint of how secure our metropolitan area may be. Nevertheless, any city of 5 million is bound to have its weaknesses, but drug related problems do not occur within the limits of the city. I realise it is a concern some travellers have, but we have never had any problems with our tourists and we make sure these

statistics remain the same by cooperating with the authorities.

How do you foresee the future of business events in Guadalajara? What sort of legacy do you expect them to leave regarding the city's growth and development?

There are three different kinds of legacy that are interesting for our city. The first one has to do with public policy in our metropolitan area: we want the big topics of society to be discussed in Guadalajara through the congresses we bring and become a greater city after taking in the knowledge the world leaders can share.

Political science, geophysics, library and information, mobility, urban parks, higher education are some of the topics we are also interested in discussing. Last but not least, we are in pursuit of medical research achievements that can have a positive impact on the life of our local communities. Of course, we also want to consolidate the reputation of Guadalajara as the main Hispanic port of digital technologies.

Contact
ligia.gonzalez@gdlmidestino.com

Building Hamburg's Medical Profile

Take a refurbished and renovated convention centre, CCH – Congress Center Hamburg, due to reopen in 2020, a city that is systematically building on its cluster industries, some amazing infrastructural features, as well as a long track record of hosting conferences in the medical field and you'll get a winning combination worth deep-dive into.

Words Rémi Dévé



THE NEW CCH - CONGRESS CENTER HAMBURG
WILL SET STANDARDS THROUGHOUT EUROPE

© PLANNING CONSORTIUM AGN. PHOTOGRAPHY WITH TIM HUPE ARCHITECTS, HAMBURG

In the past decade much of Hamburg, one of Germany's most prosperous cities, has revitalized and reinvented itself. New venues, hotels and office buildings rose from the ground and gentrified the former, often quite bleak, riverside warehouse districts – HafenCity is considered to this day Europe's largest and most innovative urban redevelopment site. A stone's throw away lies the restored Speicherstadt area, designated a UNESCO World Heritage site, and the Swiss firm Herzog & de Meuron designed Elbphilharmonie, an awe-inspiring 12-story glass structure set on top of a former brick warehouse overlooking the Elbe River on the western tip of HafenCity – its inauguration made headline news, and rightly so.

MEDICAL HUB

As Hamburg Convention Bureau is busy profiling the city as a medical hub, so is the soon-to-reopen CCH – Congress Center Hamburg. “In Hamburg, there's definitely a whole-of-a-city approach to association congresses,” says Heike Mahmoud, COO of the new CCH. “We work closely with scientists, professors, and academia to help leverage the knowledge we have here. Our objective is to create a network of excellence, and position our beautiful destination as a science hub, and the best place for knowledge exchange and best practice sharing in the context of international conferences. The new CCH will be the ideal platform to do just that.”

With an internationally renowned system of doctors and hospitals as well as a nearly unmatched density of medical practices, Hamburg is among Europe's leading cities in the healthcare industry. More than 169,000 people and counting work in Hamburg's healthcare sector – actually no less than one out of seven employees working in the city! The metropolitan region includes a total of 79 hospitals, including many internationally-renowned specialists' clinics, among whom as many as 12,500 practitioners, dentists and psychotherapists. Over the past decade, the gross value added by Hamburg's healthcare sector has increased steadily by an average of more than 4 percent annually and now amounts to more than €9.6 billion.

Focusing on various health-related topics such as e-health, health and ageing, education and innovation as well as corporate health management, Hamburg's healthcare cluster is managed by Gesundheitswirtschaft Hamburg GmbH (GWHH), a subsidiary of the City of Hamburg and the Hamburg Chamber of Commerce. The aim is to position and strengthen Hamburg as a healthcare location that ensures good medical care, meets the requirements for qualified staff and leverages the opportunities created by digitization. To do so, the cluster initiates cross-sectoral and cross-industry activities and projects that are intended to increase the potential for growth, employment, system innovations and quality of care.

In this context, the Life Science Nord cluster also aims to develop an internationally leading life sciences network within the region and to harness the potential of integrating the areas of business, science and politics. This particular cluster mainly focuses on biotechnology, pharmaceuticals and medical technology.

CONGRESS WINS

It comes hardly as a surprise, then, that Hamburg is securing one medical congress after another, including the 2021 annual congress of the European Association of Neurosurgical Societies (EANS), which is due to attract around 3,000 specialists to the city. Prof. Dr Manfred Westphal, EANS Member and EANS2021 Congress President, from the University Hospital Hamburg-Eppendorf (UKE) explains: “It is a great success that we have been able to win the bid for the EANS congress with this second attempt. For the UKE, this congress is an opportunity to demonstrate the strong and extensive expertise we have here at the UKE.” Heike Mahmoud adds: “I'm positive that,

with the highly attractive new CCH – Congress Center Hamburg and its long tradition and vast experience, Hamburg will play an even more important role in the field of medical congresses in the future.”

Another major win is the 2021 Annual Meeting of the International Society for Stem Cell Research (ISSCR), the largest global gathering of stem cell scientists, which will bring about 4,000 researchers from around the world to the CCH as well. The successful bid was put together by the Life Science Nord (LSN) cluster, Fraunhofer IME ScreeningPort, the Hamburg Ministry for Science, Research and Equality (BWFG), the Hamburg Convention Bureau (HCB) and the CCH – Congress Center Hamburg, demonstrating all stakeholders always work hand in hand to put Hamburg even more strongly on the medical meetings map.

Fast Facts CCH – Congress Center Hamburg

- Total available exhibition space of 12,000 sqm
- Another 12,000 sqm of foyer space
- 12,000 seats in up to 50 halls and rooms
- Situated right in the city centre
- About 100 hotels of any category within walking distance
- Host to more than 15,000 events including over 130 global conventions so far

With a robust scientific programme featuring top scientists presenting and discussing the latest findings in stem cell research, the ISSCR annual meeting is – once again – testament to Hamburg's pronounced expertise in this area of medicine. “We look forward to bringing the meeting to Hamburg, a beautiful city in Germany, where there is a vibrant scientific community,” said ISSCR CEO Nancy Witty. “A number of research groups have collaborated in putting together a terrific venue to showcase the latest in stem cell research.”

Contact

Heike.Mahmoud@cch.de \ the-new-cch.com \
hamburg-messe.com

Brisbane's Power is in Its People

When it comes to attracting star players, Brisbane Convention & Exhibition Centre (BCEC) manages time and again to bring together some of its best. Back in 2010, it set up the Convention Advocates Partnership, gathering some of the city's top scientists, researchers, business leaders and innovators in an effort to drive Brisbane's growth, attract international conferences and put the destination on the global meetings map.

Words Rémi Dévé

Brisbane Convention & Exhibition Centre (BCEC)—named the “*World's Best Convention Centre 2016-2018*” by the esteemed International Association of Convention Centres (AIPC) APEX Award—has paved the way for a flourishing knowledge economy propelled by a world-leading research and education community. The centre itself is located within Brisbane's ‘Knowledge Corridor,’ home to universities, hospitals and research centres. One major example of a key breakthrough for the medical community: Brisbane is the birthplace of the world's first cancer vaccine.

In 2010, BCEC developed a valuable strategic partnership with Brisbane's research and scientific communities with the launch of its successful Convention Advocates Partnership. The members are an elite group of influencers, including some of Australia's top scientists, researchers and academics. This collaboration is critical for attracting international scientific conventions to Brisbane and BCEC. Case in point: A total of 101 conferences have generated AU\$138M for the city and Queensland since its inception.

Advocates come from a wide range of backgrounds and cover virtually every field of expertise Brisbane has become known for. Professor Frank Gannon, Director and CEO of QIMR Berghofer Medical Research Institute, has worked on the regulation of gene expression by the oestrogen receptor, which plays a major role in breast and endometrial cancer. Together with Professor Rajiv Khanna AO, a senior scientist at QIMR,

he assisted in the development of new inaugural meetings like Immunotherapy@Brisbane, which has returned every two years to BCEC since its inception in 2015.

INTELLECTUALLY BASED INDUSTRIES

BCEC Fast Facts

- 3 stand-alone tiered auditoria
- Space for up to five simultaneous conventions
- 44 meeting rooms hosting events of all sizes, from 8 to 8,000 people
- 20,000 sqm of dedicated exhibition space
- Host venue for the 2014 G20 Leaders' Summit
- BCEC on Grey Street: Australia's only dedicated boutique meeting hub
- Earth Check Gold Certification for global sustainability leadership

“Brisbane's major industries revolve around intellect,” Gannon says. “The universities, the institutes, the translation of that into the hospitals and the pharm world form a good base for people who come here to attend a conference. It's the concentration and the diversity of knowledge that make Brisbane stand out. Any group that is looking for strong local engagement will benefit from it. As far as BCEC is concerned, they're doing a tremendous job connecting the dots and making sure that we, as Advocates, are aware of opportunities that would drive Brisbane forward by hosting high-profile conferences.”

Echoing his sentiments, Khanna adds that “the link between convention centres and research and development – as well as the ultimate effect on mankind – is not yet fully understood. What the BCEC does focuses more on the big picture. I strongly believe that the role this centre plays is integral to science, Brisbane and, ultimately, the community.”

Since Advocates all hold senior positions in their professions, they have significant influence when it comes to decisions on conference locales. BCEC, meanwhile, provides strong support

and meets with the scientific team involved in conferences to offer suggestions on how to best promote Brisbane. *“The diverse background of the Advocates ensures that Brisbane often has a voice in discussions around the world on where to hold important conferences,”* says Professor Glenn King, who works on translating venom-derived peptides into human drugs and bioinsecticides.

To break it down simply, Advocates promote Brisbane’s strengths as a conference destination. Professor Michael Good AO, an internationally renowned immunity expert who has dedicated his life to developing a malaria vaccine capable of protecting the 4 billion people in 90 countries at risk, champions the city saying: *“Brisbane is a modern and vibrant city with a friendly and warm welcome for delegates. The river is the heart and soul of the city with outdoor and entertainment events happening alongside popular riverside restaurant precincts. The hotel and accommodation choices are excellent and range from budget to 6-star. Brisbane is on the doorstep of many wonderful tourist destinations: Moreton Bay with Moreton and Stradbroke Islands, surfing beaches of Gold and Sunshine Coasts, ancient rainforests and national parks. The universities and research institutes in Brisbane are also of high international standards.”*

Actually, Brisbane is currently undergoing an outstanding infrastructure boom, probably the biggest in history. In addition to a raft of new venues and hotels, a second runway for Brisbane airport, due for completion 2020, will provide the city with the same level of capacity as Singapore and Hong Kong with more direct international flights, while new inner-city state-of-the-art transport networks will allow delegates and visitors to move around quickly and efficiently.

QUEEN OF DRONES

BCEC has taken activities to the next level by promoting the creation of inaugural conferences that showcase Brisbane’s world-leading expertise. The World of Drones Congress, first held in August 2017 for example, was the first significant global drone conference to focus on all parts of the drone economy and the future of the industry.

“Creating a brand-new congress from scratch was nerve racking but ultimately very rewarding,” says Dr Catherine Ball who is often referred to as the ‘Queen of Drones’ *“We identified a niche in the market, the timing was right and the strong support and assistance of BCEC meant we were able to be ‘incubated’ by them.”* The congress returns to Brisbane and BCEC for the third time in 2019.

Those who have partnered with BCEC acknowledge that conferences are a really clever way to help promote Brisbane on the international stage, so the city is known as more than just the gateway to the Great Barrier Reef. Ball sums up the metropolitan city perfectly, saying, *“Brisbane is growing to be a major launch pad for Australian and global companies that trade with Asia, especially for startups and emerging technologies.”*

Contact

alisong@bcec.com.au \ www.bcec.com.au



Space Congress Leaves Ultimate Legacy in Adelaide

In 2017, the 68th International Astronautical Congress staging became Adelaide and South Australia's largest ever business event. Now the Premier of South Australia, in a joint announcement with the Australian Prime Minister, has unveiled Adelaide as the home of Australia's new AU\$41 million Space Agency. Is this the largest-ever legacy of any Australian – and actually worldwide – conference?

Words Rémi Dève



Held at the newly expanded Adelaide Convention Centre, the 2017 International Astronautical Congress (IAC) with 4,500 delegates is, to date, the largest business event ever held in the South Australian capital. From the outset of the decade-long process in bidding for the conference, the goal of the local IAC committee members from the Space Industry Association of Australia was to utilise the event to ignite discussion and enthusiasm at a federal government level with the aim of creating an Australian Space Agency. Their goal was realised on 25 September 2017 at the opening ceremony of the five-day event with the announcement that the Government would indeed open a National Space Agency.

The Congress was immediately followed by a fierce bidding process by most Australian states to house the agency's permanent headquarters. At the end of last year, it was finally decided that Adelaide was best placed to be the home of Australia's new A\$41m Space Agency. After all, IAC 2017 provided the South Australian government an opportunity – and the ideal framework – to get ahead to put together a strong proposal.

According to Michael Davis, former Chair of the Space Industry Association of Australia (SIAA), there's no question that the International Astronautical Congress provided the catalyst for the discussion and subsequent establishment of an Australian Space Agency. "In the six months leading up to the Congress, and with growing interest from the media and Commonwealth Government alike, we at the SIAA seized the opportunity to launch a White Paper – 'Advancing Australia in Space' which prompted serious discussion at the government level, ultimately leading to plans for an Australian Space Agency being announced at the event. It is safe to say that, had there been no congress, this decision would have been very unlikely," he said.

INNOVATION AS A KEY FOCUS

The Australian Space Agency will be housed, along with similarly aligned businesses, innovators and organisations, in the old Royal Adelaide Hospital site (now known as the Lot

Fourteen Innovation Hub) in the eastern end of Adelaide's CBD – just walking distance or a free tram ride from the Adelaide Convention Centre and BioMed City, one of the largest health and life sciences precincts in the Southern Hemisphere and home to the new hospital. The Convention Centre and BioMed City are both located the West End of the city.

Set to open mid this year, the Agency will employ 20 people and will regulate, licence and assess space-related activities conducted by private industry. Including a multi-million dollar Mission Control Centre, it will give Australia a new seat at the table in the regulation of space under international law. The Federal Government also hopes that the agency will help coordinate Australia's space industry to create 20,000 new jobs and triple its current A\$4bn worth to A\$12bn by 2030.

"The legacy for South Australia as a result of hosting the IAC in Adelaide continues to re-iterate the importance of a destination hosting business events," says Damien Kitto, CEO of Adelaide Convention Bureau. "The announcement that the Australian Space Agency will be housed in Adelaide within an easily accessible CBD hub, 'Lot Fourteen' has seen a distinct increase in interest from similar private enterprises and industries to be part of this ecosystem. Innovation is a key focus for us as Adelaide's reputation continues to grow across the globe. We expect Lot Fourteen will become a desirable destination to visit and meet with local experts for future business event delegates."

Simon Burgess, General Manager of the Adelaide Convention Centre, concludes: "The new Australian Space Agency is a tangible legacy for Adelaide. The local host wanted to promote discussion on establishing a national space agency; this announcement took place at the Congress' opening ceremony; and, in December 2018, Adelaide was chosen as the home of the Agency. This shows how a conference is able to provide the platform for meaningful discussion and ultimately change."

Contact

simon.burgess@avmc.com.au
www.adelaidecc.com.au

Additional Legacies of IAC 2017

▸ Education

Implementation of a Southern Hemisphere Space Studies Program, which includes a study for the development of courses in the field of space entrepreneurship, as well as for the creation of an institute in Adelaide serving as a sustainable base for activities in the space sector

▸ Investment

Adelaide SPACE startup Fleet to partner with French space agency CNES to track and support Fleet's first nanosatellites

Italian company SITAEL to work with South Australia-based startup Inovar to set up a company dedicated to the development and integration of nano-micro and mini-satellite based innovative satellites and space mission concepts

Letters of intent signed between the South Australian Government and Germany respectively, with the German Aerospace Centre and the State of the City of Bremen

▸ Skilled migration

Pamela Melroy, a former Space Shuttle commander, migrated to Adelaide to work with Nova Systems for 12 months. In February this year, she joined fast-growing SA satellite company Myriota, which is also housed in Adelaide's new Lot Fourteen innovation neighbourhood

Darwin

Driving Australia's Medical Discussion



DARWIN CONVENTION CENTRE

The Northern Territory is quintessential Australia: heritage-listed wetlands, wildlife parks, rock domes dating back 500 million years, and the home of national icon Uluru, after all. And while the region is rich in natural resources, it's also a pioneer in agribusiness, international education and remote-area health services. After a day of productive meetings, you'll be in the perfect spot to watch the captivating sunset over the sea right from the capital Darwin, the gateway to Northern Australia.

Words Lane Nieset

"Darwin is a place that takes delegates away from the distractions of big cities, allowing them the space to think and the time to focus and become immersed in their conference, which leads to meaningful connections, knowledge sharing and ultimately strong business outcomes," says Darwin Convention Centre Director of Business Development, Sandra Lady.

Being Australia's most northern capital city, Darwin is an easy market for both Australia and Asia, with flight times clocking in at around four hours. Darwin International Airport offers flights to all Australian major cities, as well as Singapore, China and Indonesia. The scenic Great Southern Rail train, the Ghan, also runs regularly between Darwin and Adelaide, stopping in some of the most stunning spots in the Outback along the way.

"The Top End of Australia is becoming a popular place for people to want to visit," Lady says. *"We have world-class facilities in the city of Darwin and are surrounded by breathtaking national parks. For these reasons, we are seeing event organisers achieve record numbers of delegates coming to Darwin for business events."*

The Centre, which celebrated its 10th anniversary last year, hosts hundreds of events annually – with an increasing number of major national and international conferences. Over the past decade, these events have helped generate more than AU\$350 million in delegate spend, with a record number of 9,000 delegates arriving from July to November in 2017. *"The importance of creating a space for clients to meet and achieve their objectives is significant,"* Lady says. *"We are looking forward to continuing to work with event organisers from a variety of industry sectors to assist them in achieving their conference objectives and encourage more delegates to visit one of the most unique places in Australia."*

MEDICAL BREAKTHROUGHS

Darwin has particularly excelled in the sector of tropical health, responding to the growing health research needs of nearby tropical regions – which comprise 40 percent of the world's population. As Australia's leading medical research institution, Menzies School

of Health Research has conducted research on malaria in over 20 countries across the Asia-Pacific region, saving thousands of lives in the process. The research facility is also home to RHDAustralia, the Australian government's national coordination unit that helps prevent and reduce acute rheumatic fever and rheumatic heart disease in Australia.

The National Critical Care and Trauma Response Centre (NCCTRC) is strategically positioned in Darwin to ensure Australia has the best readily deployable medical workforce to rapidly respond to sudden health

Low-Down on Darwin

- Darwin International Airport sits 15 minutes from the city centre
- Located a four-hour flight away from major cities in Australia and Singapore
- Darwin Convention Centre has a 1,200 seat auditorium and 4,000 sqm of column-free halls
- Over 4,000 hotel rooms, two-thirds of which are located near Darwin Convention Centre

emergencies both across Australia, and throughout Asia. Darwin's NCCTRC has a renowned international reputation for excellence in health training and is a key element of the Australian Government's disaster and emergency medical response to incidents of national and international significance. The NCCTRC also provides clinical and academic leadership in trauma and critical care.

Darwin's cutting-edge research and top-notch facilities are drawing the attention of international congresses like the World Federation of Neuroscience Nurses (WFNN), which recently announced it will host the

13th annual congress at the Darwin Convention Centre in July 2021. Playing on a theme of *"Create – Imagine – Inspire – Discover,"* the congress will *"provide a platform for an open dialogue about best practice that will challenge thinking to contribute to better care worldwide,"* says Vicki Evans, WFNN Vice President and Scientific Chair.

DESTINATION CITY

Last October, the Australian College of Remote and Rural Medicine and the Rural Doctors Association of Australia chose Darwin as the destination for the Rural Medicine Australia (RMA) Conference, the main national event for rural and remote doctors in Australia and abroad. *"Darwin was one of those places we weren't sure if everyone was going to make the trip,"* explained Michelle Cuzens, the event coordinator. *"Many of our delegates told us they'd never been to Darwin, and in our post-event survey, it was a massive stand-out that Darwin is a 'destination city' – it turned out to be a must-visit, and for our delegates."*

RMA usually aims for an attendance of 500, but the four-day event was one of the largest yet, drawing a final count of 775 attendees with themes revolving around indigenous health, women in health, tropical medicine and innovation in remote settings – sectors Darwin specializes in. In big cities, it's easy to lose delegates who head off to restaurants or are stuck on other sides of town, but having hotels within walking distance of the venue – and exclusive use of the Centre – helped delegates feel at home, with many exclaiming it was the best RMA yet. *"Darwin is a capital city, but it's smaller compared to other Australian cities, which made it special; the culture there is different and the pace is relaxed,"* Cuzens says. *"We recognised that immediately and tried to embrace it by bringing the NT into RMA and not just the RMA Conference into the NT."*

Contact

sales@darwinconvention.com.au \
www.darwinconventioncentre.com.au

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

Canada A Nation Topping the Life Sciences Chart

Canada is home to the world's second-highest number of bio-tech companies, where residents include leaders in life sciences like Pfizer and Johnson & Johnson. Canadian researchers were the first to create the pacemaker and discover stem cells used in lifesaving therapies. Now, the nation is pioneering future-forward research in the world of digital technology and robotics, with life-changing advancements in patient care that are not only making Canada a hotspot for research, but also a thriving meeting place for the medical field.

WORDS LANE NIESET



One of Canada's top priority economic sectors, Life Sciences draws more than \$918 million in active R&D and \$15.5 billion in annual pharma revenue. The Québec-Ontario corridor – North America's second largest for life sciences – boasts more than 1,100 companies and nearly 500 undergraduate and graduate programs in biological and biomedicine sciences. Québec is fourth on the continent in terms of number of biotechnology firms, and life sciences count for a whopping \$1.3 billion in annual revenue for the capital, Québec City.

"Québec City has truly made its mark in the world's life sciences industry thanks to several key factors," explains Carl Viel, President and CEO of development agency Québec International. *"For one, the city is focused on health research. Université Laval is one of the top 10 research universities in Canada thanks to the burgeoning number of research chairs, partner chairs, research centres and institutes."*

Canada's expertise also extends to the Montréal InVivo life sciences and health technologies cluster – first in the country in terms of total university research funding and research centres – home to 11 post-secondary institutions and 620 organizations. *"By showcasing our industry expertise, we provide meeting planners and decision makers with important context to make their case for meeting in Canada, and fresh content to augment their agenda that is only available here,"* explains Virginie De Visscher, director of Business Development Economic Sectors for Business Events Canada. *"When you couple that with the unique conference locations and experiences Canada is known for, it's a win for everyone."*

PHARMA POWERHOUSE

In the 1920s, Frederick Banting and Charles Best contributed a significant development to diabetes treatment, creating a method to extract insulin from a donor pancreas. Canada has continued to build on this kind of cutting-edge research, securing its place as the tenth-largest market for pharmaceutical sales. It's also the lowest-cost G7 country in biotechnology, product testing and clinical trials industries, where global leaders like Gilead and Novartis are just two of the many running clinical trials and manufacturing new drugs in Canada.

Toronto sits in the centre of the Québec-Ontario Life Sciences Corridor, North America's second-largest life sciences cluster, and features 16 of the world's top 25 medical device companies, as well as Johnson & Johnson's JLABS incubator – the largest of its kind. In fact, over half of the country's pharmaceutical companies (including Bayer and Baxter) are located in Toronto, home to the Discovery District – the country's largest concentration of hospitals, research institutes, business incubators and business support services. Here, you'll find a network of 22,000 medical-related professionals, as well as more than 30 medical and research centres, including the Princess Margaret Cancer Centre's Lung Site Group, one of the most comprehensive programs in Canada in terms of treating lung cancer.



KEEOGO AND DERMOSKELETON TECHNOLOGY
FROM B-TEMIA (QUÉBEC CITY)

Keeogo is a Dermoskeleton that helps people with mobility challenges. It allows them to walk without falling, to climb stairs, to pick up and carry objects and to stand with more ease for longer.

One of the major success stories in the city is the development of the XVIVO Lung Perfusion System by researchers at Toronto General Hospital's Lung Transplant Program, which tests donor lungs before transplant. In September, Toronto added another achievement to its increasingly growing list: host of the 19th International Association for the Study of Lung Cancer's (IASLC) 2018 World Conference on Lung Cancer – the largest of its kind – which brought together 7,500 attendees from over 100 countries to discuss the latest developments in thoracic malignancy research.

HEALTH HEADQUARTERS

For the past 50 years, Alberta has been a leader in heart care in Canada, with the first cardiac surgery recorded in Edmonton in 1948, followed by Canada's first open heart surgery less than a decade later in 1956. Capital city Edmonton—home to 60 percent of all Alberta Life Sciences businesses – serves as the headquarters for Alberta Health Services (AHS), the country's largest health system (and largest contributor to Alberta's GDP), which offers services to more than 4 million people.

The University of Alberta boasts the most isolated cardiothoracic transplant program in the world, responsible for all of Alberta's lung transplants, and its Centre for Prions and Protein Folding Diseases stands out in sectors like health of humans and animals. Other claims to fame: the world's first oral anti-viral treatment for Hepatitis B, the discovery of the Nodal protein (an identifier in treating ovarian cancer), and robotic-assisted beating heart surgery. These strengths have helped the city win the bid to host the Canadian Cardiovascular Congress in October 2020, which will draw 3,200 delegates and offer an economic impact upwards of \$3 million.

CITY OF NEUROSCIENCE

Montréal's universities have transformed the city into an innovation hotbed, ranking sixth on a list of 20 largest cities in North America for life sciences and health technologies employment. The "city of neuroscience" boasts 10,000 annual graduates and 300 research organisations – earning it the title of North America's third-largest research hub after Boston and San Francisco and first in Canada for R&D investments and research centres.

Neuroscience is one area that's considered a local expertise, fuelled by the city's 240 neuroscience professionals and the leading brain research centre, the Montreal Neurological Institute and Hospital (nicknamed the Neuro) at McGill. In February, the Neuro received Canada's first 7T MRI scanner, allowing students to scale in on the human nervous system to tenths of a millimetre. The Neuro has also become the first in Canada to create a comprehensive research program for autism, in addition to developing ground breaking, non-invasive methods to detect Alzheimer's Disease. Next on the horizon: Montréal will host significant neuroscience meetings like the Canadian Neurological Sciences Federation's 2019 annual congress and the International Society for Neurochemistry's 27th ISN Congress for International Society for Neurochemistry.

MARINE MEDICINE

"With access to some of the world's best researchers, universities and government labs, such as Dalhousie and the Brain Repair Centre, Halifax continues to make significant investment in R&D, specifically in the areas of neuroscience, marine biotech, biochemistry and biomedical engineering. This – and our reputation for being exceptional hosts of major conferences – makes Halifax an ideal location to bring a conference focused on life sciences," explains Jeff Nearing, VP of Sales for Discover Halifax.

Halifax serves as the regional hub for Nova Scotia's health and life sciences sector, anchored by institutions like the Brain Repair Centre, known for cutting-edge treatment technologies for neurodegenerative disorders. Halifax counts the highest number of neuroscientists per capita in Canada and is a pioneer in the realm of marine-derived nutraceuticals. Case in point: Nova Scotia is seen as a leader in Omega-3 fatty acid supplements, claiming the world's largest manufacturer of concentrated fish oil, DSM Nutritional Products. In addition, Halifax is home to Acadian Seaplants, the world's largest manufacturer of seaweed-based products, which exports to over 80 countries.

VACCINE SUCCESS IN SASKATOON

When it comes to biotech centres, the Prairie city of Saskatoon is among the world's best, drawing over 30 percent of Canada's research spending in this sector. And one of its life sciences research clusters, the University of Saskatchewan, is paving the way in the field of human and animal health: it is home to Canada's only synchrotron, which harnesses powerful imaging and analytical techniques to solve health, environment and materials science challenges, and ranks #1 in Canada for water resources research, according to the AWRU World Ranking.

According to Brad Peters, Director of International Sales at Tourism Saskatoon: *"The University of Saskatchewan has grown a worldwide reputation as a Canadian University with one of the broadest disciplines, particularly in the life sciences – all on one beautiful and central campus, with cutting-edge programs and research in areas such as medicine, veterinary medicine, agriculture, kinesiology, nursing, biology and toxicology. In Saskatoon, you can exchange ideas with leading researchers in these fields."*

The Vaccine and Infectious Disease Organization - International Vaccine Centre has commercialized eight animal vaccines—six of which were world-firsts – including the vaccine for the Porcine Epidemic Diarrhea virus, which killed over 8 million piglets in North America. The One Health Initiative, one of the six signature areas of research at the

university, is another great example of the collaborative work underway to "obtain optimal health for people, domestic animals, wildlife, plants, and our environment," according to the One Health Commission.

Vikram Misra, a University of Saskatchewan professor of microbiology at the Western College of Veterinary Medicine, points out that the University of Saskatchewan's One Health research approach to undergraduate, graduate, and faculty training and research programs was a key factor in the organizing committee's decision to host the 5th International One Health Congress in Saskatoon last June. Misra adds: *"Such health problems are complex, and we need expertise from all disciplines to understand and collaboratively solve them. Our congress brought together one thousand scientists, health care professionals, educators, and members of the community, as well as people responsible for making government policy, to share their points of view and better understand each other's priorities and needs."*

Canada by the Numbers

- 7th largest in the world for imaging & medical devices
- 10th largest market for pharmaceutical sales
- Québec City's Infectious Disease Research Centre (IDRC) is 1st in Canada and 5th in the world
- Toronto is a global leader with more than 1,400 clinical trials and \$1B+ in research and development
- Montreal is North America's third-largest research hub
- Québec holds pharmaceutical and medical companies in the top 10 worldwide

CAPITAL OF CARDIOVASCULAR DISEASE RESEARCH

Ottawa is where Canada's first nerve transfer surgery was performed and has led five world-renowned clinical trials, including double-virus therapy for cancer. The capital is quickly developing a reputation as a hub in cardiovascular disease (CVD) research excellence, thriving with high-caliber scientists and clinicians studying cardiovascular disease at institutions like the University of Ottawa and Ottawa Hospital Research Institute.

"The nation's capital is a global leader in the life sciences sector, offering access to world-class hospitals, research centres and federal government departments directly responsible for health regulation, protection and promotion. Combined with the country's most intelligent meeting facility, Ottawa is the ideal meeting destination for organizations involved in health and life sciences," explains Nina Kressler, Shaw

Centre's president & CEO.

In 2022, the Shaw Centre will host the 75th Annual Canadian Cardiovascular Congress (CCC), the first time Ottawa-based organizations Canadian Cardiovascular Society (CCS) and the Heart and Stroke Foundation of Canada will co-host the annual congress in their hometown.

More information

Emma@axistravelmarketing.com | www.busesseventsCanada.ca

Ottawa Champions With a Story to Tell

When associations call, Ottawa answers. This close relationship did not evolve overnight; Canada's capital has made sure over the years to provide delegates with valuable experiences, not only through its urban amenities, but also through its excellence and expertise across a wide range of fields and sectors.

Words Vicky Koffa



International conferences reach new levels of long-lasting impact in Ottawa capitalising on the city's easy access to policy makers, diplomatic communities, media, industry experts, and innovators active in health and life sciences, cleantech, defence and security, telecommunications, gaming and ecommerce sectors. A total of 426 associations and organizations, including IEEE Ottawa, the Canadian Stroke Network and the Canadian Security Intelligence Service, entice professionals from around the world eager to exchange knowledge and create progressive business opportunities for their relevant industries.

THE 'THINKOTTAWA' INITIATIVE

Identifying the need for local champions and the importance of broadcasting its innovative achievements to the global scene, Ottawa Tourism has partnered up with the Shaw Centre - the city's main meetings venue - and Invest Ottawa - a non-profit organization that facilitates economic growth and job creation in the city of Ottawa. The result? A fresh and powerful initiative called 'ThinkOttawa' has just been launched aiming to bring more meetings to the city through local champions.

"ThinkOttawa partners with local subject matter experts to bring international meetings to Ottawa. Through the tri-partnership, the program provides a breadth of support services to local subject matter experts interested in hosting international meetings in our city. The goal of ThinkOttawa is to increase the number of international meetings held in Ottawa," explains Mikayla Palladino, Meetings Researcher for Ottawa Tourism.

ThinkOttawa gives a chance to researchers, academics, innovators and entrepreneurs to become ambassadors for their city and raise the profile of their industry. Through chairing a meeting, these local champions become the link between international and local thought leaders in their respective fields.

Faran Mirza, Program Manager for ThinkOttawa at the Shaw Centre, reveals the details of this support: *"Local ambassadors all have day jobs and often have to juggle the added responsibilities that come with hosting a meeting, which can be daunting at first. This is where ThinkOttawa can help. Our team provides expertise and tools to support ambassadors and help them build a successful conference bid. We offer complimentary services include accommodation and venue sourcing, marketing and promotional materials, government and community support, and in some cases even financial support through Ottawa Tourism."*

These accomplished Ottawans are meant to attract the right fit for international association conferences to Canada's capital. Faran specifies: *"Ottawa has the second largest concentration of science and engineering employment in North America. There are over 77,000 people employed in the ICT sector alone, so that is a big focus for the program. The Capital Region is also home to six universities and colleges with 1,200 faculty and more than 27,000*

students in STEM. Health Sciences is another big area of focus, with several major hospitals and research institutes present in the city."

MOTION IN PLACE

Putting this progressive initiative to the test, Carleton University, Queen's University and the Canadian Museum of History will promote Ottawa by playing host in 2020 to the Annual Meeting of The Society for Ethnomusicology. With an expected attendance of 800 delegates, field experts from around the world will experience first-hand the city's offerings both in culture and knowledge. Judith Klassen, co-chair of the Local Arrangements Committee for the conference, attests to Ottawa's expertise: *"Ottawa Tourism's knowledge of the city's conference scene is profound, as is their willingness to match this knowledge with the specific needs of an organization. This expertise, combined with the team's pro-active and practical approach to facilitating connections and identifying resources, were among the critical factors in reaching an agreement with SEM."*

More and more local institutions follow the same path, landing major conferences like the Annual Meeting of the International Society of Paediatric Oncology with 1,500 delegates in 2020 or the Convention of the International Association of Fire Fighters in 2022 with 3,000 delegates. Ottawa's leading role in the life sciences and safety sectors was passionately portrayed in both cases through the local champions and at the same time strongly supported by Ottawa Tourism.

A HARBOUR FOR THINKOTTAWA

On top of receiving the necessary connections to Ottawa's key stakeholders, meetings can qualify for financial support through funding programs designed to facilitate the organization of a major congress. In addition, the Shaw Centre can house many of these large-scale meetings under one roof. Overlooking the Rideau Canal - a UNESCO World Heritage Site - Parliament Hill and downtown Ottawa, the Centre features a sweeping glass façade encasing four floors of state-of-the-art meeting space, including the Canada Hall, which can accommodate up to 6,000 delegates. Named one of the top three convention centres in the world by AIPC in 2014, Shaw Centre completes the picture of a city ready to be considered for any type of conference.

Contact

mpalladino@ottawatourism.ca \ www.ottawatourism.ca

Taiwan

Greenly, Smartly Urban

As a forward-thinking country, Taiwan is emerging as one of Asia's leading innovators in urban planning and design, green architecture, public transportation and smart technology leveraging the Internet of Things. A meetings destination increasingly attracting the attention of international associations, Taiwan combines old and new attractions, like maybe no other location in the world. As urban renewal projects flourish all over the country, venues are turned into architectural icons, delighting planners and visitors alike.

Words Rémi Dévé

Cities worldwide are experiencing increasing pressure from an influx of people; coupled with rising population growth and demographic changes, the demands of trying to house, transport and supply residents with essential services is stretching their resources. Urbanization has certainly escalated some problems such as housing shortages, inequality, unemployment, and climate change, and governments all over the world are trying to tackle those challenges by gradually transforming cities into smart, livable places—revitalized areas where people want to live and work.

In Taiwan, the nation's ambition is to create and sustain smart, green destinations that attract talent. This clearly has required a mix of supportive government policies and well-planned infrastructure — which have been proving quite successful so far. The key ingredient here is to ensure the environment is built

for the future. In other words, social and environmental considerations should form the basis of urban renewal plans and help public authorities deliver lasting outcomes. In Taiwan, private and public sectors have come together to create broad economic and social benefits for the whole community.

ROLLING OUT SMART, GREEN PROJECTS

In this regard, there are many projects worth focusing on. For instance, Taiwan has the world's largest public broadband system and a high internet penetration rate of 80%, so the nation is well suited to support rising interest in the Internet of Things (IoT). Additionally, the iTaiwan free wi-fi internet service was introduced a few years ago, making it easy for international visitors to get online at over 5,100 participating public hotspots across the island. It comes hardly as a surprise that the Smart City Summit &

Expo takes place every year in Taipei, gathering the world's leading high-tech researchers, developers and academics who meet and discuss the future.

Talking about Taipei, the government has continuously updated its Intelligent Green Building Promotion Program, which is designed to enhance building energy efficiency, mitigate the Urban Heat Island effect, and develop green energy industries in the city. The epitome of that program is the iconic Taipei 101 skyscraper, which is shaped like a stack of eight Chinese takeout boxes placed on top of each other. Once the world's tallest building, it still ranks as one of the highest green buildings on the planet. Similarly, TaiNEX 2, which is Hall 2 of the Taipei Nangang Exhibition Center, was recently awarded the coveted Gold-Standard Green Exhibition Hall accolade, with a total floor area of 156,700 sqm and capacity of up to 32,000 people.



COURTESY OF NATIONAL
KAOHSIUNG CENTER FOR
THE ARTS (WEIWUYING)

NATIONAL KAOHSIUNG CENTER FOR THE ARTS

In terms of sustainability, Taiwan is a pioneer. This island, populated by more than 23 million, has achieved one of the highest recycling rates in the world, claiming 55 percent of trash collected from households and commerce, as well as 77 percent of industrial waste. According to Plastic Technology, an organization dedicated to improving plastics processing, in 2015 more than 1,600 recycling companies were in operation, bringing in some US\$2 billion in annual revenue.

It was also recently announced that the nation will impose a blanket ban on single-use plastic bags, straws, and cups—the latest push by Taiwan to cut waste and pollution after introducing a recycling program and charges for plastic bags. *"We aim to implement a blanket ban by 2030 to significantly reduce plastic waste that pollutes the ocean and also gets into the food chain to affect human health,"* said Lai

Ying-Yaun, a Taiwanese Environmental Protection Agency official in a recent statement.

In Taiwan, several venues have already begun embracing this forward-looking vision. Even as remnants from the past, some archaic places have learned how to rejuvenate themselves by combining traditional features with more modern characteristics. The first national theater located in southern Taiwan, the National Kaohsiung Center for the Arts, for instance, aims to bridge the past with the future, connecting local and global talents. Designed by Dutch architect Francine Houben, the Center, also called Weiwuying, covers 9.9 hectares and sits in the northeast corner of a vast lush park that was once a military training base.

The Hayashi Department Store, with its beautiful Art Deco decor, is also a good example of how Taiwan can look to the past and the future at the same time.

Originally completed and opened in December 1932, during Japanese rule, it was restored and reopened in 2014 after several decades of disuse. Its sweeping staircase, geometrical window openings, and lift with a dial floor indicator are close to the hearts of Taiwanese people and visitors alike.

These are just a few examples among many others. As associations start flocking to the island, they will enjoy some true urban rejuvenation experiences that will leave them with tangible memories for years to come.

More information
www.meettaiwan.com

Organized by Bureau of Foreign Trade, MOEA
Taiwan External Trade Development Council
Ad. by Bureau of Foreign Trade, MOEA



LAS VEGAS SANDS EXPO
SEPTEMBER 10-12, 2019

ENGAGE, DISCOVER, COLLABORATE, CELEBRATE— ASSOCIATION LEADERSHIP FORUM RETURNS

Get ready: Association Leadership Forum, created by ASAE, arrives sooner this year on **Monday, September 9**. During this exclusive afternoon of FREE education and networking, association leaders and senior management will examine today's high-level challenges, hear from top speakers and strategize together. Set off with the resources to thrive and drive your association forward.

Plus, association-focused sessions—open to all levels of association professionals—will take place throughout IMEX America, starting on Smart Monday. Swing by Association Evening too, and chat with your peers in a relaxed atmosphere.

Register your interest now!
imexamerica.com/whats-on/association-leadership-forum



Seoul

Where History & Modern Medicine Meet

If you glance at a map of the world, it seems like Korea's capital sits at the centre. Perhaps that's because the Northeast Asian business hub is home to the world's fourth-largest airport, with flight times as little as two hours from nearby hubs like Beijing. Straddling the line between tradition and modernity, Seoul is a sprawling city where you can walk through living museums (read: ancient palaces) as well as Korea's largest electronics market. It's no wonder groups are embracing the city's energy, helping Seoul rise the ranks as one of the top convention cities not only in Asia, but also in the world.

Words Lane Nieset



In 2018, Seoul hosted more than 50 international conferences with over 1,000 delegates—no surprise since the city ranked third in the world for three consecutive years in the UIA Rankings (2015-2017) and 10th in ICCA Rankings in 2016 and 2017. The main convention centre, Coex, stands four stories tall with 36,007 sqm of exhibition space and a floor area of 460,000 sqm divided between four specialized exhibition halls, plus a convention hall accommodating up to 7,000. Thanks to its state-of-the-art infrastructure and culture-business platform (featuring one of the largest underground malls in Asia, with over 165,000 sqm of shops and entertainment), Coex has appropriately been dubbed “a future-focused leader of the MICE industry,” hosting high-profile events like the G20 Seoul Summit in 2010 and the Seoul Nuclear Security Summit in 2012, which drew 10,000 attendees and leaders from 53 countries.

“Robust biomedical R&D, expertise, infrastructure, and cutting-edge technology make Seoul an appealing destination for medical congresses,” explains Kyungjae Lee, director of the Seoul Convention Bureau’s MICE Marketing Team. *“It’s truly the passion from Seoul’s local associations that energizes our bidding efforts. They’re motivated to not just participate but lead – and international association boards are noticing this.”*

BIOMEDICAL POWERHOUSE

Seoul’s status as a biomedical research powerhouse, home to some of the world’s top medical schools (*The Times Higher Education* list of top 500 medical schools ranked Sungkyunkwan University as 41st and Seoul National University as 49th), has helped the city attract a number of prestigious medical events. In addition to the annual three-day Transcatheter Cardiovascular Therapeutics Asia Pacific (TCTAP) summit, which brings 4,000 doctors from 50 countries, Coex has hosted the 2007 World Lung Cancer Congress, attended by 5,500

delegates; the 2011 World Congress on Dermatology, with 12,000 attendees; and the 2015 World Allergy Congress, attracting 4,000.

“Our city stands out as a destination for medical congresses with its cutting-edge medical procedures, abundant research, hospital infrastructure rich with data, and overall city infrastructure and services that allow for smoother information-sharing and event experiences,” says Professor Ja-Young (Jay) Kwon, Korean Society of Ultrasound

Stats on Seoul

- 55 dividable meeting rooms and 4 exhibition halls at the four-floor Coex Convention & Exhibition Center
- 47,621 sqm of convention space and 111 different meeting spaces hosting up to 20,000 people at the World Trade Center Coex MICE Cluster (plus 3 five-star hotels; 1,163 shops; 181 food and beverage options)
- 440 hotels (the majority of which are three- to five-star) offering over 58,000 rooms
- 84 airlines and over 180 cities connected to Incheon International Airport (located one hour from Seoul), awarded ‘World’s Best Airport Service’ for twelve consecutive years

in Obstetrics and Gynecology Chair of International Affairs. *“We have plenty of passionate medical professionals seeking new information – making it an ideal place to host congresses in this field.”*

FUTURE-FORWARD HEALTHCARE

A recent article in Gulf News stated that Korea is “emerging as a new leader on the global healthcare market.” In an international comparison of five-year cancer survival rates, Korea comes ahead of the

U.S., Canada and Japan, with a 70 per cent success rate for all cancer types. In Seoul, the municipality set up the Seoul Bio Hub in October 2017 to help build a world-renowned biotech cluster, offering early-stage biohealth startups the tools they need to evolve and enter global markets.

Ideally located in the northeastern neighbourhood of Hongneung, Seoul Bio Hub taps into the talent of the surrounding medical schools and 5,000-plus Ph.D.s working in the life sciences and biomedical business. In an article in *The Korea Herald*, Seoul Bio Hub General Director Woo Jung-hoon is quoted saying: *“We’re preparing curriculums with the medical schools in the area to give medical professionals a glimpse of Seoul Bio Hub and experience how medicine is evolving. It was sensational back when doctors began moving into the pharma industry. And now, we hope for something similar [with business innovation].”*

Next on the horizon: blockchain-based medical services and artificial intelligence-focused drug development, all part of the national strategy for the Fourth Industrial Revolution. Startups like XBLOCK SYSTEMS are already looking into using blockchain technology for medical proof application services by creating public key infrastructure certificates.

CASE STUDY

31ST WORLD CONGRESS ON ULTRASOUND IN OBSTETRICS AND GYNECOLOGY 2021

In October 2-5, 2021, Seoul will host the World Congress on Ultrasound in Obstetrics and Gynecology, organized by the International Society of Ultrasound in Obstetrics and Gynecology (ISUOG). *“Hosting the World Congress on Ultrasound in Obstetrics and Gynecology presents an opportunity to showcase Korea’s advanced developments in the ultrasound sector to a worldwide audience,”* explains Dr. Moon Young Kim M.D., president



BONGEUNSA TEMPLE OVERLOOKING COEX

of the Korean Society of Ultrasound in Obstetrics and Gynecology (KSUOG). *"More so, it is a step forward for KSUOG as it will promote active academic exchanges with overseas medical practitioners and academics, as well as strengthen the knowledge expertise in the domestic region."*

The group bidding process for the 2,000-person congress (1,500 of which are coming from outside Korea) started in the summer of 2017, with KSUOG partnering with the Seoul Convention Bureau, Korea MICE Bureau, Coex and The Plan Co., a local PCO. *"KSUOG made use of the Seoul Convention Bureau's bidding clinic – an intensive program based on over ten years of bidding know-how – that assisted us with fine-tuning our presentation slides and delivery,"* explains Professor Ja-Young (Jay) Kwon, KSUOG Chair of International Affairs. *"These services helped immensely with not only our bidding presentation last year at the London headquarters of ISUOG, next to Tokyo and Greater Noida's. I believe the unified effort from KSUOG's steering committee and society members, in addition to the wealth of support and sponsorship we received, led to our*

successful bid for the 31st World Congress on Ultrasound in Obstetrics and Gynecology in Seoul."

SEOUL MICE ALLIANCE

As a way to promote Seoul's meetings infrastructure to planners around the world, the city set up the Seoul MICE Alliance (SMA), a public-private partnership with more than 300 members across the meetings industry, each screened for quality and performance. Participating companies receive support for overseas exhibitions, roadshows and conferences, while event planners and organizers that work with SMA member companies reap benefits if they obtain public assistance in attracting holding and promoting events. SMA members include hotels, convention centres, unique venues and shopping enterprises—including the grande dame of department stores, LOTTE DUTY FREE.

Contact

smile@sto.or.kr | www.miceseoul.com

PLUS SEOUL

With customized business event experience through PLUS SEOUL, associations can achieve their goal of leaving a brand legacy in the city. The program, established in 2017, provides up to KRW 30,000,000 (about €23,300) in bidding support, KRW 20,000,000 (about €15,500) in promotional support, and KRW 200,000,000 (about €155,600) in hosting support. The best part? It's not a one-time event support program. Bidding and promotional support can be obtained once a year, up to two times for events with more than 50 international participants. And if you were hoping for a way to make your event really stand out, customized experiences like outdoor advertising and special tours across Seoul are all part of the PLUS SEOUL brand promise for congresses with at least 1,000 delegates.



World's leading the Business Event Destination

JEJU

South Korea

Jeju, South Korea's Accessible Wonder

Jeju island, the largest one in South Korea, is confident that it can attract its visitors not only with its natural treasures, but also with its smart business city offerings.

Words Vicky Koffa

In Jeju, associations are invited to experience the winner of UNESCO's Triple Crown, the World Natural Heritage, the Island of World Peace, the Island of World Natural Conservation, the Island of Global Ecological Treasures and the World Environmental Capital – nothing less!

The best part, though, is the city's plans to complete local industry innovations which are based on the 4th industrial revolution. In particular, one of its primary goals is to reach carbon-free status by 2030; to this end, rent-a-car centres equipped with electric vehicle charging stations and solar panels will be available. Through the Cooperative Intelligent Transport Systems (C-ITS) Establishment Project, Jeju is establishing a smart grid infrastructure in order to facilitate the development of solar and wind power industry and unique underground water resources for a cleaner environment, growing the city into a block chain hub.

Additionally, there is strong focus on securing a foundation for nurturing IT, BT and other high-tech industries. Projects such as the Jeju

Science Park, the Jeju Venture Maru, the Jeju Lava Seawater General Industrial Complex and the Urban High-Tech Industrial Complex all showcase the advancements fostered in the city. For the next four years and by the year 2022, heavy investment from the Ministry of Land, Infrastructure and Transport (MOLIT) will enhance twelve industrial sectors with the help of specialized educational institutions, such as the Innocity Industry-Academia Cooperation Cluster.

A main advantage deriving from these innovative projects is the close collaboration with the local communities. And, by developing products needed in business events utilizing Jeju's resources, and products in connection with the city renewal projects based on sustainable life zones, the meetings industry is contributing to the growth of the local economy.

As a result, conferences like the World Conservation Congress in 2002 with 10,000 participants from 180 nations, the 30th Photovoltaic Science and Engineering Conference (PVSEC-30) in 2020 and the 2019

International Seaweed Symposium (ISS) with over 1,000 participants each have chosen this all-encompassing destination.

Getting to the island couldn't actually be easier for them, as it is the only free international city in Korea which has a visa-free policy. Its international airport is quite busy daily serving direct flights to more than 43 cities, while plans for an expansion of the existing airport and the construction of a second airport in the east are already in place. Staying here is also effortless, since more than 40,000 hotel rooms cover all price ranges. Conferencing in the city is as smooth as ever too; the International Conference Centre (ICC JEJU), located in Jungmun Sightseeing Complex, Seogwipo City, offers over 4,300 persons capacity while a project to build a second Convention Centre by 2022 is being considered.

More information

www.jejuvbo.or.kr



Bali Comprehensive Association Meetings

Few places in the world can claim offering a complete - on all levels - business event experience. Bali, the exotic island in the southern part of Indonesia, is an all-inclusive destination for international associations keen on meeting outside city limits, in a tropical environment, in modern facilities and served by friendly staff. The Bali Nusa Dua Convention Center (BNDCC) embodies everything the island has to offer with the added value of its long experience, attention to detail and efficiency in hosting major international association conferences.

Words Vicky Koffa



BALI NUSA DUA CONVENTION CENTER (BNDCC)

AGRICULTURE LEADS THE WAY

Taking your focus for a second away from the sandy beaches and the unique spiritual aspect flowing throughout the island, Bali puts forth endless business opportunities across the region's key industrial sectors. Take agriculture, for example, which is still the largest employer on the island. The Balinese grow tea, tobacco, cacao, groundnuts, onions, and legumes; organic coffee is another major export crop. But rice produce dominates the sector making it the life-blood of Bali.

In combination with the thousand-year-old irrigation system - the *subak*, more and more investment is allocated to new machinery and various technologically advanced ways to support sustainable cultivation. The highly valued knowledge is transferred through Bali's top universities, such as the Universitas Udayana or the Universitas Pendidikan Ganesha, where fields like business, medicine, technology and biology are the preferred options for students.

CREATIVITY SUPPORTED BY TOURISM

As traditional as all this may sound, tourism, and especially business tourism, is catching up fast turning the scales in Bali's economy and has become the major contributor to Bali's GDP. With millions of travellers and delegates entering the island every year, together with the Balinese people's strong connection to their culture, there has been an increase in the creative arts industry, like textiles, jewellery and furniture. As a result, the rise of several startups, who take advantage of the extensive demand as well as the affordable living and renting costs, has been inevitable.

The Indonesian government has embraced the support of tourism to its economy and has invited foreign investors to increase the already high number in hotels. In fact, in 2018 an additional 2,530 new rooms were expected, with many more in the pipeline slated for completion through to 2019. This surge in infrastructure is strengthened by the plan for a new airport in North Bali in the hope that this will create a more balanced distribution of resources and income between Bali's different regencies.

BALI NUSA DUA CONVENTION CENTER

Meetings facilities in Bali are definitely up to the task of receiving heavyweight events. The Bali Nusa Dua Convention Center (BNDCC) stands out in the south, strategically buried in tropical surroundings, inspired by Balinese culture and architectural design. *"Our Convention Centre is located at the very epicenter of Bali's premier luxury destination of the Nusa Dua ITDC complex which hosts world's*

leading five-star hotel brands, an international standard golf course, hospital, a performing arts theatre, galleries and shopping mall. Our location is only 15 minutes drive from the Ngurah Rai Bali International Airport," says Yasinta Hartawan, General Manager of BNDCC. That gives the centre easy access to transport by taxi and is in vicinity to over 7,500 hotel rooms.

And Yasinta explains further: *"BNDCC is an exceptional venue choice for professional events with a total of 44 multi-functional rooms for break-out session, luncheon, dinner, workshop and conference. Our pillarless main halls which equipped with an essential services of electricity supply, UTP data cable, audio and telephone cable are perfect venue for exhibition. Our facility is complete with full coverage and high speed internet access of more than 300 access points and an integrated fiber optic connectivity."*

Apart from the indoor arrangements, this venue also offers open air facilities which can accommodate up to 1000 people. Amongst its

numerous services such as ample parking space, bonded warehouse, and high level security arrangement, the centre boasts environmentally-friendly meetings with clean air, local produce consumption and use of recyclable materials. Even though the centre is on two levels, available nearby elevators offer easy access from the ground floor area to the first and second level.

This convention centre was built in 2010 and it has already measured up to the level of the topmost venues in Indonesia. The Asian Patent Attorney Association Meeting attended by 1,200 delegates, the World Congress of Internal Medicine in 2016 attended by 2,500 delegates from 69 member countries, the International Conference on Family Planning 2016

attended by 3,000 delegates, the 2018 World Implant Orthodontic Conference and the World Conference on Creative Economy are but a few examples of BNDCC's busy agenda. Furthermore, Bali Nusa Dua Convention Center was the official main venue for Annual Meetings IMF World Bank Group 2018 hosting more than 300 meetings attended by Finance Ministers and high-level officials with 12,000 - 15,000 participants from 189 countries. Upcoming conferences include the 32nd International Confederation of Midwives Triennial Congress in 2020, to be attended by 5,000 delegates from 113 countries.

Fast Facts Bali Nusa Dua Convention Center

- 20 min drive from the airport
- 7,500 hotel rooms in proximity
- Overall capacity 12,000 pax, of which BNDCC 1 Convention Hall 4,400 sqm/4,800 pax and BNDCC 2 Convention Hall 2,000 sqm/1,900 pax
- 44 multi-function rooms
- Outdoor venue 1,000 pax

Contact

amanda.natascha@baliconventioncenter.com \ baliconventioncenter.com



LISBOA

World's Leading City Destination 2018

World's Leading City Break Destination 2018



www.visitlisboa.com

Lisbon Ticks all the Boxes

The governmental, cultural, and economic heart of Portugal, Lisbon is a stunning capital city. Both charismatic and vibrant, Lisbon effortlessly blends traditional heritage with striking modernism and a rich and varied history, making it a destination of choice for association planners.

Words Rémi Dévé

Spread across seven hills overlooking the majestic River Tagus, Lisbon is a key business centre and meetings powerhouse, always trying to punch upon its weight when it comes to attracting association conferences – and rightly so.

As the wealthiest city in Portugal, it has a per capita GNP higher than the European average. Its port is one of the most active on the European Atlantic Coast and is equipped with docks where cruise ships can moor. Traditionally Lisbon's economy has been built on tourism and agricultural products, such as cork, wine, textiles, leather footwear, wood pulp, paper and olive oil.

The city has welcomed a diversified and increasingly service-based economy since joining the European Community in 1986 and, over the past years, various governments have privatized most state-controlled monopolies and liberalized key areas of the economy, including the banking, energy and telecommunications sectors.

With the development and implementation of an ambitious strategy aimed at positioning the city as one of the most competitive, innovative and creative cities in Europe, Lisbon is today an energetic destination where new business ideas and ventures are blossoming. Lisbon's strategy is based on four key growth drivers: the setting up of strategic initiatives to attract investment, the creation of Lisbon Start-up City (the name is self-explanatory!), the transformation of the city into Portugal's leading university city and one of the most relevant for R&D and innovation internationally, and Lisbon Strategic Clusters, where key clusters are identified at global level (e.g. financial institutions, tourism, commerce, among others).

FLAIR & FLAVOR

Named the World's Leading City Destination and the World's Leading City Break Destination by the World Travel Awards in 2018, Lisbon has flair and flavor. Thanks to its close proximity to Cascais, the World Heritage Site of Sintra and the Arrábida amazing nature, it's a true 'resort city' where visitors and delegates alike can enjoy a mild and sunny climate, some world-class gastronomy and a typical ambience. Its easy accessibility – it's 1-3 hours from most European cities and 5-8 hours from North America – is also a draw.

Alexandra Baltazar, Coordinator and Manager of the Lisbon Convention Bureau, shares her passion for her city: *"Friendly and tolerant by tradition, Lisbon welcomes people with open arms. It's a city that combines 1,000 years of cultural influences with modern trends and lifestyle, creating intricate and spectacular contrasts. This is definitely an add-on when we host association conferences."*

The Portuguese capital is of course home to a wide range of conference venues that are housed in age-old buildings. Chief among them is Lisbon Congress Center, or Centro de Congressos de Lisboa, has eight auditoriums, five exhibit halls, 33 meeting rooms, a restaurant and two car parks, offering the ideal conditions for events of all sizes and formats.

Contact

atl@visitlisboa.com \ www.visitlisboa.com

Geneva: Switzerland's Space Centre

This September, around 2,000 participants from around the globe are anticipated to attend the European Science Planetary Congress (EPSC-DPS 2019), hosted at the Centre International de Conférences de Genève (CICG). Taking place every four years, the congress features oral and poster sessions, as well as workshops and panel discussions designed to facilitate interaction and discussion between participants on one broad theme: planetary science. Boardroom caught up with Stéphane Udry from the local organizing committee to hear why Geneva and the CICG were selected and what they hope the event will achieve.

Words Rémi Dévé



Why is Geneva an ideal host destination for the EPSC-DPS 2019?

The EPSC-DPS is organized jointly every four years by the European Society of Planetology (the "Europlanet Society," which organizes the annual European Planetary Science Congress - EPSC) and the Planetary Science Division of the American Astronomical Society (DPS / AAS), and it alternates between the United States and Europe.

The 2019 congress is emblematic for Geneva and Switzerland for several reasons. First of all, Switzerland has made history in the realm of planetary sciences on several occasions. Two of the most remarkable instances relating to the congress are the Apollo 11 mission, which, in 1969, had been initiated by Professor Johannes Geiss of the University of Bern. The other took place in 1995 when Professor Michel Mayor and Dr. Didier Queloz of the University of Geneva detected a giant, gaseous planet that was the first extrasolar planet to be discovered around a star similar to the sun.

These two historical milestones have also marked the beginning of the current evolution of the field of planetary sciences, which aims to bring the exploratory activities of the solar system and the study of planetary (exo) systems closer together, especially when it comes to the potential to shelter life. We must take advantage of the detailed knowledge of the unique system in which we live, and of our new, more distant but statistical knowledge of other worlds out there. This is the goal of the National Research Center PlanetS, established by the Swiss government in 2014 (and

co-directed by the universities of Berne and Geneva).

In terms of European infrastructures that support this kind of research, these activities are carried out within the framework of two major bodies related to astronomy: ESO (European Southern Observatory) for ground observation and ESA (European Space Agency) for space missions. In connection with these two organizations, Geneva occupies a preponderant place in the field of planetary sciences.

This is why the congress offers an excellent platform to showcase the scientific activities that are carried out in Switzerland and Geneva, particularly with the international organizations of the field. These organizations, both European (ESO, ESA) and American (NASA), support the congress and will actively participate in it.

Does CIGG serve as an actual partner, as opposed to a service provider?

In order to organize a conference that brings together thousands of people, potentially from all over the world, it requires the implementation of a set of specific services and associated know-how. It's not just about having rooms big enough to accommodate the participants—or enough of them to organize parallel sessions. It's a delicate combination of logistical elements (security, AV, catering, etc.), access to public authorities, tourism professionals or the media, academic and educational features, etc. Often, the organizers are not professionals—this is definitely our case—and the intel and local help provided by the CIGG are of paramount importance for the success of the event.

As a convention destination, what does Geneva offer associations?

Geneva is an internationally known city. Pair its global reputation with its attractive tourist attractions (such as the lake or mountains), and you'll see why Geneva is so highly regarded around the world. The perception of Switzerland and Geneva of being clean, efficient and serious also instills confidence in the participants in terms of both safety and the quality of the congress.

For delegates like scientists, the presence of CERN in Geneva greatly increases the attractiveness of the city. I imagine it's the same thing in the political field when it comes to the international organizations that are based here. Attendees come to Geneva for the congress, but they can take advantage of the trip by visiting institutions that are close to their own interests.

Last but not least, from a geographical point of view, the location of Geneva in the centre of Europe makes it easily accessible and encourages visits to neighbouring countries for delegates coming from far away. Another perk is how convenient transportation is to and from Geneva, whether you're arriving by train or plane.

More information

on CIGG
f.dricourt@cigc.ch \ www.cigc.ch
on Switzerland as a convention destination
myriam.winnepenninckx@switzerland.com
www.MySwitzerland.com/meetings

Scottish Event Campus

Maximising the Delegate Experience

The Scottish Event Campus (SEC) in Glasgow has risen from a disused dockland into a full-service event destination in its own right. Located on the north bank of the River Clyde the huddle of architecturally striking buildings incorporates exhibition and conference halls, three auditoria, a multi-purpose arena, hotels and leisure facilities, meaning it meets multiple demands in one location, but there's much more to this campus than just convenience.

Words Chantelle Dietz

A campus isn't something you'd usually associate with a conference venue. The Oxford English Dictionary defines the term as “*the grounds and buildings of a university or college*”, while the American definition extends to “*the grounds of a school, hospital, or other institution*”. Over in the States, there has – for some years – been a trend towards big businesses creating what are known as ‘corporate campuses’. Global brands like Amazon, Google and Apple have built impressive university-style centres of excellence for their staff rather than traditional office buildings. These large, inclusive, spaces blend workplace and lifestyle requirements to emulate the kind of campus spirit you find at higher-education institutions. As a result they become not just a place to work, but a place staff want to stay, play, eat and socialise.

The SEC may not be a campus in the corporate sense, or even in educational sense – although there is no denying its strong affinity and connection with the thriving knowledge economy and the world-class universities located in the city, with strengths in life sciences, engineering, renewable and technology. It is however carving out its own

interpretation of what a campus of complimentary venues can offer event organisers.

Its assets include the SEC Centre – with its five interconnected exhibition and conference spaces – the iconic 3,000-seat SEC Armadillo auditorium and the SSE Hydro – a 13,000 capacity concert, sporting and special events arena. Residential events benefit from the 1,500 hotel bedrooms on site. The four-star Crown Plaza hotel is connected to the SEC via a direct walkway, while seven other hotels are situated within a five-minute walk.

The campus neighbourhood has attracted major city institutions to co-locate including Glasgow Science Centre, the Riverside Museum, and BBC Scotland. The continued growth of the campus activity has been a catalyst for the explosion of new authentic restaurants, bars and boutiques that line the streets of Finnieston, now the hippest part of Glasgow, just a few minutes walk from the campus.

Aside from convenience of everything being on site, the SEC's campus setting provides clients with the infrastructure to maximise the delegate experience by utilising the spaces

in different ways. “*Not only do the spaces offer room for creative event delivery, but the culture of Glasgow and Scotland are so deeply embedded in the people, the campus and the neighbourhood, the experience value for attendees is amplified*,” says Kathleen Warden, director of conference sales.

ENCOURAGING INTERACTION

The SEC hosted the Association of British Professional Conference Organisers (ABPCO) Chairmen's Lunch & Excellence Awards in December 2018 for 120 delegates – a small and intimate event, contrasting with some of the larger European and international conferences held at the campus on a yearly basis. It's director, Heather Lishman, was impressed with how the campus environment inspired more interaction and connections between attendees: “*The campus set up meant our delegates had the best and most authentic experience possible. With everything in one place, people continued networking and communicating long after our first evening event was finished*,” she says.

Guests arrived on site the night before and were met at their hotels by an SEC

representative. Once checked in, they were greeted with a hot toddy (hot whisky) reception on the concourse. A pipe band guided them to the western end of the campus to the Clydeside Distillery, the walkway illuminated in the ABPCO brand colours. After a tour and sampling session at the distillery, the evening was rounded off with dinner in the Admission Sky Bar of the Radisson Red hotel, with guests being treated to an evening view of the campus and the River Clyde, and the SSE Hydro lit up in ABPCO's brand colours. *"It's a great environment, you don't feel like you need to be anywhere else – you're already at your destination at the SEC,"* adds Lishman.

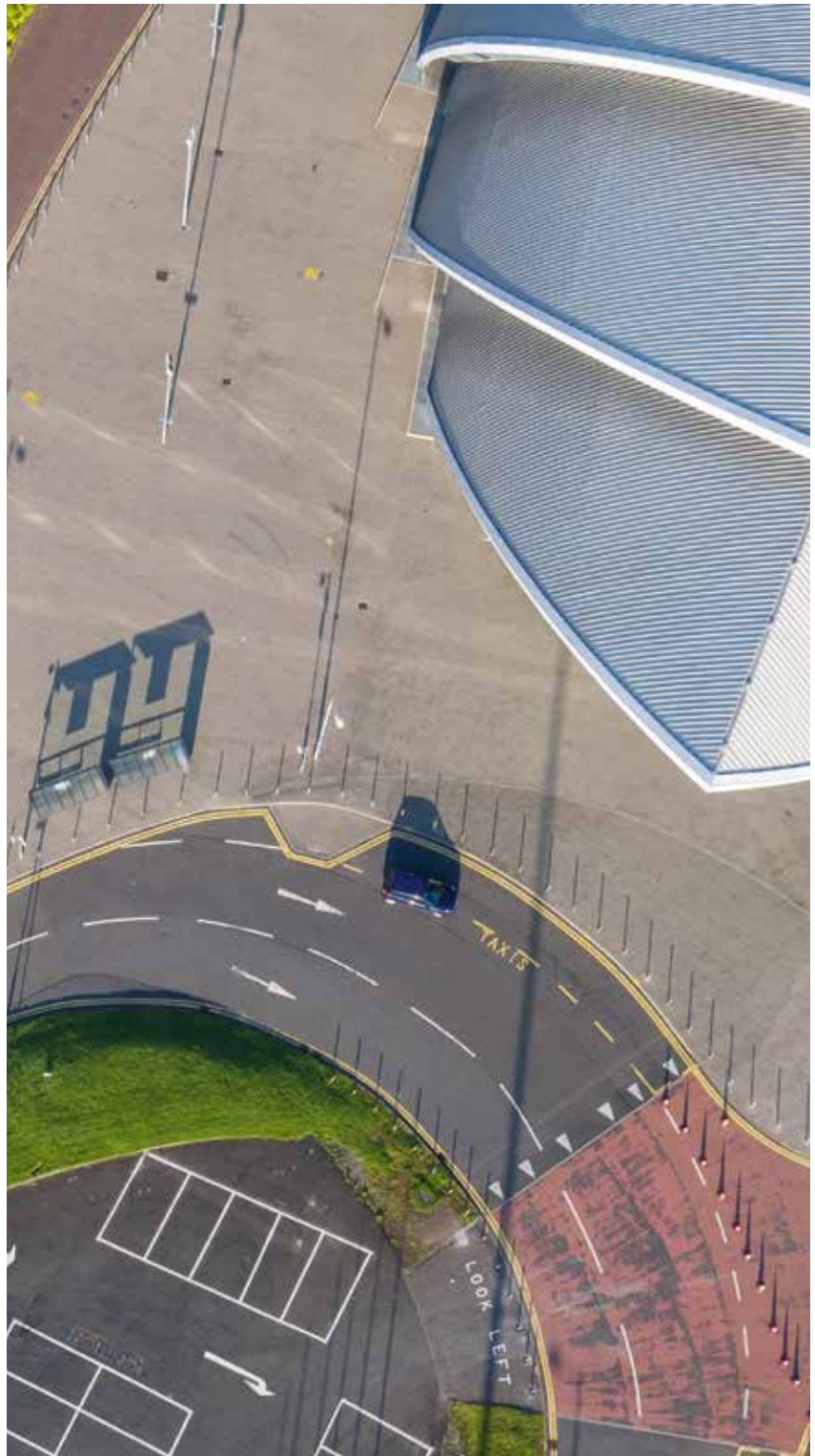
EMBRACING THE FUTURE

Events that satisfy the emotional needs of delegates and have more leisure time built in have been identified as key trends in the future of the industry. In the same way universities and corporate campuses have created environments in which people want to stay, play, eat and socialise, the SEC is committed to creating a culture and community where visitors have their needs fully met. After all, Glasgow is a city that has been welcoming delegates for decades – it's a city that is delegate aware and delegate friendly.

The SEC already successfully attracts many of the world's top association meetings, with organisers often returning to take advantage of its winning combination of having a central location, flexible spaces and a welcoming campus environment. Nevertheless, it is always seeking ways to improve the overall experience. Its vision for the future is to create a unique global event campus. As part of the realisation of this vision, plans are afoot to expand the campus, augmenting the existing facilities for all to enjoy. Watch this space.

Contact

Kathleen.Warden@sec.co.uk \ www.sec.co.uk



Toulouse inspires your meetings!

 **65** International regular flights

 **150** Various venues

 **42,000** Accommodation capacity

 **4th** French city ICCA ranking

MEET  **TOULOUSE EXHIBITION & CONVENTION CENTRE**
HAUTE-GARONNE - OCCITANIE - FRANCE

Opening
June 2020

A UNIQUE AND MODULAR VENUE:

- In the immediate vicinity of Toulouse-Blagnac International Airport
- 7 halls - 40,000 sqm of modular space
- 3,400 people in a plenary session
- 25,000 sqm of outdoor exhibition space



Contact our team:

www.meetings-toulouse.com

 @ToulouseCVB  @Toulouse_CVB  Toulouse-Convention-Bureau

Toulouse 

Final Words

What's in Store for the Remaining of the Year?

As 2019 is in full swing, we thought we'd give you a heads-up about what's to come in Boardroom for the remaining of the year. In addition to our continued exploration of the Collaborative Learning Experiences of the **AC Forum** and the growth strategy of some interesting associations thanks to our partnership with the **Global Associations Hub Partnership (GAHP)**, we will deep-dive into some interesting topics, together with our regular contributors **ESAE, IAPCO, PCMA and AIPC.**

July 2019

HR FOR ASSOCIATIONS

Nonprofit organizations are, in many ways, like any other small business when it comes to human resources. To meet its goals, a nonprofit must hire and retain quality workers, requiring it to be competitive with other businesses. Because of the nature of nonprofit work, top executives often make less than their counterparts at for-profit businesses. Understanding the challenges of staffing nonprofits (ie working with a board of directors, volunteers vs. employees...) will help you create the best team possible within your budget.

September 2019

THE DIGITALIZATION OF ASSOCIATIONS

How associations need to embrace a digital mindset to remain competitive and bring added value to their members. Assessing the digital readiness of an organization is often the first step to kick-start a digital transformation strategy that will need to be implemented on a medium term. But is going 'all digital' worth and necessary? What are the tools out there if you don't have big money? What are the others doing?

November 2019

MANAGING AN ASSOCIATION BOARD

The members of your board of directors are your standard bearers, foundation builders and strategic planners. They are the public face of your organization and act as your chief cheerleaders and fundraisers, but how to make sure roles and responsibilities are clear from the outset? Why do you need to stay in regular communication with your Board, how do you set and respond to their expectations? Is there a need to apply some team management techniques (delegation, motivation, participation)?

Learn more on boardroom.global

BOARDROOM ADVISORY BOARD

Made up of experts from non-profit advocacy groups, Boardroom Advisory Board welcomes a new member, Matthew D'Uva, who will provide much-needed insights both from a geographical perspective - he is based in the US - and an industry one - he works for a medical association.



Silke Schlinnertz

Head of Operations & Events, Euroheat & Power



Jennifer Fontanella

Director of Operations and Finance, International Studies Association (ISA)



Giuseppe Marletta

Managing Director Europe, Association of Corporate Counsel (ACC)



Mohamed Mezghani

Secretary General, UITP: Advancing Public Transport



Matthew R. D'Uva FASAE, CAE, CEO

International Association for the Study of Pain (IASP)

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 ESAB, 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.

Matthew has served as the CEO for the IASP since July 2015. He holds an MBA from the University of Maryland and a bachelor's degree in International Relations from Tufts University. He is a Fellow of the American Society of Association Executives and has previously served as a member of the Board of Directors of both ASAE and the ASAE Foundation.



BOARDROOM
THE BEST RESOURCE FOR ASSOCIATIONS

Boardroom \ The Best Resource for Associations

Address

Avenue des Volontaires 19 - 1160 Brussels - Belgium
info@boardroom.global \ www.boardroom.global \
T. +32 2 743 47 20

Founder & Managing Partner

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

Founder & Chief Editor

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

Contributors

Lane Nieset \ Chantelle Dietz \ Geneviève Leclerc \
Wouter Lox \ Alfons Westgeest \ Gergana Tzvetova \
David McMullin \ Aloysius Arlando

Digital Editor

Vicky Koffa \ digital@boardroom.global

Administration & Accounting

Anny Van Sinay \ Petra Sel \ finance@boardroom.global

Design

Pafl \ pafdesign.be \ info@pafdesign.be \ +32 2 743 47 28

Photographer

©Rodion Kutsaev (Cover)

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.

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

Partner of



BLUE SKY MEETING

A conference held in Australia's Northern Territory provides an invaluable opportunity to step outside four walls. Let our inspiring locations encourage clear thinking and brand new ideas. The Territory's entrepreneurial people and iconic places present compelling reasons to consider the NT - our diverse destinations, venues and experiences consistently deliver successful business outcomes and lasting legacies.



Ask the Northern Territory Convention Bureau about innovative options for your next event.

Visit **ntconventions.com.au** or call +61 2 9361 1961

BIG LANDSCAPES INSPIRE BIG THINKING

VISIT AUSTRALIA.COM/BUSINESSEVENTS
AND DISCOVER WHY THERE'S NOTHING LIKE AUSTRALIA FOR BUSINESS EVENTS.



BUSINESS EVENTS
AUSTRALIA