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MAKING ROOM FOR YOUNGER GENERATIONS

— FEBRUARY | APRIL/MAY | JULY | **SEPTEMBER 2018** | NOVEMBER —

ATTRACTING
YOUNG TALENT

ADDRESSING
THE MILLENNIALS

YOUNG GENERATION
ASSOCIATIONS

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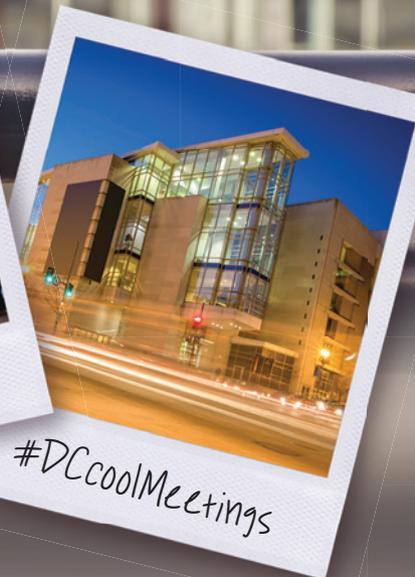
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Easyocracy for Associations

In their book *Easyocracy*, serial 'funtrepreneur' Martijn Aslander and journalist Erwin Witteveen define 'easyocracy' as "a new way of working, organising and collaborating in the 21st century, within the existing rules and conveniently using the new possibilities that have become freely available to anyone through internet technology." In direct opposition to 'bureaucracy', easyocracy looks at organisational structures in an innovative way and sheds a new light on how to spread knowledge.

Whether we like it or not, organisations are increasingly being managed from the bottom up, rather than top-down. We will have to deal with new laws and opportunities, as control, hierarchy and power – tools that we inherited from the past – are quickly losing their value. Associations need more than ever to look for added value, and their members and staff are the ones who enforces the value the organisations need to deliver.

In this context, an association might be more effective, and even innovative, if it organises itself with fewer 'layers' and lets its members and

staff connect with each other. By organising platforms to which everybody is allowed to contribute, knowledge will be spread in a natural way, to the benefit of all. Gone are the days of one or two persons knowing it all, over is the need for consultancies; the knowledge is disseminated all over the association itself, which has to make it accessible on open platforms, thus creating new networks.

In our industry, there is a lack of formal knowledge on association management. And if it is available within the association itself, the approach is pragmatic, most of the time on a 'trial and error' base. There are also the occasional lectures and passive learning opportunities – but are those really effective?

The younger generations, whose challenges and issues we address in this very issue, need something more, something new: easyocracy, in this regard, might provide a creative way for associations to get educated. Additionally, we think that initiatives like those of ASSOCIATIONWORLD are most welcome, as they are based on peer-to-peer learning and hands-on workshops... the very basics of 'easyocracy'.



Rémi Dève

Founder & Chief Editor



Cécile Volz

Founder & Managing Partner

BOARDROOM ADVISORY BOARD

Boardroom aims to cover a wide spectrum of issues of interest to associations. To do so and stay on top of trends, it works in consultation with an Advisory Board. A constant work-in-progress, Boardroom Advisory Board is made up of experts from non-profit advocacy groups. Recently, the Board welcomed its first member from the Middle-East, David Macadam.



Silke Schlinnertz

Head of Operations & Events, Euroheat & Power

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 Fontanella

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

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.



Giuseppe Marletta

Association Manager, International Association of Young Lawyers (AIJA)

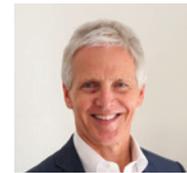
Giuseppe is the Head of the Secretariat, facilitating good governance, supporting AIJA membership and communication strategies, over-seeing AIJA events. Prior to joining AIJA in 2012, he managed several European and International groups and associations, in the field of intercultural dialogue, policy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



Mohamed Mezghani

Secretary General, UITP: Advancing Public Transport

Mohamed worked at UITP as Senior Manager (1999-2001), Director Knowledge and Membership Services (2001-2006) and Senior Adviser to the Secretary General (2006-2013). He also 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.



David Macadam

CEO, Middle East Council of Shopping Centres (MECSC)

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

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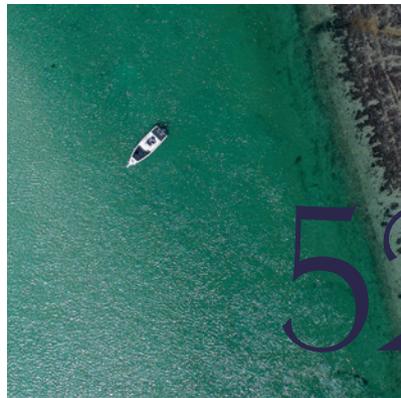
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Building a Robust Association at ASAE's Association Leadership Forum

Based on studies by the American Society of Association Executives (ASAE), organisations of all types succeed or fail on the strength of their leaders, and associations are no different. From executive decision-making about business strategy to establishment of an organisational culture where staff and volunteers feel welcome, included, and empowered to contribute, strong leadership ensures that an association has the direction and resources needed to meet its goals.

Words Octavio B. Peralta

Association leadership typically involves a partnership between an executive staff team and a board of directors, supported by engaged volunteers who serve as members' eyes and ears and provide direction and counsel to the CEO and other staff.

Key leadership issues for association CEOs include governance, change management, staff performance, and the organisation's progress toward success metrics. At the same time, associations are working to address challenges involving leadership succession and engagement of underrepresented groups to diversify their pool of staff and volunteer leaders.

Associations also have an extraordinary capacity to generate a sense of belonging within professions and industries and to convene as much as possible to learn from each other and to collaborate with each other.

It is in this context that ASAE is organising the "Association Leadership Forum, Asia

Pacific" on October 29 to 31, 2018 at the Grand Hyatt Hotel in Singapore. Association leaders from the Asia-Pacific region, as well as from the U.S., Europe, and the Middle East, are expected to attend to explore the roles associations play in society, discover practical ideas for association growth, and strengthen association relationships and partnerships.

Through presentations by industry experts and guided in-depth conversations with peers, attendees will identify strategies to build a more robust association; evaluate cutting-edge management and leadership concepts and trends; explore case studies and their application in an association and in society; and build networks and partnerships within and internationally.

The event offers deep dive presentations and discussions on topics such as transforming leadership abilities to increase success, connecting with members for increased engagement, strengthening partnerships and collaborations, evaluating

growth strategies, developing public policy and global relations, embracing digital transformation and other related subject matters.

There will also be time for networking via conversation on essential association practices and collaboration opportunities as well as table top exhibits to be updated on what's available out there for associations to succeed in their activities.

For more information and to register, visit: www.asacenter.org/meetings/109771-association-leadership-forum-asia-pacific

Octavio 'Bobby' Peralta is presently the Secretary General of the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP), a long-standing member of and contributor to the American Society of Association Executives (ASAE) and the CEO & Founder of the Philippine Council of Associations and Association Executives (PCAAE).



What Makes a High-Performance Secretariat

Ellwood Atfield is specialised in recruiting association leaders and corporate affairs executives. In June 2018, they published a new report on ‘High-Performance Secretariats’, based on hundreds of face-to-face interviews and an online survey. They talked to global, European and national associations headquartered in London, Brussels, Paris, Berlin and Geneva. Not surprisingly there is consistency across Europe on what constitutes a high-performance secretariat as **Mark Dober**, Managing Director, writes.

Following a literature review, research and practical experience we first published in ‘Key Success Factors for European Associations’ seven key attributes of a high-performance secretariat. We knew each attribute was a key ingredient in the overall successful recipe for an association secretariat but we did not know how important they were relative to each other. So using a randomised survey methodology hundreds of association leaders gave us the answer represented graphically on the next page.

It is perhaps obvious but important to be very clear that the most important person in any high-performance secretariat is the association leader. Indeed, Ellwood Atfield research confirms that the single most distinguishing factor between a good and underperformance association is its leadership, or simply put the qualities of the person in charge on a daily basis. We also found meeting members’ expectations, strategic planning and goal setting are by far the greatest challenges for association leaders.

Hence, associations need strong leaders to set strategy and help find consensus between corporate members who compete with each other for market share, and member associations with very different cultures.

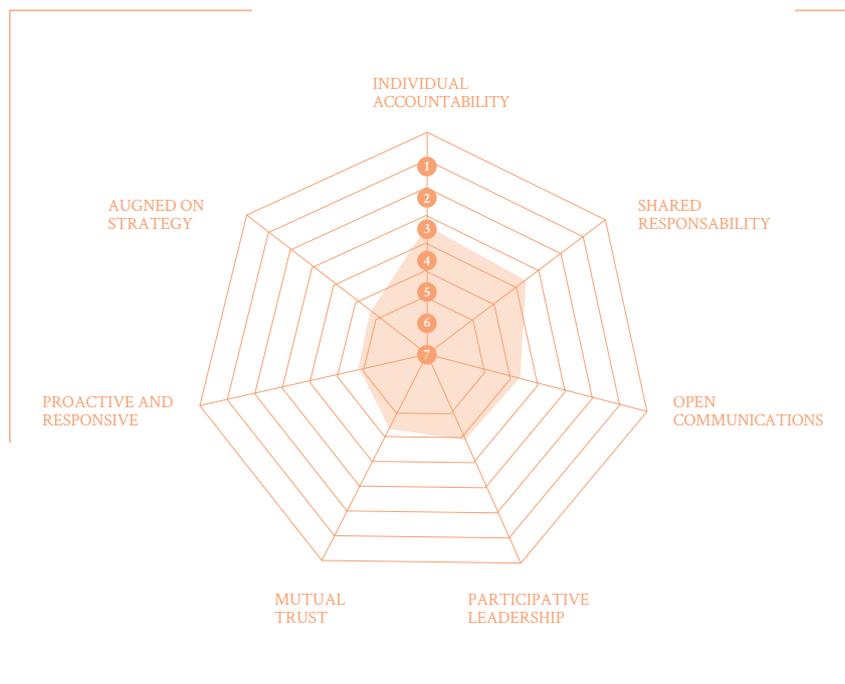
Overall Ellwood Atfield research finds that exceptional association leaders are; strategic; persuasive diplomats; excellent communicators; politically savvy; competent managers; energetic networkers; and sectoral experts. Although it is rare that individuals are highly rated on all of the seven attributes, an analysis of their relative strengths and weaknesses against the needs of the job and the association can be useful to assess performance, and remedial measures.

EVALUATING YOUR SECRETARIAT

As the saying goes, if it’s not measured, it’s not truly managed. Associations must add measurable value to the sectors they represent or face the consequences. There are many ways to measure the success of a secretariat which is

after all a reflection of the success of the association, and sometimes even of the reputation of the sector itself. However, using text analysis and grouping hundreds of survey responses we see three main measurement methods used by associations; membership satisfaction; policy and communication achievements; and KPIs. The majority (i.e. more than 50% of survey respondents) highlighted membership metrics particularly around membership satisfaction.

By definition, membership associations exist to serve their members – so ensuring members are satisfied and engaged is a key strategic priority for every association. Some experts told us about the importance not just of meeting members’ expectations, but going beyond what is expected of the Secretariat. Overall five main areas for measurement were highlighted in our survey: 1) Membership satisfaction surveys and scores; 2) Measuring the value and benefit of membership; 3) Membership retention and growth; 4) Membership participation and engagement; 5) General evaluation by the Board



RECRUITING GREAT PEOPLE

Often the people in the secretariat are the greatest asset of any association, so there are three fundamental responsibilities of a manager or leader in an association: hiring great employees, developing great employees and, last but not least, retaining great employees.

If you don't get number one right, the rest becomes almost impossible. It is an obvious point but the best people do the best work. According to McKinsey superior talent is up to eight times more productive. Conversely the potential damage of a bad hire can be enormous. Different research on the cost of a single bad hire in a company put the cost typically at anywhere from €20,000 to €200,000, however, the cost of a bad hire in an association can be much greater.

Teams need the right mix and number of members, optimally designed tasks and processes, and norms that discourage destructive behaviour and promote positive dynamics. High-performance secretariats include

members with a balance of personalities, skills and knowledge. Every individual doesn't have to possess superlative technical and social skills, but the team overall needs a healthy dose of both. Diversity in knowledge, views, and perspectives, as well as in age, gender, and race, can help teams be more creative and avoid groupthink.

As we have discovered over many years, the key success factor for recruitment is personality fit for any given role. Knowledge and skills can be acquired and strengthened but personality is deep-rooted. Hence, personality assessment is an additional tool alongside interviews, role playing, written exercises and verbal presentations to decide whether a candidate is really suitable for a particular job.

KEY PERSONALITY TRAITS FOR ADVOCACY ROLES

Advocacy is all about influencing decisions within political, economic, and social systems and institutions. Most associations exist

to achieve specific advocacy goals. Indeed, advocacy is the business and lifeblood of most associations.

When we ask association leaders and members how they measure advocacy success the top three responses are; being consulted on policies before they are drafted; achievements versus planned/agreed actions; and reputation among high-level decision makers. For advocates to secure a place in the room having a trusted conversation with policy-makers requires special personality traits. In our experience people who are able to bring about change at a very high level commonly share three important personality attributes; trustworthiness; proactivity and resilience.

The whole report can be downloaded at www.ellwoodatfield.com/be/event/high-performance-secretariats/

Elevating the Growth of the Middle East Council of Shopping Centres

CEO of the Middle East Council of Shopping Centres (MECSC) and a member of Boardroom Advisory Board, **David Macadam** has been instrumental in making his organisation grow, taking advantage of a booming economy and resources to be found in the MENA region. In our third instalment with the Global Association Hubs Partnership (GAHP), he recalls how far the MECSC has come from and where it's heading.



It's not secret; we hear it day in, day out. Associations need more members, and, additionally, they need to retain them for longer. Most of the time, you get new members through your association with industry groups and conferences that you run within your industry. But there are many more strategies to increase member acquisition, and some associations are finding ways to both recruit broadly and target narrowly, resulting in high-value returns.

Taking over the leadership of the Middle East Council of Shopping Centres (MECSC) in mid-2013, the organisation was in disarray. Financially as an association we were losing money and the member morale was at an all-time low. A common refrain from our low membership base was the question, what is your value proposition? Why should I become a member of the MECSC? Being based in Dubai, branded as a 'shopping paradise' the world over, surely helped, but it was not good enough.

GROWTH STRATEGY

At that time the value proposition for becoming a member of the MECSC was not clearly defined. Reasons to become a member of the MECSC were few. Leading the organisation from this unsatisfactory low point was the challenge which I had signed up for. Developing a growth strategy for your association takes time. Hours can be spent on debating the best methods to use to reach prospective members, and days of content creation and campaign management. But what tactics are effective? Member retention? Member acquisition? A balanced, comprehensive growth strategy will include a mix of both.

At the same time, it is impossible to develop successful, sustainable long-term strategy without understanding the future in which your members will live and work. Whether through strategic planning or value proposition design, research confirms that associations must develop strategy based on the anticipated future of their industry or profession if they want

to be successful. And this is precisely what we understood at MECSC. As we created partnerships and coalitions, as well as additional products and services, we became successful.

The MENA region is a good arena for the growth of nonprofit organisations because few currently exist in the region. Retail professionals from every corner of the region are looking to become more effective in business. Information sharing, education programmes, conferencing, networking events are all important aspects of international associations. Not for profit associations in the region fulfill that promise. With a younger demographic population in the MENA region of nearly 400 million, the opportunity for growth is boundless.

Additionally, Dubai is a natural fit for hosting international associations, as it provides a platform that allows individuals and organisations alike to network, as well as tap into potential sectors that aim to serve the overall industry progression and contribute to the UAE's economic development. In this context, Dubai Association Centre (DAC), since its establishment in 2016, has evolved to become a gateway for international associations that are looking to take advantage of a rapidly transforming city. As far as we are concerned, DAC has been very helpful to the MECSC team. The knowledgeable and talented people in the DAC provide thoughtful support and provide resources which enable growth of international associations, who stand to benefit from the innumerable opportunities the city has to offer, as well as from the growth mindset that Dubai embodies.

MARCHING ORDERS

In 2013, the positive financial support from the International Council of Shopping Centers (ICSC) in New York was in place, but was not overly patient. The benefit of our relationship was that the ICSC, being a US based nonprofit, was focused single-mindedly on the US retail industry. Varying forms of support from afar were available but it was clear that we were on our own. The marching orders from New York were simple: we had to make money to become financially self-sufficient and build your membership.

We first had to find the right people on our team. By August 2013 we had a small new team, who were tasked with hosting a RECon Conference in October. None of us had hosted any kind of event in the past of any size. We were anticipating about 300 to 500 delegates at this first event, which, in the end, was a modest financial success. The team did a good job of promoting the event, assembling a strong speaker line up and generally just made the event fun. In the MENA region, at that time, we were blessed with a rising economy which was emerging faster than many other areas in the world. Thankfully the New York leaders of ICSC were pleased with our progress.

The turning point for the MECSC came in the first quarter of 2014. We approached the Motivate Publishing Company in Dubai to assist us in writing and publishing a book about the retail industry in the MENA

region. We tied publishing and releasing a new book titled *Souks to Malls – Retail Evolution in the Gulf* with our celebration of the 20th Anniversary in the region. With this, our team at the MECSC reached out to all our members in the MENA region seeking photos of their historical roots and asking about their successes with their modern shopping centres. Retailers came forward and supplied us with many great photos.

We promoted and publicised our new book with vigor. Slowly momentum began to build. As more people wanted to become involved and provide photos and written anecdotes of the retail industry over the years, happily we benefitted as our membership grew organically. The MECSC had become more relevant.

Industry professionals from all over the MENA region but specifically from the GCC were sending in photos in ever greater amounts. Our team realised with the growing content, the book must increase to 185 pages to accommodate the large volumes of great photographs. The challenge we faced at this point was that anyone who sent in photos or written comments fully expected to see their presence in the new book. We had earned member engagement in spades.

MEMBER ENGAGEMENT

For our next RECon Conference in Dubai, held in the fourth quarter of 2014, we promised to gift a free copy of this new book during the event to all attendees. Additionally, we invited industry professionals from all over the world who had worked in the retail industry in the region over the past decade. We had a true celebration of the 20th Anniversary of the MECSC. The book became a 'must have' for all in the industry. Doubling the number of paid delegates at this conference, the MECSC team was able to establish a financial cushion for our ongoing operations.

In 2015 we launched the Retail People Magazine a hard copy and digital quarterly publication. What we learned from publishing the book *Souks to Malls – Retail Evolution in the Gulf* was that people love to see photos of themselves in action. Advertisers came forward and from our first issue, the Retail People Magazine was profitable and remains so.

From 2013 to now, we have jumped from 542 members to 1,320 – a number that continues climbing every year. In just five years, the number of staff at MECSC also doubled. As we head into the 25th Anniversary of the MECSC in 2018 we are on stable financial footings. Our team is currently working feverishly on writing and publishing our next book titled *Souks to Malls – Retail Entertainment in the Gulf*.

The retail industry is in constant change. To remain relevant to our members and the retail industry at large our role at the MECSC is to help our members to facilitate their businesses and to raise their personal profiles locally, regionally and globally. On a daily basis we reach out to our members asking what we can do to assist them. Supporting them in so many ways, we value the many daily interactions with our members fulfilling our mantra of member engagement.

The Conference Centre-Association Relationship

Taking part in a congress whose delegates are actually the very people you deal with when associations organise theirs is always eye-opening. On the occasion of the AIPC Annual Conference in London in July – the organisation represents a global network of over 185 conference centres in 60 countries –, Boardroom gained interesting insights on the close relationship between venues and associations. Catherine Toolan, of the soon-to-be rebranded Belfast Waterfront, Martina Candillo, of Messe Wien, and Julianne Jammers, of the SwissTech Convention Center in Lausanne are all members of associations – in this case AIPC – but also have associations as clients.

Interview Rémi Dévé

Does being a member of AIPC and a delegate of the AIPC Annual Conference help you understand better how associations operate in general?

Catherine Toolan: Absolutely. My team and I benefit hugely from the insights that being a member of AIPC yields. The geographic spread of global members enables interesting discussions around the differences that are present within the various markets. AIPC membership allows member bodies to look conversely at conventions so that we have a greater appreciation of the intricacies association managers are faced with and how these may change.

As a member of the AIPC and as a delegate in general, I see the challenge of providing content in an engaging and diverse way. Whilst listening to presentations and expert speakers is critical we must find easier ways to break an overall conference day to be more energising, engaging and collaborative.

Martina Candillo: The AIPC Annual Conference is a great platform to learn about new industry trends and how they relate to venues. On the other end of the spectrum, associations have always put science and education in the centre of their meetings. This has not changed, however, the profiles of their attendees have changed. Millennials are looking for more than just attending a congress – they value a multi-faceted experience. They are looking for a personal experience and therefore associations have to know the DNA of their attendees very well to cater to their needs. Being a member of AIPC and attending its Annual Conference is always enlightening as to what kind of added value(s) an association can bring to its members.

Julianne Jammers: AIPC is all about conference centre management: its educational programmes, benchmarking initiatives and information-gathering efforts are essential for conference centre managers. Combined

with our ICCA membership, it provides great insights on how associations work and what their specific needs are. This enables conference centres to adjust their strategies to deliver to this significant client in the event business, even if there remains opportunities to strengthen this understanding from both organisations – which actually complement each other – to improve the end customer experience.

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

Catherine Toolan: I feel that association meetings are incorporating more and more digital elements and tactics to encourage delegate engagement. Many delegates are now familiar and comfortable with technologies such as voting buttons and live social media streams so innovative solutions are always being sought for associations to provide the most immersive and holistic approach to meetings for attendees.

Whilst many associations were previously heavily focused on plenary sessions, there is also a trend now towards facilitated learning through networking and peer-to-peer engagement. Powerful thought leaders as keynote speakers are still a critical element in attracting conference delegates but balanced with more networking and collaboration.

We're also witnessing a bigger focus on data and analytics using digital tools, in particular accurate measurement of footfall via RFID's, beacons and heat mapping. This helps associations sell future exhibition space or indeed can help create measurable dynamic pricing models for selling future key exhibition space.

Martina Candillo: At the moment, I believe they all relate to how personalised the experience of the delegate can be, starting with a well-designed website, conference app, matchmaking software, interactive meeting formats, networking spaces, seamless WiFi, and of course diverse food and beverage options.

Julianne Jammers: Like most businesses, associations are confronted with challenges related to growth, cost-management, return on investment, communication, client-member management amongst others. And they want to deliver events to their members that are engaging, memorable, impactful and cost-effective. To me, we should not be talking about trends, but about a reality that organisations are confronted with on a daily basis.

Has the way you work as a conference centre with associations changed over the years? How can you bring value to their work?

Catherine Toolan: Our venue has over twenty years' experience, so solid foundations have been laid upon which our team can plan and deliver conferences that exceed the objectives of the association. However, we have to remain competitive in an increasingly penetrated market. This can be clearly illustrated through the example of our brand reposition from Belfast Waterfront to ICC Belfast, which officially comes into effect in October.



CATHERINE TOOLAN



MARTINA CANDILLO



JULIANNE JAMMERS

© STCC

One of the practical ways ICC Belfast is well equipped to add significant value to association events is through the delivery of a bespoke integrated communications plan, benefitting both the client and ICC Belfast. A communications plan was developed for a recent very large medical congress and was highly successful in terms of media reach, which was valued at £1.8m for the five-day event and was provided at no additional cost to the client.

Martina Candillo: Of course, we have adapted to changing needs in order to better serve our customers. There are new technologies that can capture and analyze the full journey of every single visitor, helping congress planners design their space layout more efficiently. Messe Wien is partnering with a company who is offering this kind of tool to our clients. We have also just been accredited as Healthy Venue by the World Obesity Federation as the first and only venue in Austria. This means that we are committed to providing a venue that promotes activity and healthy eating – all things that are more and more valued by delegates. Due to the versatility and flexibility of the Messe Wien we can also easily adapt to changing layouts – an important asset when you consider that association congresses are booked many years in advance when it is impossible to know if and how the space needs will change.

Julianne Jammers: I believe that conference centres have become much more complete in their approach to working with associations. We need to really understand their needs and the constraints, as the venue is a relatively small part of the overall event both in terms of cost and in terms of operations. We work either directly with our clients or in very close contact with a DMC or our convention bureau, to accompany them throughout their event journey, with particular attention to the choices related to location. We prefer the more pro-active role that allows us to act as a partner and not just a supplier.





LAS VEGAS
OCTOBER 16-18, 2018

HAVE YOU HEARD? ASSOCIATION LEADERSHIP FORUM IS BACK!

This afternoon of FREE education and networking returns **Monday, October 15** with a program exclusively for current and aspiring association leaders, created by ASAE. Steered by top thought leaders, tackle high-level challenges and engage in strategic exchanges. Your takeaways: new tools and ideas, so you can 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. Unwind with peers at Association Evening too!

Learn more:
imexamerica.com/whats-on/association-leadership-forum

#IMEX18



Programme unveiled for IMEX America's Association Leadership Forum

Created by the American Society of Association Executives (ASAE): The Center for Association Leadership, the Association Leadership Forum at IMEX America aims to help association leaders to thrive in a disruptive business environment, ensuring their organisation is nimble enough to achieve results in a competitive landscape. The programme, which is free and will take place on Monday 15 October just before the show opens, has now been unveiled.

Words Rémi Dévé

IMEX America has again partnered with ASAE to bring an exclusive event designed for association leaders from around the world to enhance their leadership skills. The afternoon of Monday 15 October will cover the many challenges of association management and development.

THE BENEFITS OF DIVERSITY

After the Chair's opening remarks and a focus on the opportunities and threats on the horizon, the programme will kick off with the subject of inclusion and how to get it right. What does it mean, indeed, for an association to be diverse? What do diversity efforts entail? Do your efforts at being inclusive really work, in your home market and around the globe? Most importantly, are you reaping the benefits of diversity and inclusion in terms of revenue, employee engagement and innovation?

A study of more than 26,000 professionals, found 92.2% of association members report volunteering and account for 20-25% of total work hours. So, how can you leverage this power and build a mutually beneficial volunteer programme?

READY FOR DISRUPTION

Association Leadership Forum will end by exploring the need for organisations to embrace digital transformation. As Netflix CEO Reed

Hastings pointed out "*companies rarely die from moving too fast and they frequently die from moving too slowly.*" Associations are not immune to competition and disruption. Indeed, "*association members expect technology to support and enhance all aspects of their member experience*" according to a recent study. The question is: how do you transform your association to operate as a digital business?

Last but not least, a panel of association leaders will explore how the meetings scene will look another decade from now and imagine the possibilities that the future may bring, as the meetings industry continues to be revolutionised by technology and evolving consumer expectations.

Attendees can unwind with their colleagues and new connections at the renowned Association Evening and raise a glass to celebrate the start of IMEX America.

Register now - and for free - for the Association Leadership Forum

IMEX America takes place October 16 - 18, 2018
at the Sands® Expo and Convention Center
at The Venetian® | The Palazzo® in Las Vegas.

For more information visit www.imexamerica.com



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What Associations Can Expect at IBTM World

IBTM World has long been a major draw for association attendees, thanks to its reputation for being a hub for new and exciting event innovations and insights that will get creative juices flowing, and provide inspiration and education to help attendees create showstopping events.

This year's show will bring a breath of opportunities and content tailored to an association audience, including its Hosted Buyer programme, dedicated networking events, global exhibitors of appeal to association buyers and a full Knowledge Programme, including sessions specifically created for association visitors.

CREATIVE IDEATION

Duncan Wardle, one of the primary creative forces behind The Walt Disney Company, has been announced as one of the three keynotes. He will lead the 'innovation, technology and creativity' stream of the Knowledge Programme, and will draw on his 25-year career with The Walt Disney Company and his experience leading a team of creative ideation consultants, to show how leveraging creative thinking can generate far reaching and unexpected business results.

This year's Knowledge Programme is also headlined by three relevant and inspiring keynote speakers from outside the

industry who will lead a schedule of 54 sessions on eight topical content themes aimed to leave participants inspired and motivated to apply learnings to their own events. Content streams include innovation, technology and creativity; industry trends; engagement and experiences; safety and security; sustainability and CSR; professional development, recruitment and wellbeing; business development and strategy; and marketing and digital.

TAILORED CONTENT

A raft of exhibitors have already been confirmed to attend, including first time attendees, Tourism New Zealand, Plus DMC Group, Standard International Management hotel group and creative technology company Codemodeon, which develops fun experiences by utilising breakthrough technology in virtual reality, augmented reality and mixed reality.

Shane Hannam, Portfolio Director, IBTM, comments: "We hope our association attendees will be inspired by the breath

of technological innovation, tailored content and education sessions available to them. Our Knowledge Programme is purposefully designed to spark cutting-edge thinking and it provides easy to digest bulletins, packed with fresh thinking, practical insight and the latest industry innovations and trends."

"We've spent the last 30 years helping the international events industry connect and do business, and we understand the importance of creating valuable business connections for associations. Therefore, we are committed to maximising the value in their attendance and help them meet people who really matter and can make a difference to their organisation at our fun and friendly networking events" Shane adds.

Last year's event welcomed almost 3,000 exhibiting companies from over 150 countries who were joined by 3,463 buyers and thousands of visitors, with over 74,000 pre-scheduled meetings taking place over the three-day event.

For more information on IBTM World 2018 visit ibtmworld.com



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Get Educated at AIME in Melbourne

Asia Pacific Incentives Meetings Event (AIME), which will take place at the Melbourne Convention Exhibition Centre 18-20 February 2019, has a long and rich history and created many strong industry connections and professional experiences.

Talk2 Media & Events was appointed by Melbourne Convention Bureau, the owners of the event, to manage and deliver AIME. Stepping up to the plate, the AIME team are passionate about the event and the industry and champion their vision for a dynamic, meaningful AIME.

A NEW FUTURE

Jay Martens, AIME Event Director comments: *“For more than two decades AIME has been at the heart of the business events industry in Australia and the whole Asia Pacific region. We meet so many people who trace their start in the industry to the first AIME they attended. As a team, we will focus on a new future; a future that focuses on delivering business and creating a community that has a significant impact on the global business events industry.”*

Over 27 years, AIME has charted the burgeoning meetings and event industry, the key regional platform welcoming generations of buyers and exhibitors to connect, discover and drive great business. Through structured meetings, education and networking events AIME has supported the development of a wide and diverse community of industry newcomers and experts alike.

AIME recently announced new partnerships with preminent industry organisations

– PCMA, ICCA and MEA – who will be deeply engaged in the structure and delivery of the AIME Knowledge Program for 2019. This program is designed to provide experience appropriate learning and information exchange across the different industry segments. PCMA will deliver leadership sessions, hackathons and streamed breakouts, with a focus on development and appropriate planning for the growth and landscape of the industry over the next five years. ICCA’s Business Exchange will be anchored at AIME and bring critical industry know-how and strategy through cross-peer exchange. Australian based organisation MEA will offer next generation forums, elevating the knowledge and experience of the aspirational, thought provokers of the future.

OPEN TO ALL

In a departure from previous years, the Knowledge Program will be open to all AIME attendees, enhancing information exchange and creating more opportunity to build new relationships through shared professional and personal experiences. Delivered on the first official day of AIME, Monday, the Knowledge Program creates the foundation for heightened connectivity when all exhibitors and buyers come together on the show floor on Tuesday and Wednesday.

The rich pool of buyers will formally connect with exhibitors through 32 pre-scheduled appointments across two days of trading. In November, buyers and exhibitors will submit their preferences, needs, destinations and services to AIME, and sophisticated software will carefully match their profiles, ensuring that each meeting has the potential to have a real commercial outcome.

With a suite of other changes and innovations planned for AIME 2019, this will be the event to launch the calendar year and drive business agendas.

The Asia Pacific Incentives and Meetings Event (AIME) will take place at Melbourne Convention Exhibition Centre 18-20 February 2019 / aime.com.au

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AIME is owned by Melbourne Convention Bureau and managed by Talk2 Media & Events



Eric Bakermans

Getting the Right Message Across

Being Director Marketing Meetings & Conventions at the Netherlands Board of Tourism & Conventions is for Eric Bakermans a twofold mission: working hard to make associations understand why Holland might be the best destination for building communities and doing business but also to make the Dutch policy makers realise that what he and his team work for goes far beyond tourism statistics numbers. Running for the ICCA presidency this year, Eric has been instrumental in getting the voice of the meetings industry heard and is a strong believer in collaborative work.

Words Rémi Dévé

Can you share your insights on the new developments within the meetings industry, especially when it comes to associations?

The associations we have been working with in the past are as diverse as they can be, and there has been a significant increase in professionalism among them. At the same time, more and more subspecialty associations are seeing the light of day, as more niche subjects emerge, especially in the life sciences and the IT field.

In the Netherlands, we try to establish contact with Dutch associations before they themselves think of bidding for a conference, when the idea is still, at leadership level, in its infancy. It's always very rewarding when an association acknowledges that we can really be of help to them. It is also very interesting for us to learn about the background of a specific congress which brings people together from all over the world and to showcase the Netherlands as a knowledge hub in their specific field.

What are NBTC's future projects and what have been/are the hurdles to overcome?

We launched a new campaign early this year under the name #likeholland, targeted, among others, towards associations. We chose LinkedIn as a SoMe channel because we find it's the best tool to get the right content across. We're aiming at the congresses and meetings which are aligned with the Dutch top sectors, such as water, life sciences, logistics and the creative industry to name a few. And for that same reason we're aiming for a more intensive cooperation with government, scientific institutes and businesses. At the moment, I believe that link is too weak and we need to build a better business case in order to reach higher goals and improve cooperation.

You created the Strategic Alliance of the National Convention Bureaux of Europe back in 2014. What has the Alliance achieved so far?

Co-chair Matthias Schultze, of the German Convention Bureau, and I first met at the ICCA conference in Hyderabad, during which

the idea of pan-European coalition of National Convention Bureaux was born. Last year, we published a research project on the Chinese outbound incentive market. We're now into the first stage of applying for European funding to conduct more research, directed towards long-haul markets. We're also looking for methods for a better measurement of the impact of associations meetings beyond the direct economic spend.

You've been an ICCA Board Member for quite a while and you're running for presidency this year: how do you see the future of the association?

I have been on the Board since 2014 co-representing the Destination Marketing Organisations sector. I helped setting up a strategy, which we fine-tuned earlier this year. It always feels great to work with this group of enthusiastic people who are all so active in our industry. But I'm very eager to take ICCA into the next stage. I want the association to become a vital and essential component to our business life, hence my decision to take a step further and run for presidency.



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FEATURE

Making Room for Younger Generations

Many associations are aging, and that trend is likely to have negative impacts in the near future. As baby boomers, who often comprise the bulk of an association's base, retire, member retention and attraction will become an issue. With this in mind, engaging the next generation is even more important. But how? There are multiple ways, as you will read in the next pages. But first, let's listen to Boardroom Advisory Board Member **Giuseppe Marletta**, Association Manager of the International Association of Young Lawyers and Vice-President of the European Society of Association Executives, as he reflects on a few of the enticing benefits that young members are looking for.

"Let's take a group picture, everyone. OK, 1-2-3: cheeeeee! Perfect, now first things first – I have to finish this roll of film, then find the time to go to the photo shop, wait for them to develop my photos, and then I'll show you the picture. My guess is that this will take about ten days. What, am I being too optimistic?"

Flash forward ten years later: *"Let's take a group picture, everyone. OK, 1-2-3: selfieeeee! Perfect, let's post it immediately. I will tag all of you, so your friends will get to see our pic instantly, too. Done! Now our picture can be seen anywhere in the world. Hey, look at that, I am already starting to get comments and likes..."*

Can you spot the difference? In a very short period, our perception of time, results, space, efficiency, and satisfaction about a given outcome has changed dramatically. Although this is a relatively new approach for many of us, for younger generations, it is the reality they have grown up with; it has nothing to do with being selfish or demanding. It is a fact that for many, getting immediate results, being online 24/7, expecting instant answers to questions, and receiving personalised experiences is all they have ever known.

I am a relatively young CEO of an association (from the class of 1979, just before millennials started to land!). I began working for associations in 2000, and since then I have seen many (too many?) associations led by experienced professionals and board members with very little understanding of—or interest in—younger generations. How can you talk about long-term strategy if you don't understand what people will want in five or 10 years? Are associations' older members aware that millennials will make up half of the global workforce by 2020? If they aren't, we'd better start letting them know...

Being part of an association and leading it requires taking a real interest in building and nourishing communities. The more diverse the community, the better chance you have embracing a wider audience (i.e. more members and happier members).

At AIJA, the International Association of Young Lawyers, we strive every day to ensure that young members are satisfied. The statutory age limit of 45 means that turnover among members and officers in our association is quick, and this, in turn, means that

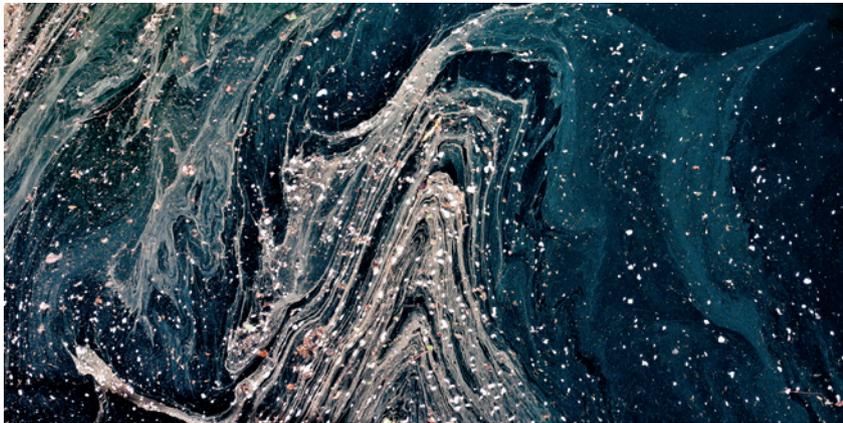
we are constantly discovering new trends. We organise events dedicated to innovation and technology, task forces reflecting on the future of the profession, a mentorship programme to get old(er) and young(er) lawyers connected in mutually beneficial relationships, events filled with coaching, training, advising, consulting, etc.

You need to be *thinking* about the digitalisation of your services and events, keeping an eye on your branding to make it fresher if need be, as well as facilitating forums where younger members can enjoy collaborative work and lead projects, instead of just passively participating in them. You should also consider making your governance more agile and accessible, and customising your marketing strategy to make it relevant to every single member of your community.

Done thinking? Now, make it happen!

How to Engage Millennial Attendees

A new study points to key differences in the way millennials and baby boomers prefer to interact, which could affect how conferences are designed, as write the editors of Convene, one of Boardroom's partners.



The results of a new study by Cancer Research UK underscore how millennials favor social media and online messaging over face-to-face conversations. Just over one-third of respondents aged 18-24 said that they felt more comfortable speaking to people they didn't know face-to-face versus chatting online, compared to more than two-thirds of those aged 55 and over.

Dr. Rebecca Beeken, a behavioral scientist working on cancer prevention at the University of Leeds, told the UK online newspaper The Independent that the research “shows an increasing generational divide between how millennials and baby boomers prefer to communicate.”

RAISING QUESTIONS

While the study asked respondents to answer questions about communicating with others in their personal lives, the findings raise questions for the meetings industry. This generation already has entered the workplace and will become a core sector of the meetings audience. If they are reluctant to meet other people in person in their personal lives, it could pose a challenge to the way congresses attract and facilitate millennials' interactions as attendees.

Nicole Leida, head of conference and events for the National Cancer Research Institute

certainly has noticed at her annual conference that millennials embrace digital innovations and other technologies more than other attendee groups, she said. “However, they do value face-to-face interactions, too — albeit facilitated.”

“With each association, it's different,” said Carola van der Hoeft, chief operating officer and congress director, International Pharmaceutical Federation (IPF). “At our annual congress, we feel that social media will never fully replace the physical attendance. It is more an add-on to the congress, giving it more visibility. We do get a lot of millennials at our congress. We attract them by offering lower prices and the opportunity to meet industry leaders, with our Meet the Professor sessions.”

The programme gives millennial attendees the opportunity to talk directly with the leaders in a particular field. Typically, professors are selected for a specific expertise and the opportunity to meet them gives people access to wisdom, advice, and guidance at the start of their careers.

Programmes like IPF's Meet the Professor add value by offering opportunities that cannot be found anywhere else, and this is a distinct advantage a congress has that — if used effectively — will keep audiences of all ages coming back.

APPS EVERYWHERE

Others are incorporating more social media into their events, “*We try to add some fun social-media elements to our networking events, including Twitter competitions, photo competitions, and other social-media engagement,*” Leida said. She added that apps, which are “*everywhere,*” are also popular with congress attendees and exhibitors because they can be used to help connect people digitally through messaging and to schedule meetings.

In addition to using technology tools to engage this digitally focused generation, other tactics

include speaker’s corners — where people take turns using a microphone and talk freely about a specific topic — social events, and speed-dating-style networking opportunities.

“In my experience, millennials do understand that baby boomers prefer to interact in a different way and they adapt to learn skills that will help them,” Leida said. *“The top answer of how we keep people attending our congress is exclusive networking. Sure, you can learn about a new cancer treatment by reading articles online or by watching a webinar, but there is nothing more valuable than talking to the researchers who came up with that idea in the first place.”*

Meanwhile, van der Hoeft said she doesn’t totally agree with the study’s conclusions. While she agrees that social media is a key element to engagement, she has found that many of IPF’s participants still do not use it. *“In real life,”* she said, *“personal contact is important. Our association members place great value in attending a congress. It’s the highlight of the year, the place where they meet their friends, year after year.”*

PCNA **convene**

Young Members and the European Organisation for Research and Treatment of Cancer

Dr Denis Lacombe, Director General of the EORTC, an independent cancer research organisation whose mission is to coordinate and conduct international translational and clinical research to improve the standard of cancer treatment for patients, answered Boardroom’s questions on how the association caters to younger members.

How do you connect and recruit younger members?

EORTC has access through its membership to very large networks across Europe. Key opinion leaders are members of the EORTC. Aiming at younger clinical investigators but with some degree of maturity, we have identified ‘rising stars’ in partnership with EORTC Disease Orientated Group officers based on their preliminary track records and publications. Altogether, we have identified 35 Early Career Investigators (ECI) across nationalities, disciplines and tumor types.

What do you think their specific needs are? Do they have a ‘typical’ profile?

Indeed, selected people have already been selected based on their motivation to ask THE extra question and run

THE extra mile. They are curious for new knowledge, to transform it in therapeutic progress, they are not afraid to take challenges forward and have autonomy and drive to propose pragmatic solutions while keeping their objective for patient centric benefits. They need to receive comprehensive training how to become leaders in a rapidly evolving society and how to run complex multidisciplinary research internationally and set up fruit full cooperation across stakeholders. How to navigate across European regulations and policies is also a key element.

How do you engage them? How do you make them feel concerned and involved?

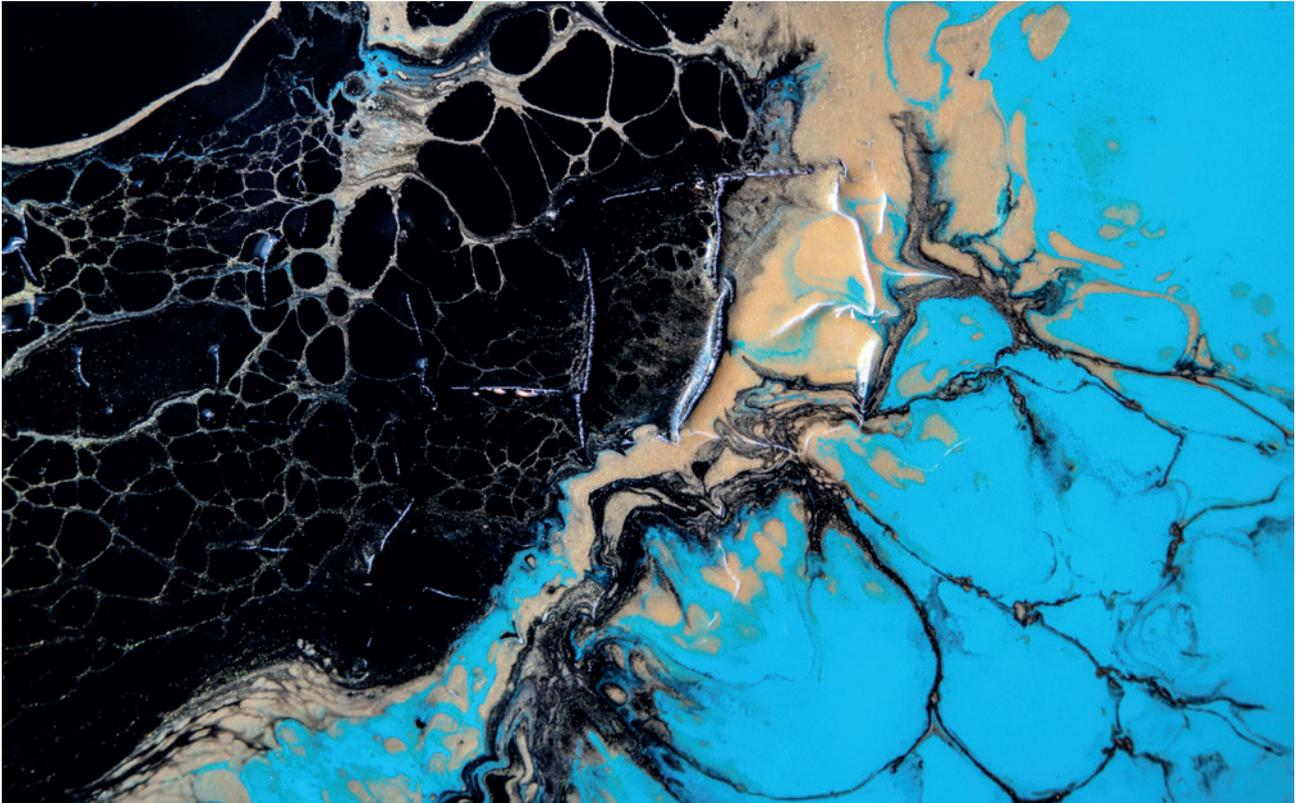
We have built a comprehensive programme running over two years where they receive training to acquire leadership skills. In addition, they are given

autonomy to design the future of our organisation around critical themes which are central to our scientific strategy. Their proposal will be presented to our board. They are invited to join hands-on activities ranging from courses to participating in committees. But mostly, there are 5 3-days in-person sessions through which the full scope of challenges are presented, discussed and debates are organised with representatives of key stakeholders. The programme has been registered for Continuing Medical Education (CME). But above all, this is a very interactive place to meet across disciplines and nationalities to build the European cancer clinical research network for tomorrow.

Can generational differences be an issue within the culture of the association?

Yes, indeed. Seniors also need to learn to associate with the younger generation. There is an EORTC requirement for each research protocol to have an ECI as co-principal investigator. The forms and the methods also evolve with increasing role of technologies, internet, applications which modulate the landscape. Despite their professional quality, we also need to take into account the expectations of the younger generation for a more balanced professional and private life.

What Drives Young Generation Associations



The number of what I would call young generation associations has significantly increased over the last decades. The World Federation of Young Investors, the Young Women Entrepreneurs Association, One Young World, the International Network of Young Journalists, Young Dentists Worldwide are just a few of many examples. They mainly seem to be non-industry funded associations, rather than industry funded associations.

Words Kai Troll

In my work of supporting non-profit start-ups and young generation associations - I call them the YoGee's - and offering them strategic guidance in core business areas such as strategic planning, organisational development, income generation, fundraising, good governance, campaigning, etc. I have been asked why it is that there is such a growing number of YoGee's being created and newly established. Why, indeed, is there a need for young generation associations like this? Why can't they join the older and sometimes more established associations that take care of their field of work? And what are their challenges?

RAISON D'ÊTRE

My general point of view - and this actually relates to any association or non-profit - is that as long as they have relevance and impact, their *raison d'être* cannot be denied. Any organisation that are not ready for change will eventually disappear.

The young professionals working in these associations keep telling me that they feel less represented and get fewer opportunities to be heard within older and more established associations. The latter just don't pick up on their new ideas, often resist change, and lack motivation, vision and integrity.

The reason why young professionals start young association platforms is primarily to solve different problems and tackle other issues than the ones established associations deal with. YoGee's tend to be driven by very motivated leaders with an entrepreneurial spirit, who want to see change, motivate others to join and share their mission and vision and identify with a movement. Young members get involved because of a cause and less because of a potential personal gain; they focus on results and impact, and have

no interest in association 'politics' but focus more on what can be achieved. YoGee members highly identify with what they feel need to be put in the foreground. And of course, like all of us in the association world, there is also a wish to create new or expand existing networks among like-minded professionals.

EVENTS FOR THE YOUNG GENERATIONS

Many of the YoGee's have been growing their events and their potential for future growth should not be underestimated. I see growth especially in new and young generation female association platforms - even if those have usually fewer members, who get together on a regular basis to discuss and share whatever they think is relevant to specific groups.

Like any association, YoGee's face issues and challenges. However, because of their slightly more entrepreneurial spirit, they usually come up with new, effective and more creative solutions.

Their challenges usually lie around governance, the lack of finance and strategic direction and how to improve fundraising efforts. Many young generation association leaders might be visionary and highly motivated, but they don't necessarily have the background to build a strong association business model or the experience of actually running an organisation.

However, those leaders have innovative ideas and demonstrate great academic knowledge and skills. They are keen on learning and experiencing, and can show a great open mindedness about receiving guidance in the business components that they might lack. They tend to be quick learners and put things quickly in action as they develop.

ALL ABOUT COLLABORATION

I know several leading and well established associations with the next generations in mind. I see a lot of great initiatives that are inclusive of young professional and young generation networks. Involving and actively engaging the new generations at established events and conferences is to me a good way to start a shift to give them a platform to be seen and heard. Maybe it's time to think about what you, as established associations, can do to create more all-year around engagement with and for younger generations...

YoGee's clearly create and bring new opportunities, new insight and a new dynamic to the association world. Regardless of the learning curve that YoGee's naturally need to go through, the times when older and established associations in comparison to YoGee's did everything so much better is probably over.

The main question is now: how to bring young generation associations together with the older established ones? I'm a big supporter of collaboration, partnerships, knowledge exchange and ongoing education. So what is important is to bring everybody together, one way or another, and to start sharing and exchanging knowledge on a more regular basis but also to find out where the synergies might lie.

In the end, it's all about promoting collaboration and not working in isolation anymore.

Kai Troll is Chair of the ASSOCIATION-WORLD Foundation, CEO of Best Buddies EMEA, and Head of Development at the International Sport and Cultural Association.

Attracting & Retaining Young Talent

According to recent studies, 50% of the biggest challenges top leaders repeatedly face are linked to talent development. This is also one of the main characteristics and key features of a true leader: how to educate and inspire, how to recognise young talents, how to mentor and coach junior team members and executives, how to create future leaders.

Words Sissi Lignou

Growing talent and making place for younger generations is not an easy task. It is a challenge for any team leader, teacher, educator or instructor, counsellor, project manager or senior executive, manager or director, CEO and anyone who manages people in different environments and fields; even those who never recognise it as a challenge, definitely face it very frequently. The majority of the companies, institutions, schools, organisations or individual professionals who aim to incorporate a young spirit into their organisation's culture, think they embrace and attract the young generation effectively. They do not actually do enough.

A recent study by Deloitte conducted among 10,455 millennials and 1,844 Generation Z in 36 countries presents respondents as disappointed that business leaders' priorities do not seem to align with their own. A majority of them agree with the statement that corporations have "*no ambition beyond wanting to make money*". Among millennials, 43% envision leaving their jobs within two years, while the

same happens for 61% of Gen Z respondents. Short-term contracts and part time employment are mostly preferred instead of full-time employment. No matter the terminology and acronyms used for generation change, this is all important information, which should be a great concern for present leaders and educators and a basic tool in shaping the future.

BASIC STEPS

So what are the basic steps in attracting the younger generation? Here are some of the key features current leaders and educators need to consider and follow: Knowledge, Acceptance, Recognition, Inspiration, Inclusion, Education & Leadership.

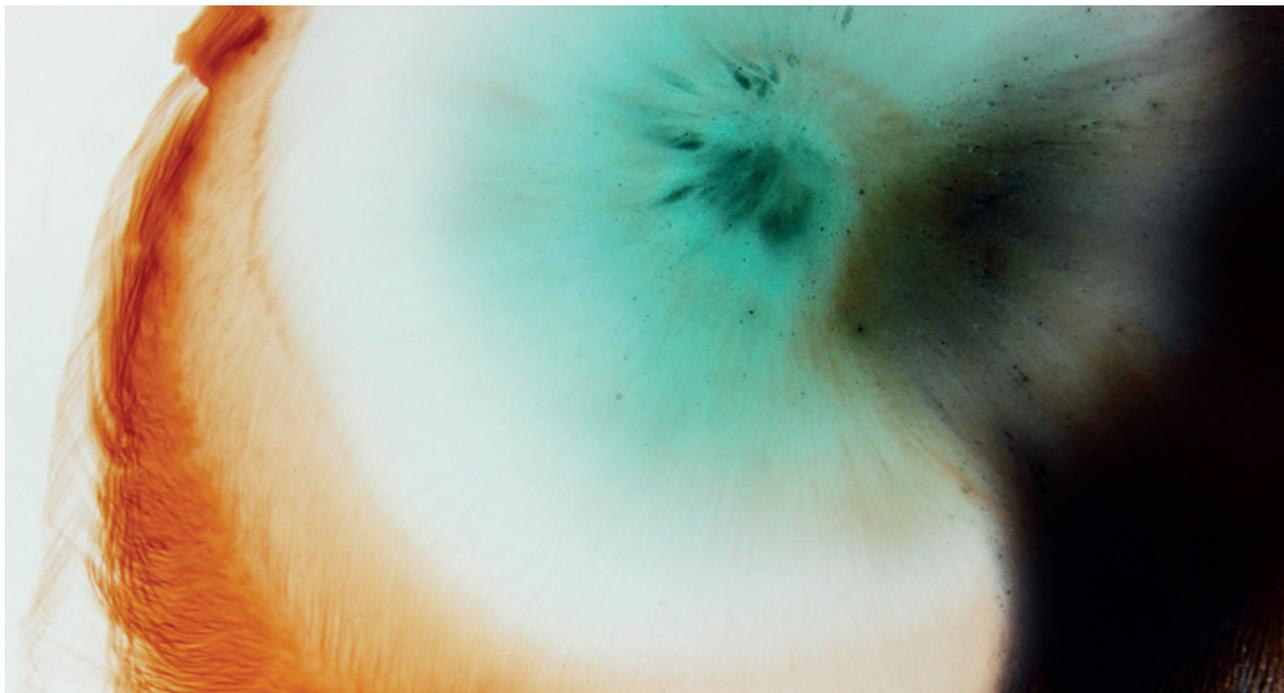
Knowing them and understanding their needs is top priority. Who are they, what are their preferences, expectations, visions and fears?

Their present differs from the present of their predecessors, they see the world differently, as they grew up in a different environment.

In order to understand them we need to turn the coin upside down and observe it from their side. We need to listen and learn. Give them the opportunity to make place for us, so we can enter their world, see through their eyes. We need to allow ourselves to be inspired by them. Young people know their needs and strengths better than we do, so we need to try and recognise them.

Accepting the fact that the young generation is part for the future and **recognising** their value for humanity is vital. There is no future without them.

Our future leaders need to be **inspired**. They are eager to **learn**. Any current leader or educator who manages to attract the young people's attention and trust, make them listen and learn from the past experience, use the wisdom and knowledge of the older generations to further develop, has succeeded in leading by example. The younger generation is looking for a learning experience and need the guidance from their predecessors. We just need to



find the ways to transfer the knowledge in the most effective way and make them listen to our stories, make them respect their history. Give them the problems to solve, let them think and be creative, don't offer the solution. Use the Socrates method*. Let's **include** them in the dialogue, so they can be educated to work as a team, exchange knowledge, be challenged, think and finally learn.

HOLISTIC EXPERIENCES IN A MODERN WORLD

They grew up in a digital world and have experienced instable environments and economies falling. New technologies and digital tools have to be part of their professional life. Innovations have to be incorporated in their tasks and challenges within their working experience.

They are looking for a more 'holistic' experience, a diverse and modern environment, a working life-style that embraces change, diversity and respects differences. They value change, like to be challenged, and be

assigned with different tasks, which help them showcase their skills and potential. They are innovative thinkers, rule breakers and technology-savvy and are looking for opportunities on a global level. They do not like old-fashioned and it is least likely to restrict themselves to a geographical area. They understand the necessity of a social responsible world and want to be part of any organisation that embraces social responsibility into its culture.

The meetings industry, as well as the association world, is the perfect environment for the young generation. It offers diversity, different experiences, global opportunities and provides different platforms for experimental education, innovation and use of new-technology tools. It is a colorful world of constant change, ideal for a creative thinker who wishes to develop to be a future leader. The time is now to make them part of this extraordinary, exciting Industry.

It is time for us leaders to step aside, and observe. Listen to their fairytale, be aware of their presence, part of their today, so they can be part of our future, so they can BE the future. Give them the wisdom and knowledge, and let them fly. The sky is the limit for them.

This article was provided by the International Association of Professional Congress Organisers, author Sissi Lygnou, CEO, Congress & Events, AFEA Travel & Congress Services (www.afea.gr). IAPCO represents today 130 companies comprised of over 7,500 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



* The Socrates method was a part of co-operative argumentative dialog, based on answering questions to promote critical thinking and to draw out ideas

Addressing the Growing Generation of Millennials

By 2020, millennials will make up more than half of the global workforce and account for the largest segment of business travellers. Needless to say they are our future and there is no better time for organisations to explore the potential of this new market.

Words Aloysius Arlando

Millennials are a unique group, with expectations and experiences that are very different from the Gen-Xers and baby boomers we have been working with. In my opinion, to remain relevant and competitive, venues and association organisers need to recognise that they can no longer function on a 'one-size-fit-all' basis when it comes to event design and space planning. Instead, a deep understanding of the burgeoning group of millennials, who eventually will form the next generation of decision makers, is critical.

POWERED BY DATA & TECHNOLOGY

Events which are powered by data and technology and able to provide differentiated and authentic experiences will appeal to the young business travellers as they wish to stay connected throughout the customer journey. The instant gratification mind set of millennials also means that every touch point, both online and offline greatly matters – from technological integration to the onsite experience, food as well as venue setup.

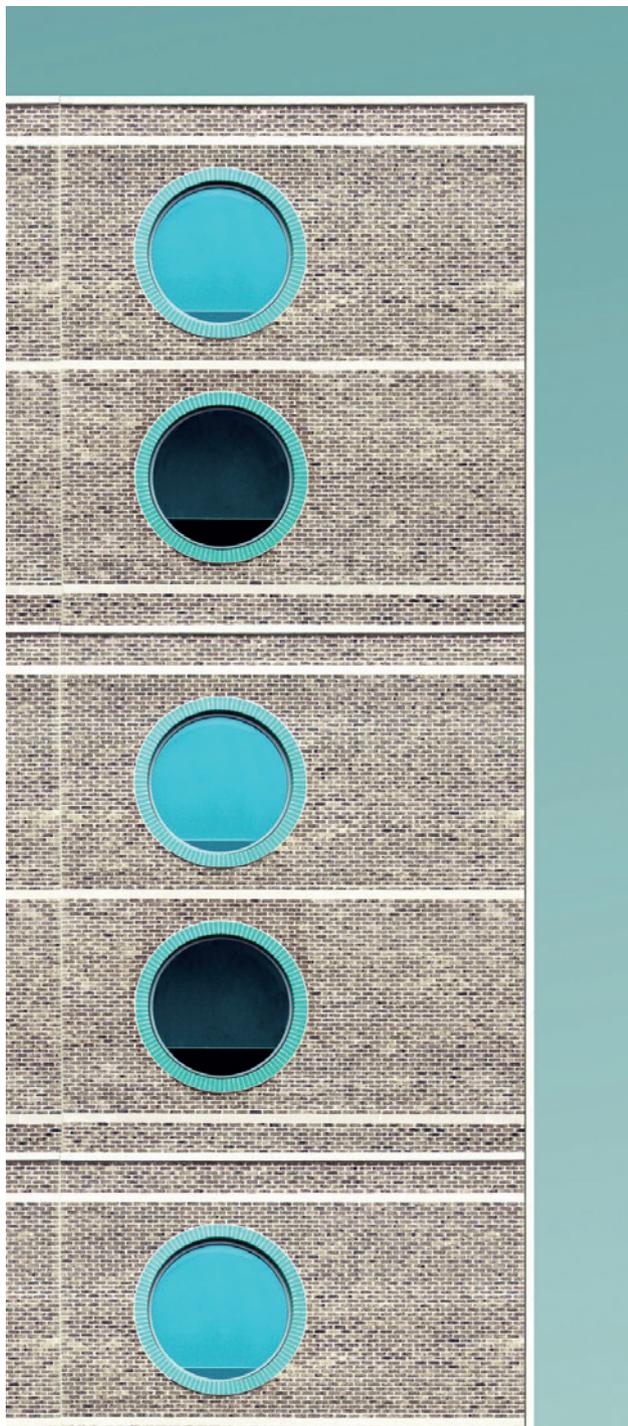
Millennials want to be heard, hope to make a difference and crave affiliation with groups that they can identify with. Therefore, it is critical for event organisers and venue managers to keep young travellers actively engaged in inviting spaces, so that they can develop a strong sense of belonging. They often have short attention spans and lose interest quickly, hence the desire for concise, engaging and productive meetings which are out of the norm and less formal.

As millennials are deeply influenced by technology and extremely reliant on their smartphones and laptops, as a recent study by the Digital Marketing Resource Center concludes, only centres which are highly wired and able to provide stronger and more reliable and seamless WIFI coverage will be able to address the growing needs of these tech savvy visitors and make them feel at 'home'. Globally, association organisers are also increasingly making use of mobile apps to engage their target audience and create customised value propositions. What distinguishes a good venue from a truly world-class one will be how well it allows events partners to harness the potential of technology.

Singapore FinTech Festival (SFF), which is held yearly at the Singapore EXPO, for example, relied heavily on its mobile app to communicate with its attendees. To appeal to the millennial audience, who typically have many screens competing for their information all the time, the app was gamified and loaded with heavy and eye-catching images.

IMMERSIVE EXPERIENCES

The younger group of business visitors values personal connections and desires to participate and immerse themselves in communities of like-minded individuals. Consequently, they are increasingly looking out for immersive learning and unique experience. Gone are the days where event organisers can involve their target audience in a one-to-many kind of dialogue. It is thus vital for venues to transform and begin to work



more closely with event organisers to create and deliver differentiated experiences that leave an impression on event attendees.

SFF also sought to appeal to the millennials' need for differentiated and authentic experiences by serving instagrammable fusion dishes such as "Nasi Lemak" (coconut infused fragrant rice dish), sushi on a conveyor belt and bite-size portioned food in brown bags to allow attendees to grab and go. In addition, the venue management worked closely with the event organiser to enhance creativity in event space design through multiple-themed zones to interest and engage even the young visitors. This includes the Sandbox which design was inspired by the Singapore vintage dragon-shaped playground, as well as the F&B zone with a Straits Chinese heritage theme.

Similarly, the past Echelon Asia Summit made use of bean bags instead of chairs to create an informal and conducive corner for ideation and community building. Instead of the usual catering, event organisers, through the assistance of the venue provider, brought in food trucks which served novel dishes to cater to the largely millennial crowd. Everything, including the meetings, exhibition, conference and dining are all meshed together into one large playground so that visitors stay continuously engaged.

While the orientation of most events is mostly decided by organisers, as venue providers, it is important that we keep abreast of the needs of the industry. Innovative event designs that are user-centric can only be made possible through active collaboration between organisers and venues. Venues ought to remain flexible and evolve their suite of services to suit the evolving needs of customers now and in the future.

In addition to his role as AIPC President, Aloysius Arlando is the CEO of SingEx Holdings, which manages, among other venues, the Singapore EXPO Convention and Exhibition Centre / AIPC represents a global network of over 185 leading centres in 60 countries with the active involvement of more than 900 management-level professionals worldwide

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Knowledge All Over Luxembourg

It may not be a bucket list destination for many, but Luxembourg might well be one of Europe's best-kept secrets, offering more than just a place for diplomats. In fact, as a knowledge hub tucked away between Germany, France and Belgium, the Grand Duchy has many assets up its sleeves, attracting the attention of European and international associations.

Words Rémi Dévé

A country full of contrasts, where tradition and modernity coincide in a harmonious manner, Luxembourg is well connected to the major European cities and hubs, whether by car, train or plane. Boasting a trilingual and multicultural population of more than 600,000, it has historically been open to the world: thanks to the country's role as a centre of business, European capital and home to the European Court of Justice and the European Court of Auditors and the Secretariat of the European Parliament, it's hosted EU summits and diplomats from around the world, and is no stranger to organising large-scale events. A founding member of the Benelux, the Grand Duchy has, over the years, become more than aware of what a successful meetings destination has to offer.

If modern and well-equipped conference infrastructure to suit any requirements are to be found all over, Luxembourg prospers today from the talent of its people and their ability to innovate. The country has understood that its competitiveness in a modern world is increasingly reliant upon effective innovation networks. With competition from all corners of the planet, Luxembourg has been facing rapid economic changes, to which it has adapted. In this regard, the reinforcement - or creation - of its competitiveness clusters reflects a creative way of thinking about the economy.

CLUSTER INITIATIVE

As early as 2012 indeed, the Luxembourg government launched the Luxembourg Cluster Initiative, a key element of the national research and development and innovation policy, bringing together several clusters and innovation networks established throughout the country and reinforcing private-public partnerships in order to boost innovation. The initiative aims to develop state-of-the-art technologies, while supporting Luxembourg's existing technological expertise, as well as promoting the development of centres of excellence.

In this context, major corporations, small and medium-sized companies and public research institutions all benefit from a comprehensive range of individualised services offered by the clusters. They are able to leverage their know-how and expertise via access to the pooled knowledge, resources and networks of cluster members.

"The clusters included in the initiative were not chosen at random. They focus on selected strategically key technologies and aim to strengthen already flourishing economic sectors in Luxembourg, as well as to develop new business sectors with the greatest potential for the sustainable development of the national economy. Between 2002 and 2016, five clusters were created bringing together





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leading companies in the biomedicine, environmental technology, information and communication technology, material sciences and automotive fields. In 2016, the Luxembourg Cluster Initiative continued its development with new members joining its ranks. To the five existing clusters were added two new clusters active in the timber and the creative industries sectors." writes Marie-Hélène Trouillez in an article published this summer in Merkur magazine.

This support for development and commitment to growth can also be seen in the way Luxembourg is one of the largest contributors to development aid in the EU. Following the peer review of Luxembourg carried out by the OECD's Development Assistance Committee (DAC) at the end of last year, the country was indeed praised for its generous contribution to official development assistance, allocating 1% of its gross national income to official development assistance (ODA) and thereby exceeding the international target of 0.7%. Around half of Luxembourg's bilateral aid targets health, education and local development. "The DAC peer review clearly confirmed that our efforts to eradicate poverty are producing sustainable results," noted Romain Schneider, Luxembourg Minister for Development Cooperation and Humanitarian Affairs, in a press release. "We are seen by our peers as a reliable, flexible contributor of funds."

In this regard, Luxembourg collaborates extensively with many NGOs. Since the adhesion of the country's to the DAC in 1992, the Grand Duchy's development cooperation policy has undergone significant change, both

Luxembourg Fast Facts

- **Luxembourg City:** ideal for mid-range association conferences, up to 700 participants
- **Hotels:** 36 and about 3,600 rooms / 6,000 rooms all over the Grand Duchy
- **Conference venues:** 108 (including hotels)
- **Getting there:** By air: Amsterdam (1h10), Berlin (1h20), Frankfurt (50 min), Geneva (1h05), London (1h10); By train: Paris (2h), Brussels (3h)

in terms of funds made available to it and with regard to its organisational and qualitative aspects. It now works with multilateral organisations in the framework of a development cooperation characterised by a strong commitment to poverty reduction, humanitarian aid and effective work with its new privileged partner countries, such as Burkina Faso, Cape Verde, Mali, Niger, Senegal, Nicaragua and Laos. A platform like one-of-a-kind Le Cercle for instance facilitates exchanges and learning between Luxembourg's various actors in international solidarity and creates a dynamic of change.

PROXIMITY IS EVERYTHING

For Luxembourg, being small is actually an asset as you can get the whole 'country' experience in a short amount of time. As pressure is getting stronger and stronger for delegates to use their time wisely when out of the office, this is definitely an add-on. In this context, the term 'easy congress' is often used to sell

the destination, as everything is geographically close. Luxembourg Convention Park might well be the epitome of this, with no less than 68 conference facilities, 640 rooms split in 4 quality establishments, a wide range of restaurants and bars, as well as a network of cultural centres of international stature – all within walking distance. This proximity dimension is also something delegates and planners can have with the Luxembourg decision-makers who are much more easily accessible than in other countries.

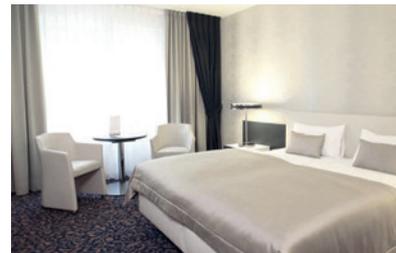




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Nested in Luxembourg Convention Park, the European Convention Centre Luxembourg (ECCL), with a total of 80,000 sqm of usable space and over 30 breakout rooms for up to 800 association attendees, might well be the embodiment of Luxembourg's character. By organising your convention there, you can stay in a hotel on the other side of the street and enjoy nearby attractions such as the Philharmonie Concert Hall, and MUDAM (the Museum of Modern Art), to which it's directly connected.

Located on the edge of the forest just a short drive from Luxembourg, Parc-Hotel Alvisse, a four-star hotel, is your straight-forward business hotel and a local favourite because of its open-to-public swimming pool. 320 well-appointed rooms with parking space for 400 cars make it a convenient spot for conferences for up to 1,500 guests. In Mondorf-les-Bains, Casino 2000 just inaugurated its new event location called CHAPITO, a highly flexible space fully equipped with the highest standard technology.

Last but definitely not least, the 'Rent-A-City' concept of the small but innovative city of Clervaux gives the opportunity, as the name indicates, to rent an entire city for an event for a few hundreds of people. The street become yours and instead of hosting your event in a traditional indoor location, you can customise your event in an outdoor setting. In collaboration with the town's mayor, local representatives and other organisations, the Le Clervaux Boutique & Design Hotel and the Hotel International came up with the idea so as to make the most of the city's attractions.

More information:

www.visitluxembourg.com/meetings

Case study: ICT Spring Europe

As an influential voice in the worldwide Tech community, the aim of ICT Spring Europe is to encourage emulation and networking between business decisions makers, innovation managers, startups, researchers and venture capitalists on a European scale. ICT Spring is a two-day event that brings together the latest ICT technologies and solutions available on the market. Strategically located in the heart of Europe, in Luxembourg, ICT Spring Europe draws more than 5,000 visitors from around the world, who come to discover new partners among the exhibitors and startups, expand their international network, and take part in conferences led by world renowned speakers.

It represents a great opportunity for the participants to deepen their Digital Knowledge, capture the Value of the fast-growing FinTech Industry, and explore the impact of Space Technologies on Terrestrial Businesses among others.

This is a well-received setting for an ICT conference given Luxembourg's status on both a global and European scale: a centre of excellence for the financial sector, a prime digital hub encouraged by the 'Digital Lëtzebuerg' initiative to strengthen and consolidate in the long term the country's position in the ICT field and its long history at the forefront of the commercial satellite communications industry supported by spacresources.lu

More information
about the conference on ictspring.com



THIS PIECE IS PART OF BOARDROOM'S LEGACY SERIES, WHERE WE TAKE A DEEP JOURNALISTIC DIVE INTO HOW CONGRESSES CAN LEAVE A LASTING LEGACY IN THE CITIES OR REGIONS WHERE THEY'RE HELD... AND BEYOND.

Leaving a Shining Legacy in Singapore

Singapore has maintained its position as Asia-Pacific's Top Convention City for sixteen consecutive years in ICCA's rankings and the Top International Meeting City for the 10th year in UIA's rankings thanks to its pioneering spirit, vibrant business environment, modern meeting facilities and infrastructure, making the city-state one of the most accessible—and exciting—on the continent. Singapore isn't the kind of city to rest on its laurels, especially when it comes to the legacy association congresses can leave on the destination. One of the most ground-breaking to impact the healthcare sector: the World Confederation for Physical Therapy (WCPT) Congress 2015, which brought together over 4,100 participants from 114 countries to discuss and drive change that is still inspiring Singapore's healthcare sector today.

WORDS LANE NIESET



Due to its strategic location, Singapore has developed into a major air, sea and telecommunication hub with over 7,200 weekly flights to more than 400 cities serving Singapore Changi Airport, where the new terminal 4 began operations last October. Not only does the city-state offer market access to over 4.5 billion people within a 7-hour flight radius, the airport sits a mere 20 minutes from the city. And given its compact size, Singapore is simple to navigate, with most of its hotels, restaurants, venues and sightseeing spots coupled together in neighbourhoods like Marina Bay, Orchard Road and Changi—easily accessible thanks to the safe and streamlined public transport system.

Not only is Singapore an award-winning association meetings destination, it also offers a dynamic entertainment scene and accommodations to suit all styles and budgets, plus more than 1,700 venues for meetings, conferences and social events. Taking these factors into account, it's easy to see why Singapore is stepping up as a meeting hub where key industries can gather and inspire both the movers and shakers in the field, as well as the younger generation just getting their feet wet, prompting meaningful change in the city and region and deeper connections with associations abroad.

Healthcare's Next Frontier

As the gateway between Asia and the world, Singapore has positioned itself as Asia's hub for engineering, information and communications technology, professional services, innovation and applied health sciences, and has been recognised as the Best Business Environment in the World for ten consecutive years by The Economist Intelligence Unit. In addition, Singapore is home to Asia's fastest-growing biomedical cluster, linking research centres, corporate laboratories and hospitals. Fifty of the world's leading Medical Technology firms have their regional headquarters based in Singapore (including major players like Roche and Medtronic), of which 25 have established their R&D presence in Singapore investing in end-to-end capabilities ranging from product design to optimisation and validation. Eight of the top ten pharmaceutical companies (including major players such as GlaxoSmithKline) have also facilities in Singapore, manufacturing four of the top ten drugs by global revenue.



With Asia being home to half of the world's population, and many of the world's leading biomedical science companies looking to Singapore as a base for solutions targeting the Asian market, it's no surprise the city-state is earning the reputation as a leader in the 'next frontier of healthcare', providing some of the world's most innovative and cost-effective solutions when it comes to 21st century healthcare.

Singapore's 23 Joint Commission International-accredited hospitals and organisations make up one-third of the total amount in Asia, with Singapore General Hospital ranking among the top five percent in the world (alongside heavy hitters like Mayo Clinic and John Hopkins). It's Singapore's leading facilities and renowned biomedical and healthcare sectors that are creating demand for some of the industry's premier conferences and events, including the International Society for Magnetic Resonance in Medicine Annual Meeting and Exhibition 2016, the European Society of Medical Oncology Asia Congress 2015 - 2018, the Congress of the World Federation of Pediatric Intensive & Critical Care Societies 2018, World Conference on Lung Cancer 2020 and the World Congress of Anaesthesiologists 2024.

Singapore Stats

- Market access to over 4.5 billion people within a 7-hour flight
- Singapore Changi International Airport offers over 7,200 flights per week to more than 400 cities in over 100 countries
- Home to more than 150 international organisations and 7,000 MNCs
- Over 1,700 venue options accommodating 2 to 3,200 people
- World's Most "Network-Ready" country by the World Economic Forum Global Information Technology Report 2016, with a broadband network reaching 99 percent of the population
- Suntec Singapore Convention & Exhibition Centre: 42,000 sqm of total space, 22,000 sqm of exhibition space, 15,000 sqm of meeting space, a column-free Convention Hall for up to 10,000 delegates and a ballroom for up to 1,800 delegates. Free high-speed wifi and direct access to over 5,200 hotel rooms

Case Study

17th International World Confederation for Physical Therapy Congress (WCPT) 2015

The Singapore Physiotherapy Association (SPA) has made major strides in the local healthcare scene, including the introduction of a four-year Bachelor of

Science with Honours programme in physiotherapy at the Singapore Institute of Technology, which complements the one-year physiotherapy degree conversion programme. With achievements like this, which was announced at the 17th International WCPT Congress 2015, it was "*significant that Singapore hosted the conference.... and a proud moment for us, [as] we are a small and relatively young profession compared to the larger physiotherapy populations in other countries,*" explained SPA past president Professor Celia Tan.

WCPT, a UK charity and non-profit, represents more than 450,000 physical therapists in 109 member organisations around the world. Founded in 1951, WCPT acts as the sole international voice for physical therapy, developing statements, policy documents and educational curricula to help support and mould the profession, in addition to hosting the bi-annual world conference. "*Hosting the congress in Singapore enabled WCPT to raise the profile and role of physiotherapists in Singapore, in addition to raising awareness of WCPT and its leadership in building and developing the profession globally,*" says Tracy Bury, Deputy CEO at WCPT.

Over the course of four days in Singapore, more than 4,100 participants came together from 114 countries for the congress, which was held at the Suntec Singapore Convention & Exhibition Centre in partnership with local host SPA, which is part of the Asia Western Pacific region of WCPT.

A registered society with the National Council of Social Services, Singapore, SPA has helped physiotherapy gain more recognition as a profession, and with Singapore having hosted the WCPT Congress, it helped advance the association's work propelling physiotherapy into the spotlight both in Singapore and abroad. According to current president Miss Sin Yi Lee: "*WCPT Congress 2015 was key to advocate for the role of physiotherapy not just in the Singaporean context, but also the global context. It was Singapore's honour to be able to host such an international congress that inspired and connected physiotherapists from around the world. Hosting the congress in this part of the Asian Western-Pacific region also provided an opportunity for neighbouring countries to have access to the sharing of evidence-based practice and networking with international experts and colleagues.*"

Fifty-four percent of attendees came from the Asia Western Pacific region—with 12 percent from Singapore alone—and nearly 30 percent made the trip from Europe. As a way to encourage networking, WCPT offered 172 different sessions, with nearly 2,000 speakers leading dynamic panels and debates on subjects like affordability and collaborative practice. For one quarter of attendees, this was their first WCPT Congress, and networking and making new contacts ranked just as high on the list of reasons for attending as gaining new knowledge. *“Being part of ASEAN, we can contribute significantly to the population health within the region by serving as an important meeting point and learning hub where we actively collaborate with other countries’ Physiotherapy Associations. Our local context is unique in that we are able to build relationships with other colleagues and counterparts from other countries with much ease and mutual understanding,”* Lee explains.

Building Blocks for Success

According to Lee, there are many reasons why WCPT chose Singapore as the destination for its 2015 congress. In addition to its high global connectivity, Singapore is one of the safest countries in the world and naturally sheltered from natural disasters. The strong support from the Singapore government, Singapore Tourism Board, and the local physiotherapy community also made the city-state an appealing choice.

Physiotherapists from around the world came together to share best practices and evidence to help improve patient care and contribute to global healthcare, providing insight into some of the industry’s emerging trends and how countries can come together to find solutions for certain issues. SPA’s own biennial national congress, the Singapore-International Physiotherapy Congress, continues to build on the success achieved at WCPT 2015 and has strengthened ties with physiotherapy associations from countries including Malaysia, Cambodia, Indonesia, Thailand, Philippines, Taiwan, Hong Kong, Japan, Korea, Australia and New Zealand.

The congress’ legacy can be felt both at home and abroad. The Singapore Institute of Technology began offering a four-year Bachelor of Science with Honours in Physiotherapy in 2016, complementing

the one-year degree-conversion programme that was already offered to diploma-trained physiotherapists. SPA also recently participated in an Asian Physical Therapy Forum in 2017 hosted by the Japanese Physical Therapy Association, with a theme of physiotherapy in an aging society. Another example of how collaborations can occur between countries to improve physiotherapy practice standards is evident in a memorandum that SPA is in the process of establishing with the Australian Physiotherapy Association. Following a discussion at WCPT in Singapore, a Twitter hashtag, #globalpt, was also launched, which has led to a significant increase in global connections within the physical therapy profession. *“This has had a major impact on the way the profession is connecting internationally—facilitating knowledge sharing, collaborations and research,”* Bury says.

Future-Focused

The healthcare sector isn’t the only one looking to build on Singapore’s bright business future while shaping its own. Next October, the city-state will play host to one of the world’s largest transportation events, the 26th Intelligent Transport Systems (ITS) Congress, which will be held at the Suntec Singapore Convention & Exhibition Centre. Co-hosted by the Land Transport Authority of Singapore (LTA) and ITS Singapore, the annual event will bring together governments, companies, and academic and research institutions to discuss the latest services and trends, with an anticipated 10,000 participants—many of them international.

For a destination like land-starved Singapore that has to be strategic with its infrastructure, this congress may offer revolutionary solutions for maximising its road network efficiency by creating more tech-savvy traffic and control systems. At the moment, Singapore’s transportation system is considered one of the top in the world, with safe and efficient trains connecting most of the island-city. With this congress, themed ‘Smart Mobility, Empowering Cities,’ its legacy will help further establish Singapore’s goal of becoming one of the most liveable smart cities on the globe, sharing knowledge to continue the encouragement and development of an ever-connected community.

Singapore is where great minds converge, connect and collaborate. Plan your next event at www.VisitSingapore.com/mice or email Karin.Thoenes@stb.gov.sg





CASE STUDY

Auditors Inspect Innovation in Dubai

For Dubai, half a century brought change that transformed a tiny fishing village into one of the leading cities across the globe for both business and tourism. Once a quiet coastal settlement, Dubai has reinvented itself, over just a generation, into the United Arab Emirates' (UAE) pioneering destination, with over three million inhabitants. A hub between East and West, it's only normal international associations turn their attention to it, as did the Institute of Internal Auditors (IIA) when it chose Dubai as its host for its annual conference in May.

Words Rémi Dévé

Serving today more than 190,000 members from more than 170 countries and territories, the Institute of Internal Auditors held its first annual conference in New York City in November 1942. Since then, the event has been held in more than 50 locations worldwide and attracts over 2,500 attendees annually.

The IIA's International Conference showcases the best the profession has to offer and provides participants from around the world with an understanding of the latest developments in internal auditing. Today, it is the premier event for internal auditors who want to hear powerful keynote speakers and international presenters representing the global internal audit profession. Attendees are presented with a number of concurrent sessions on today's current issues and trends, industry best practices seeking to address common challenges, and knowledge-sharing opportunities. The overall experience enhances professional development, provides engaging peer-to-peer networking, and affords access to key service firms and vendors.

"There is nothing like gathering together with your colleagues and peers, to be able to exchange ideas. And our international conference gives us the ability to do that face to face," argues J Michael Peppers, 2017-18 chairman of the Global Board of Directors for the IIA. *"Our members are looking to be challenged, to expand their skillsets, their knowledge bases, so that they can serve their organisations well. And international conferences pull together speakers on so many topics and we're able to get diverse viewpoints and opinions and*

learn about technologies that we may not have in the home regions where the members work."

CONNECTING THE WORLD THROUGH INNOVATION

Held under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai – and thus demonstrating government support at the highest level – the four-day 2018 Conference was organised at Dubai International Convention & Exhibition Center under the theme 'Connecting the World Through Innovation', with the participation of some 3,000 experts from over 100 countries from the global internal audit industry – a record-breaking attendance.

The theme was very fitting to Dubai. The Emirate was founded on oil – although the economy has long diversified away from it – and quickly developed into a city known for the tallest buildings and most exclusive hotels, aiming to be the most innovative at any goal it set forward. With the UAE Vision 2021, the country is building a competitive and resilient economy focused on fostering knowledge and innovation, as well as sustainability, honing in on seven main sectors: renewable energy, transport, education, health, technology, water and space.

Dubai Business Events' bidding strategy is aligned with these sectors and the Emirate's strongest knowledge economies. Work to get the Institute



Dubai Fast Facts

- Hub between East and West and a gateway to emerging markets across the world
- Dubai International Airport (DXB) is the world's number one airport for international passengers. Over 90 airlines fly to over 240 destinations across six continents
- Home to world-class transportation infrastructure, including the GCC's first metro system
- 130,000 sqm of exhibiting and meeting space at the Dubai International Convention and Exhibition Centre, 15 minutes away from the Dubai airport
- more than 132,000+ hotel rooms by the end of 2019
- Dubai Association Centre, a gateway for international associations that are looking to tap into Dubai as well as the Middle East region, has now a total of 58 licensed associations

of Internal Auditors to hold its conference in Dubai started with the involvement of the UAE chapter of IIA, through the Al Safeer Congress Ambassador Programme. It helped, of course, that the city hosted the IIA Global Council back in 2014. *"The Dubai Business Events Al Safeer Congress Ambassador Programme has been instrumental in bringing this conference to Dubai."* explains Steen Jakobsen, Director of Dubai Business Events. *"We've worked very closely with UAE-IAA chapter for many years and the leadership is part of our Al Safeer conference ambassador programme. So it's through the ambassador programme that we identified this conference as an opportunity for Dubai where we engaged with the right local counterparts and jointly worked on submitting and promoting the bid for Dubai."*

And in Dubai Business Events, the UAE-IAA chapter, which is housed in the Dubai Association Centre, found a true partner. You simply can't organise an event of this magnitude alone. *"To bring events to Dubai, you need the support of the government"* argues Abdulqader Obaid Ali, Chairman of UAE-IAA. *"Because they take a lot of time and effort. And Dubai Business Events is, as the name implies, the 'event' department of the government. You need those people and their expertise to get things done, to assist you with the bidding, to provide the answers you might not have yourself, to arrange site inspections and come up with an efficient delegate boosting programme for instance. It is very important that associations know the extent of what Dubai Business Events can do to help them bring their international conferences to the city. I would say with no hesitation that they are the right partner to make any 'conference dream' a reality."*

In this context, Dubai Business Events hosted a number of site inspections for the IIA Global team, supported them with marketing and delegate boosting, especially via social media, and altogether helped achieve record attendance for the conference. *"Dubai Business Events also had a very important role in leveraging relationships with local stakeholders such as Dubai World Trade Centre, Emirates Airline, hotels, local PCO partners and others to connect IIA at a global level and IIA at a local UAE level to the right*

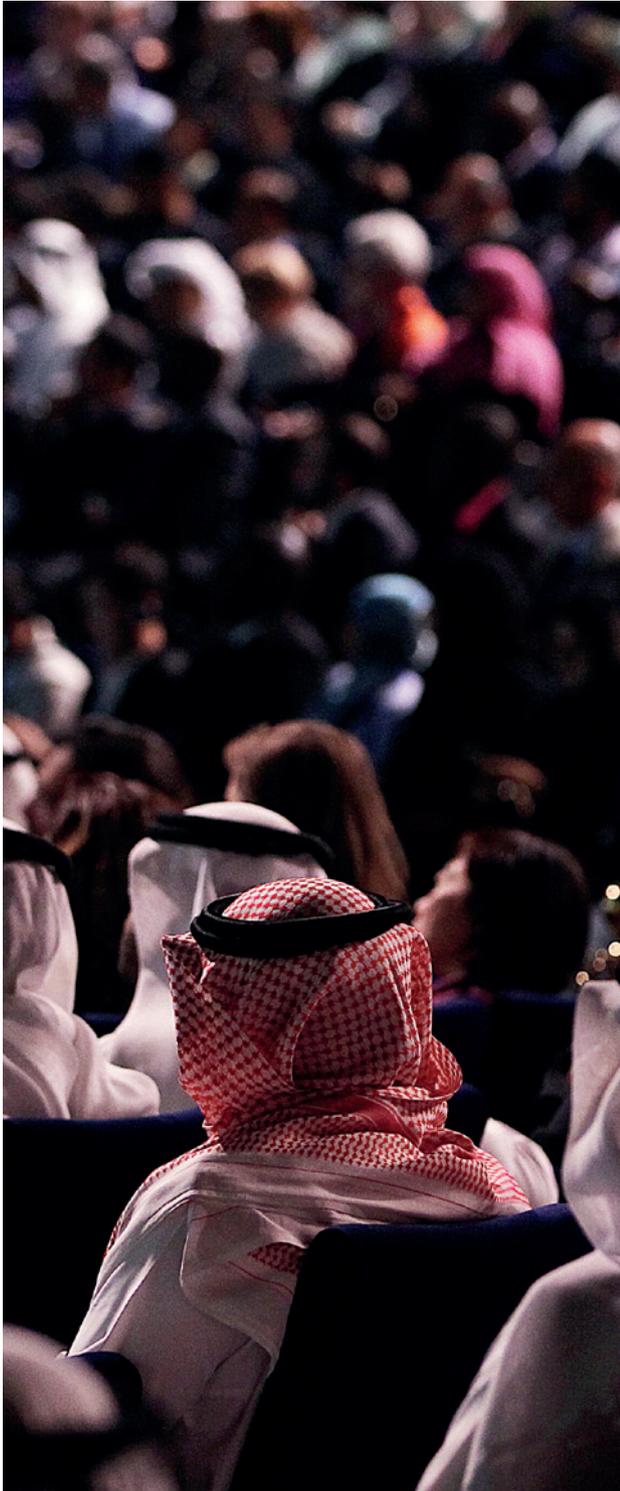
stakeholders to ensure that the right team was being involved and being supportive of the conference" adds Steen Jakobsen.

Worth noting is that, for the very first time in the history of the Conference, topics were discussed in Arabic, with dedicated streams. In this context, the event highlighted key issues and challenges facing the global internal audit industry, including digital transformation, business sustainability, emerging concepts of governance, risk management, fraud and corruption and information security. CNN presenter Richard Quest moderated several sessions, while His Excellency Sultan bin Saeed Al Mansouri, UAE Minister of Economy, was among the speakers.

FASTEST-GROWING REGION

Richard Chambers, President & CEO of IIA, said the first hosting of the International Conference in the Middle East comes as a direct result of the UAE's continued efforts, dynamism and leadership in applying governance and fighting fraud and corruption, in line with the country's efforts to put the UAE at the top of the global leader board for smart governments. *"The Middle East has been the fastest growing region for the IIA in the last decade. We have seen just an explosion of internal audit growth throughout the region - that was another big factor in picking Dubai for our conference"* he explains.

Echoing his comment, Abdulqader Obaid Ali says that hosting a global conference at this level in Dubai highlights the UAE's efforts in adopting international best practices in all institutions. *"We want this conference to reflect the UAE's vision in adopting the latest innovations in the field of internal auditing and its ambitious efforts to build a sustainable economy based on solid foundations that promote innovation and apply the latest technology, and at the same time reinforces transparency, governance and intellectual property rights"* he comments.



This is in line with His Highness Sheikh Mohammed bin Rashid Al Maktoum's vision to transform Dubai into a 'Smart City', and make the emirate one of the most technologically-advanced cities in the world. Smart Dubai, announced four years ago, is an ambitious roadmap to prepare Dubai to embrace the future and emerge as a world-leading city by 2021. In this regard, various initiatives and projects have already been deployed, including an enabling regulatory environment with modern physical as well as information and communication infrastructure, support for R&D and human capital development, and entrepreneurial capabilities and linkages to tap into global knowledge and financing arrangements..

LASTING LEGACIES

For all events that Dubai bids for and welcomes, legacy is important and contributes to the building of its knowledge economy. The IIA's International Conference did just that as it was thought out, from the start, as an 'open' conference. *"We did not focus on audit only, but on a lot of other fields,"* says Ayesha Bin Lootah, UAE-IAA Board Member. *"Because it was a conference for everyone and because Dubai is a destination for everyone. We actually promoted the conference to board members, CEOs, Chief Audit Executives, CFOs and many other roles. We had a big representation from people from cybersecurity, information security, big data analytics, and tracks especially dedicated on blockchain, on artificial intelligence, these things that are trending in the new economy, the digital economy, and the fourth revolution. So the legacy of this conference has everything to do with bringing all the experts to Dubai and tapping on Dubai being the hub of the knowledge economy, which is part of the vision of our leadership."*

The cultural component of the Conference was also very important in making it a true accomplishment. The Welcome Reception was held at Dubai World Trade Centre under the theme 'Tawasol - The Emirati Journey' which highlighted local culture, while the Gala Dinner - 'A Night in Dubai - A Festival of Nations' - took place at Meydan Racecourse, complete with a parade by the Dubai Police, entertainment and a fireworks display. *"We did not want delegates to leave without really seeing what the UAE and Dubai can offer,"* says Abdulqader Obaid Ali. *"So we really made sure that from our reception to our gala dinner people really felt and saw Dubai in style and how things are done here. Dubai Business Events, again, gave us a lot of support to achieve this, making sure we gave the right image and memorable souvenirs to participants."*

Testament to the undeniable success of the Conference is the possibility of hosting more local events and possibly the International Conference again, further cementing Dubai as a great and forward-looking business events destination.

[More information on Dubai as a conference destination](#)
dubaibusinessesvents.com \ askdbe@dubaitourism.ae



Collaborate and Connect at the First Association Leaders Getaway in Dubai

On the back of a successful inaugural conference and acceleration in membership growth, the Dubai Association Centre (DAC) is to host its first-ever Association Leaders Getaway, offering a unique platform for networking, trials and discussions, all set amidst immersive experiences and scenic settings around the city.

Taking place from 10-13 December, the Association Leaders Getaway will follow on from the success of the first Dubai Association Conference held in late 2017, which focused on building a strengthened community and robust ecosystem for associations in the region. The DAC is a joint initiative of the Dubai Chamber of Commerce and Industry, the Dubai Department of Tourism and Commerce Marketing (DTCM) and Dubai World Trade Centre (DWTC).

Issam Kazim, Chief Executive Officer of Dubai Corporation for Tourism and Commerce Marketing, said: *“Following the Dubai Association Conference last year, the city has witnessed a marked increase in interest from association representatives, both regionally and globally. The Association Leaders Getaway is an effort to harness this interest and create an ideal environment for association members to network, share knowledge and best practice, in an engaging setting, beyond the confines of meeting rooms. We are confident that the Getaway will prove to be an invaluable experience for all attendees, while being a crucial step forward in our city’s evolution journey.”*

FOUR-DAY EVENT

The four-day event will bring together 60 attendees representing local, regional and international associations, in addition to Dubai Government representatives, university students and academics, as well as association volunteer leaders. The Getaway will support in curating themes

and topics of interest for the next Dubai Association Conference, set to take place in 2019.

Hassan Al Hashemi, Member of the Executive Committee of Dubai Association Centre and Vice President of International Relations at Dubai Chamber of Commerce and Industry, said: *“With this event, we are creating opportunities for open and constructive dialogue where associations from around the world can discuss important matters and share valuable insights. These perspectives will help the Dubai Association Centre tailor its activities and agenda to meet the needs of associations. We are confident that the event will provide unforgettable experience for participants and boost Dubai’s global profile as an attractive hub for associations.”*

The itinerary features sessions aimed at tackling current themes and trends that impact associations in the region. The inaugural session focuses on the significance of having a ‘global mindset’, where attendees will be encouraged to think global and communicate beyond local or regional borders. A session, titled ‘Association Insomnia: What Keeps Association Executives Up at Night?’, is a workshop aimed at identifying workable solutions to overcome current challenges, all in the midst of preparing an authentic Emirati lunch.

The agenda also includes a session on ‘Youth Integration’ as associations are increasingly looking at ways to become more appealing to the next generation. Attendees will also witness a panel discussion on ‘Working Together to Advance Humanity’ which will be led by the Dubai Future



HASSAN AL HASHEMI

MAHIR JULFAR

ISSAM KAZIM

Foundation following a tour of the Dubai Future Academy. The closing session, titled 'Going Back to Basics: Going Back in Time', is centered around understanding how Bedouins survived in the past, travelling across the desert with the stars being their sole guide.

ASSOCIATIONS IN THE CITY

Mahir Julfar, Senior Vice President, Venues Management at Dubai World Trade Centre, said: *"Dubai's first-ever Association Leaders Getaway will provide industry leaders and delegates the platform to collaborate and connect with one another, and help cultivate innovation in our region. It is our pleasure at DWTC to facilitate such efforts, which further the UAE's economy and position it as a knowledge hub. By tapping into industry networks and fostering stimulating discussion, we are confident the Associations Leaders Getaway will enrich business activity in key industries, regionally and globally."*

The launch of the Association Leaders Getaway comes following the surge in associations building a presence within the city. As of July this year, the Dubai Association Centre had a total of 58 licensed associations, with 16 registrations received in the first half of 2018, reflecting growth of 38%. This is testament to Dubai's strengthened position of being the destination of choice for associations to set up regional headquarters. Since its establishment in 2014, the Centre has evolved to become a gateway for international associations that are looking to tap into the rapidly transforming city as well as the Middle East region.

The Association Leaders Getaway is an effort to harness this interest and create an ideal environment for association members to network, share knowledge and best practice, in an engaging setting, beyond the confines of meeting rooms.

To request to join the getaway

deenah@dubaiassociationcentre.com

To find out more about the Dubai Association Centre

www.dubaiassociationcentre.com



INNOVATION DOWN UNDER

Getting Experiential in Australia

Delegates are increasingly expecting more and more from conferences. But as technology improves, making it easy for personal interests to be instantaneous and tailored, and as global competition forces suppliers to find ways to differentiate themselves from each other, what exactly are delegates looking for at a conference? What kind of experience are they after and what is on offer? Australia, as a whole, seems to have a lot of assets in the matter. Attending a conference down under will not be just another day in your life; some destinations – and conference centres – have put user experience in the foreground before anything else.

Words Rémi Dévé

With multiple conferences happening all over the world all the time, many people are likely to go and compare what they experience. In this regard, it's vital for events to stand out from the crowd if you want your message to be heard, if you want turnout to be good. Understanding what your audience wants and expects from their experience is of paramount importance: that way only you will prevent your events from fading into the crowd of copy-and-paste conferences.

In Australia, some destinations have literally conceptualised their offering all along the value chain. They have understood that if you don't innovate in an ever globalised world, you just won't succeed.

INSPIRING ENVIRONMENTS

The emphasis is on inspiring environments first. You don't have to have been working for association events for ages to understand how tired conference venues can make a day feel impossibly long, how easy it is to overdose on beige, traditional room setup or blend plenary halls.

Richard Breslin, Senior Principal Populous, part of the HASSELL + Populous joint venture designers of ICC Sydney, explains how the precinct was designed to celebrate Sydney and its culture while delivering the very best fit for purpose design: "Our vision for the whole development was to create and celebrate a sense of place. Visitors to Sydney are coming to one of

the most beautiful cities in the world. Like the locals, they love the harbour, the beaches, the food and wine, and the city itself. Our temperate climate means it is easy to transition from inside to outside, to blend boundaries. Many of the meeting rooms have been deliberately brought to the edges of the building so that people can enjoy views of Sydney, to look at everyday Sydney; while allowing locals to also look up and feel connected with the significant events going on inside ICC Sydney. We also created a number of informal and formal break out spaces both inside and outside the building. It sounds like a fairly small shift but those sorts of design elements have made a big difference."

In Adelaide, the redevelopment of the convention centre was done with the user specifically in mind. At the time of motivating for their \$397M expansion, they participated in a Conventions 2020 Study that was focused on what delegates would want in the future, and applied some of the findings to fine tune their brief. The result? A venue that provides, starting with its architecture, a sense of the destination, particularly for those visiting from outside South Australia. "From the moment guests arrive, they are treated to a uniquely South Australian narrative. Our West Building (2015) was inspired by the dramatic layered geology and colour of South Australia's Flinders Ranges, while the East Building (2017) is reflective of Kangaroo Island's iconic Remarkable Rocks. The narrative extends inside the East Building with our 'Starlight' aerial backdrop, which captures the experience of the South Australian outback sky. It's a feature that delivers tremendous



impact, not to mention instant theming, and has been very well received by our guests. To give delegates a heightened sense of destination, the design brief also included expansive foyers with large windows which provide plenty of natural light and panoramic views of the Adelaide Riverbank,” explains Simon Burgess, General Manager of Adelaide Convention Centre.

That ‘sense of the destination’ feeling is also almost tangible at Darwin Convention Centre: its aesthetic of gentle rounded geometries is inspired by the city’s maritime heritage and reflected in the artificial lagoon created to mediate tidal movement. The tropical climate of Darwin also played a major part in the development of the design of the venue, celebrating deep shade, filtered light and anticipating the cyclonic force winds and torrential downpours that are not unusual in the region.

INNOVATIVE FORMATS

Conference delegates are no longer content to sit and take notes all day long. New ways of learning and engaging reduce the risk of feelings of isolation and boredom. Interaction is a proven formula for almost all events and there is a raft of new meeting formats and conference technology that can help delegates interact with each other in an engaging way.

When Brisbane Convention & Exhibition Centre (BCEC) hosted The Commonwealth Innovation Forum, (TCIF) which coincided with the 2018 Commonwealth Games, that’s precisely what they wanted to show: that there are more to events than just sitting around and listening to one-way lectures. Organised by one of BCEC’s Convention Advocates, Mario Pennisi, CEO of Life Sciences Queensland, the Forum explored innovation across the medical and science technology sectors. This presented a unique opportunity to work with industry leaders to showcase the Centre’s own technology innovations designed to enhance the customer and presenter experience. The focus was on visual display, interactivity and mobility. Utilising custom built screen panels and projection mapping, the team developed a range of exciting digital content that transformed the stage area into an immersive centrepiece for the plenary space with the goal of achieving maximum interactivity and engagement.

The Centre recently introduced in-house custom designed technology packages including event apps, delegate polling and digital engagement. Bob O’Keeffe, General Manager of BCEC, explains: *“Delivering new technology to enhance customer experience is high on the Centre’s agenda and imperative for the Centre’s international reputation. We aim to continue to deliver new levels of superior experience and convenience for our customers adding value to their events.”* Bob O’Keeffe says it is also important to nurture and manage the Centre’s high staff retention rates which serve to enhance customer experience through strong client relationship and venue knowledge.

Echoing his comment, Mario Pennisi says: *“The Commonwealth Innovation Forum (TCIF) is a high-profile event and an opportunity to showcase Queensland’s capabilities to an international audience. The venue delivered in ways we had not even imagined possible. The use of digitally very clever projection work and design elements delivered world class staging, world-class presentation and world-class activities at a very cost-effective level, critical for a not-for-profit organisation.”*

REACHING OUT TO THE COMMUNITY

Conferences do not stand alone and delegates and organisers alike want to be part of the bigger picture and leave a legacy, sometimes long after the event is finished. Australian centres can make a real and lasting difference to the environments in which they operate but also in ensuring authentic experiences. This will also simultaneously drive meaningful social, economic and environmental outcomes for the broader community in a measurable way.

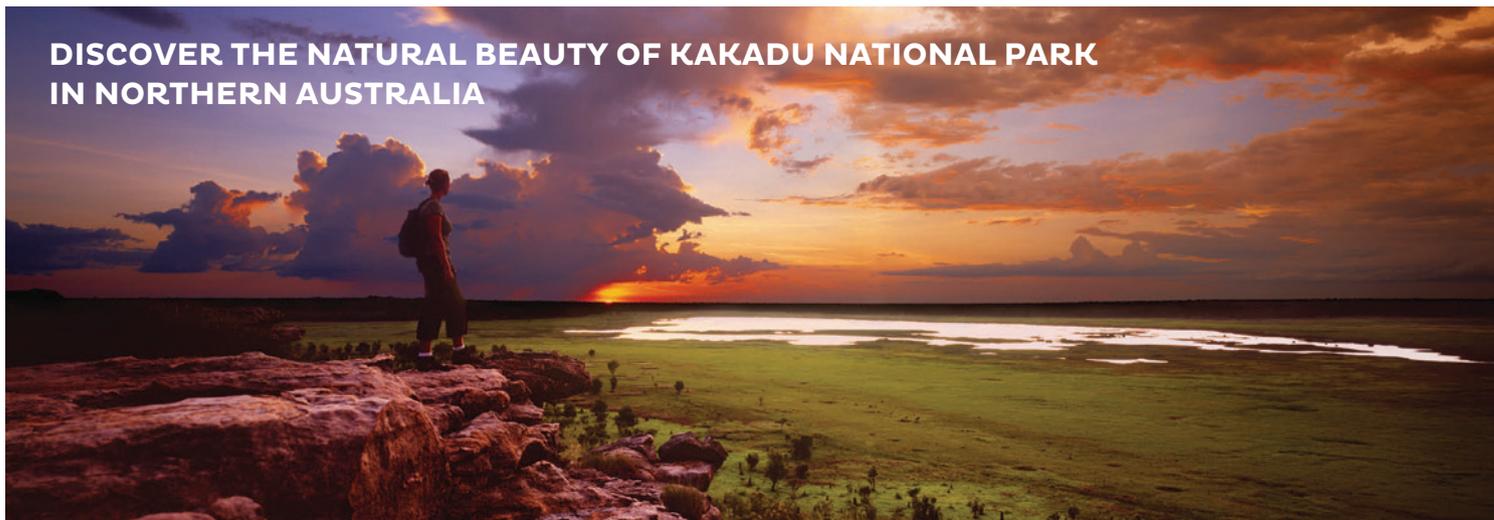
ICC Sydney is testament to this, through its Legacy Program which stretches across four dedicated streams – Innovators and Entrepreneurs, Generation Next, First Australians and Sustainable Events. *“Tapping into the First Australians stream especially, delegates can participate in cultural tours in our immediate precinct or across Sydney. Event organisers are invited to recognise First Nations heritage through an authentic Welcome to Country to open their events or include a cultural performance as part of a conference program,”* says ICC Sydney CEO Geoff Donaghy. *“Every client and event has different goals, objectives and audience demographic. Our team members discuss with clients the opportunities available and build a program that is tailored to their needs. Our vast connections across the Sydney community mean that we are able to provide options that take into consideration any event requirement.”*

In this context, sustainability is also another distinct focus, supporting the growing emphasis on sustainable business practices and events. If ICC Sydney can provide comprehensive reports on event energy, water usage and waste consumption and working with local suppliers to association planners, its ‘Feeding Your Performance’ philosophy supporting regional businesses and farmers is now well-established and respected. Adelaide Convention Centre also recently unveiled its Honest Goodness menu, another initiative directly focused on enhancing the delegate experience (more on this in the following pages).

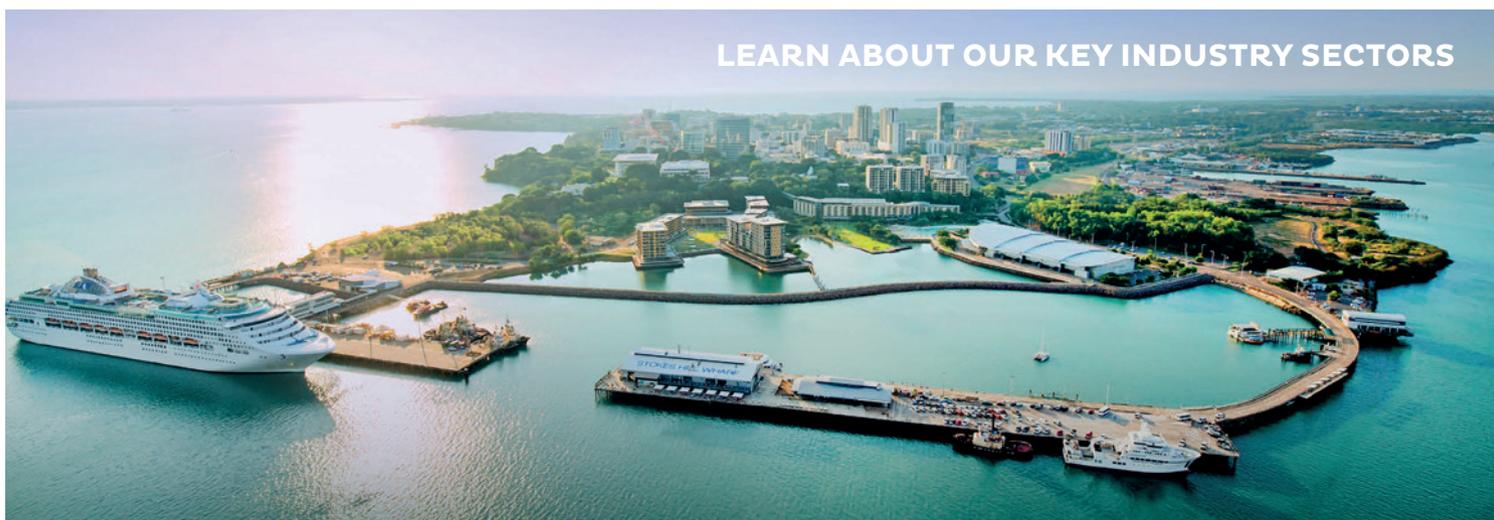
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Honestly Wholesome Food at Adelaide Convention Centre

Whether organising an intimate one-day board meeting for a dozen guests or a week-long professional conference for 2,000 attendees, association planners have become aware that food is now an integral part of the experience. As the meetings industry continues to evolve, food and beverage is being more integrated into what can make or break a successful conference. Adelaide Convention Centre may have understood this like only a few of its peers before when it recently launched its Honest Goodness menu in July.

Words Rémi Dévé



If a conference, in the long-run, is all about knowledge transfer, best practice sharing and business potential, it's also about the experience. As people become more cognizant, in general, about the foods they eat, food is also what keeps conference delegates refueled and energised for the day ahead. There was a time when 'rubber chicken' was a clichéd reference to the typical food and beverage served at meetings and conventions, but now the fare being delivered to attendees has undergone a transformational upgrade.

HONEST GOODNESS

The Honest Goodness menu, recently unveiled by the Adelaide Convention Centre (ACC), might well be the epitome of this. Developed in collaboration with leading nutritional experts from the South Australian Health and Medical Research Institute (SAHMRI), the University of Adelaide and CSIRO, Health and Biosecurity, it is set to transform the convention centre culinary experience with an emphasis on minimal intervention foods and conscious reduction of salts, sugars and preservatives.

Boasting nutrient-dense, whole foods sourced from local environments, ingredients are prepared, in-house, by the ACC's chefs to make restaurant-quality dishes that are vibrant in colour and bursting with flavour. The end goal is to keep participants engaged, just like they should at a conference. The emphasis is on good fats (natural animal and plant-based) and low sugar and sodium (with a conscious reduction of refined white sugars, salts and processed sauces and dressings). The Honest Goodness menu shows that it is possible, even when catering for very large groups, to source and cook fresh, whole or minimally processed foods to make tasty, enjoyable and creative meals, while retaining choice.

Food, in this context, is no longer an isolated consideration, but becomes experiential. "Honest Goodness was born in response to growing public conversation about mindful eating and our mission to not only continue to drive innovation in our industry, but deliver a memorable culinary experience for our guests. Food plays such an important role in the delegate experience and we're always looking for ways to raise the bar," says Gavin Robertson, Executive Chef of Adelaide Convention Centre. "This initiative continues our pledge to showcase the best of South Australia, as well as our ongoing commitment to sustainability. 97 percent of produce we use is sourced locally; as much as possible, ingredients have been responsibly farmed, sustainably produced and ethically sourced."

HEALTHFUL FOOD

Indeed, an increasingly important part in the experience is now being played by locally sourced food and beverages, from beef, fruits and vegetables, to locally made wines, beers and cheeses. Food and beverage is no longer confined to banquet rooms and standard menus: there is a much greater emphasis on seasonal foods and ingredients that are unique to the region. The Adelaide Convention Centre is also going with the growing trend for mindful eating and good nutrition, a demand coming from the organiser and the delegate alike, for more healthful food—a natural outgrowth of the ever-increasing awareness

of and interest in health and wellness. People are understanding more and more that lighter, healthier food means more alert, attentive attendees and therefore a more successful meeting.

"In terms of benefits to association clients, we believe that for medical conferences—specifically those concentrating on what's good for the body and good for the mind—our new menu philosophy will result in a higher degree of connectivity," adds Simon Burgess, General Manager of the Centre. *"When it comes to association business, you're dealing with thought leaders – educated, proactive business travelers. Their higher propensity to attend conferences makes them more aware of the different food and beverage offerings served at business events; we're confident they will notice and enjoy the difference."*

Pennie Taylor, Senior Dietitian, CSIRO, Health & Biosecurity, who was involved in the development of the ACC's new Honest Goodness menu concludes: "A menu that is

loaded with real foods and real choice, offering nutritional value wrapped in the all-important taste, the Adelaide Convention Centre is showcasing how it can be done. Those attending events will enjoy their eating occasion that bit more knowing that they are not only supporting South Australian producers, but importantly their health."

In a nutshell

The Honest Goodness Menu features:

- Whole, minimal intervention foods
- Sensible fats
- Low sugar and sodium
- The best of South Australian produce

And is:

- Preservative-free
- Sustainable
- House-made

More information on Adelaide Convention Centre and its Honest Goodness menu

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



Thailand

Galloping towards a New Era

Whether experiencing the authentic and rich cuisine, travelling through the ever changing nature, enjoying the strong elephant presence or taking a cruise down Chao Phraya river, Thailand has been constantly moving up the tourism standings. The meetings industry could not but follow this trend, recognising the country's capabilities both when it comes to infrastructure and knowledge, with more and more major international conferences choosing the south-east Asia region as their next congress destination.

Words Vicky Kaffa



Thailand's growth is evident as the country saw the need for advancement. Adding to past economic development models which placed emphasis on agriculture (Thailand 1.0), light industry (Thailand 2.0), and advanced industry (Thailand 3.0), Thailand 4.0 aims to create a value-based economy which promotes innovation, technology and creativity. Part of the agenda is to create in the long run 10 Future Industries by building on five older, yet solid industries (Next generation Automotive, Smart Electronics, Affluent, Medical and Wellness Tourism, Agricultural and Biotechnology, Food for the Future) and developing five new industries to enhance their capabilities to support future competitiveness (Robotics, Aviation and Logistics, Biofuels & Biochemical, Digital, Medical Hub).

Chiruit Isarangkun Na Ayuthaya, president of Thailand's Convention and Exhibition Bureau (TCEB), sees the Thailand 4.0 policy as "a way to use technology to uplift the standards of the meetings industry and take it to the next level, make conferences more convenient for delegates and at the same time get more knowledge from it." He believes that Thailand is moving into a new era, "one where top ranking universities are more prone to innovation, technology and start up companies, all receiving a lot of support from the government both in terms of budget and knowledge." These universities serve as a platform for developing further modern technological fields like Digital and Robotics and forming collaborations with international universities in each specific research field.

Fast Facts

Chiang Mai

- └ 33,000 hotel rooms
- └ International Exhibition & Convention Centre over 10,000 pax
- └ International Airport 10 mins from city centre

Bangkok

- └ 70,000 hotel rooms
- └ Public transport by Bangkok Rapid Transit (BRT), Skytrain (BTS), Subway (MRT), Airport Rail Link, Chao Phraya express boats
- └ Centara Grand & Bangkok Convention Centre at CentralWorld 6,000 pax
- └ Bangkok International Trade & Exhibition Centre 9,000 pax

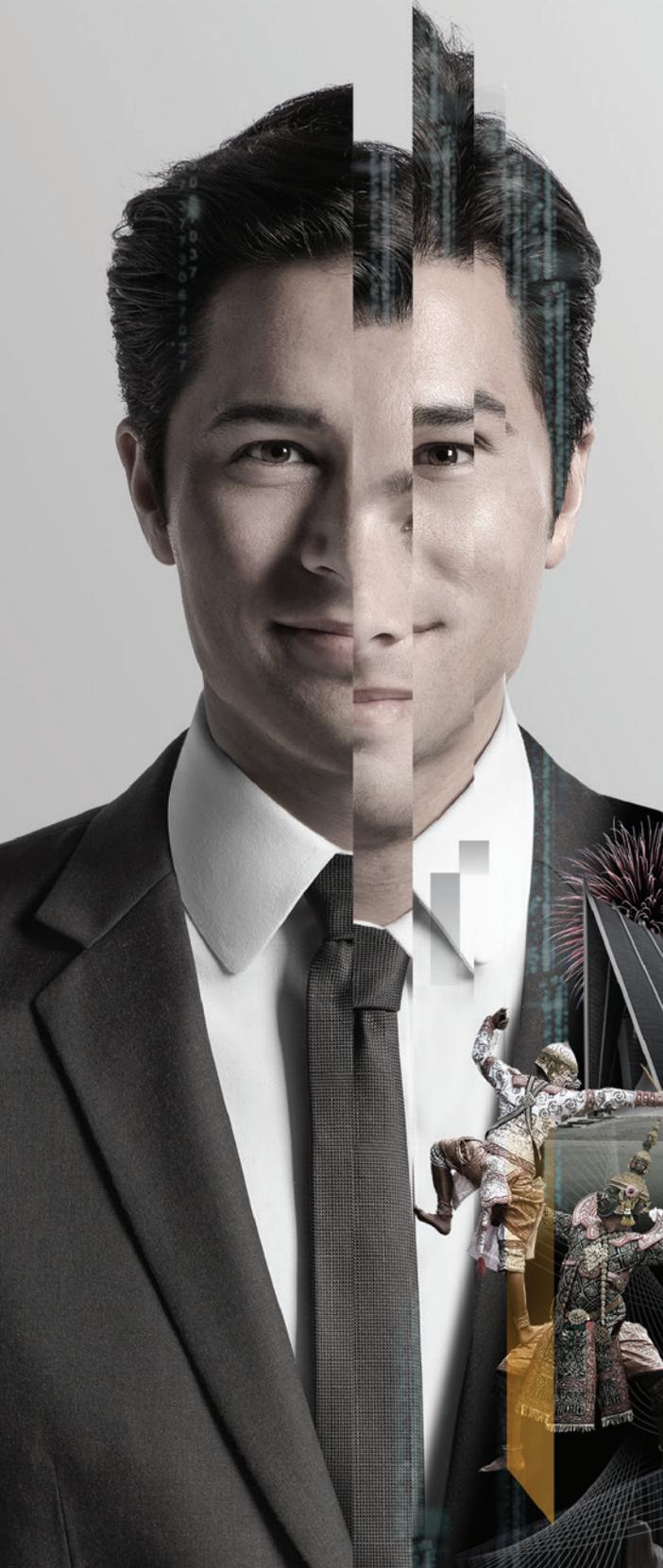
For instance, Mahidol University, Thailand's number one ranking university this year, based primarily in the region of Nakhon Pathom, is a comprehensive institution with six campuses across the country. It focuses on translational and interdisciplinary research in areas like Health Care, Digital, Logistics and Railway and

Sustainable Energy creating innovative ideas like the Ultra – Sensitive qPCR, Molecular Techniques for the Detection of Low – Density Malaria Parasitemias. Through domestic and international joint efforts and its world recognised professors, Mahidol University is taking Thailand a step closer to the future by developing high-safety personal care robots or by initiating the first biopharmaceutical company in the country.

THROUGH THE EYES OF AN ASSOCIATION

The rapid advancement of technology in the country has had a positive impact in attracting all sorts of conferences since, as Sutichai Buditvorapoom, Director of Convention Department comments "technology is relevant to all industries, for example in the medical sector using high-end equipment. Instead of talking about how we can treat people with medicines, we moved on to talking about how technology can be used more efficiently in this field."

Having experienced Thailand's hospitality more than once through conferences he has attended, Professor Amara Amara, CAS President Elect of the Institute of Electrical and Electronics Engineers (IEEE), shared with Boardroom the reasons why Thailand has been a frequent destination of choice for his association. "IEEE regularly organises conferences and workshops in Thailand. The fairly developed university network – well connected to the world – in the field of technology and the large number of



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IEEE members in the country offer us a guarantee of local participation. We will organise a conference in 2019 in Bangkok and I must say, we have been very well supported by TCEB who introduced us to the right people.”

CREATING MICE CITIES

Needless to say that the Thai government has followed this surge of increased conferences due to technology advancement with a strategic plan called ‘MICE Cities’ for infrastructure and accessibility. According to TCEB president, *“five cities across the land, namely Bangkok, Chiang Mai, Pattaya, Phuket and Khon Kaen, have received financial and educational support from the government and in collaboration with universities in order to acquire the appropriate knowledge, adequately sized convention centres, necessary hotel capacity and easy accessibility. This is a project that has been going on for over a decade already with the aim of uplifting the MICE curriculum, giving professors appropriate training on the subject.”*

In fact, Chiang Mai’s International Exhibition and Convention Centre (CMECC) is the biggest one in the north, combining modern features with traditional Thai-Lanna style arts and architecture and is located in the midst of the green jungle, 15 minutes away from the city’s international airport. More widely known as a conference destination – ranked in the world’s top 20 cities in 2017 by ICCA and 4th in Asia-Pacific – Bangkok offers the buzz of a big city without losing its traditional personality. Its two international airports with over 130 flights per hour give access to Centara Grand & Bangkok Convention Centre at CentralWorld, the biggest convention centre in the business district. Bangkok International Trade & Exhibition Centre (BITEC) is located in the heart of the capital, right next to the city’s fast skytrain system. Additionally, a brand new 3,500 people auditorium is to be completed next year, as part of a complex named ICON-SIAM, right on the bank of Bangkok’s Royal River, the city’s up-and-coming area.

“All convention and exhibition centres are upgraded, so we can trust they will satisfy the attendees’ needs”, reassures the president. And he continues: *“By the year 2025, the country will boast six international airports, adding to its easy access plan. My mission is to bring people to cities other than Bangkok, which visitors already know, but also create a niche market so the right conferences land in the right city.”*

Professor Amara confirmed a delegate’s convenience when in Thailand: *“Accessibility by air is very easy. Indeed, because of its tourist vocation, many direct flights are assured from the most important cities of the world. Cities like Bangkok and Chiang Mai have a wide variety of hotels at affordable prices. The cherry on the cake is the legendary hospitality and openness of the Thai people.”*

More information on Thailand as a conference destination
www.tceb.or.th





CONGRESS CENTER BASEL (CCB)

Basel Gets Creative for DIA Europe 2018

A global association that mobilises life science professionals from across all areas of expertise to engage with patients, peers and thought leaders, the Drug Information Association brings its European meeting to a different location every year. For its 30th anniversary, it chose to stay close to its European headquarters and organised the event at Congress Center Basel (CCB). Some 2,000 participants from all over Europe convene to Basel from 17 to 19 April 2018, 'at the crossroads of healthcare', as branded in the theme of the meeting.

Words Rémi Dévé

The DIA is the only organisation in the world with the aim of bringing together professionals in health-product development so that they can pool their findings and push ahead with measures for the development of health products and lifecycle management. Over the past 30 years, the association has been getting experts around a single table, with the objective of finding new, concrete methods and solutions for patients. Transparent cooperation is made possible by incorporating representatives from the life sciences landscape. In this regard, the industry, the cost bearers, the patients and the regulatory authorities all have an equal say. Whether politics and regulations, research and development, marketing or economic developments: all the different stakeholders of the value chain are represented and that's what makes the DIA conference unique.

As written in the programme, DIA Europe 2018 is more than just a traditional meeting. It's a chance to learn, engage, and grow as a healthcare professional. "At DIA Europe 2018, we provided our delegates with a neutral forum to discuss current issues, with the goal of uncovering new ways of working and new solutions for patients. We welcomed participants from across the entire drug development industry and we facilitated open collaboration," said the committee in charge of the programme, which included more than 65 meetings with nine challenging and cross-functional topics, such as 'Drugs of the future: What will innovation need and bring?' and 'How can we further promote clinical research in Europe?'

A new feature of the 2018 conference were the DIALouge sessions – a dynamic and results-oriented format which brought together stakeholders in order to solve a specific problem. The three-day event came to a close with the rapid-fire meeting, which in the past has proven very successful, and during which the key contents and findings of the conference were presented.

The innovations that helped make the conference a genuine experience included some creative stage setups, as well as a large number of unique ideas in terms of material, signage, technology and furniture. For the branding, digital elements were combined with tangible features to form a convincing whole. In Hall 4U of the CCB, an exhibition featured state-of-the-art ePosters, which made a lasting impression on participants. "The Congress Center Basel is an excellent location. The infrastructure is ideal and the working relationship perfect. In future, DIA Europe will only be rotating between different locations, and one of these will be Basel", said Magdalena Daccord, Head of operations EMEA. Cathy Persidis, Senior Conference Manager at DIA added: "My work was definitely made easier with the support and collaboration of the CCB team".

More information

on Congress Center Basel

sales@congress.ch \ www.congress.ch

on Switzerland as a convention destination

myriam.winnepenninckx@switzerland.com \ www.MySwitzerland.com/meetings



Taiwan's Bays Attract International Associations



QIMEI TWIN HEARTS STONE WEIR

From the north where Taipei the capital city resides, all the way down to the southern regions and Kaohsiung City, the small yet surprising island of Taiwan is a continent in itself. Aged monuments and green landscapes rest alongside major industry clusters that include IT and communication, optoelectronics, semi-conductor, and bicycle, as well as high-level research facilities in academic fields like IT, biotechnology and medicine.

Words Vicky Koffa

Promotion of the meetings industry has kept apace, as the Taiwan's MICE Promotion Program (MEET TAIWAN) has established the island well on the global stage with the construction of new high-standard facilities that speak louder than words. The Taipei International Convention Center (for up to 3,000 pax), the Taipei World Trade Center Exhibition Hall (23,450 sqm of exhibiting space) and the Taipei Nangang Exhibition Center Hall 1 (45,360 square meters) are already in service for the northern part of the island, with Nangang's Hall 2 opening in March 2019. The southern part enjoys the Kaohsiung Exhibition Center, with a capacity of up to 4,000 attendees at one time, whereas the Tainan Exhibition Center will open in 2021. Plans for other facilities include the construction of exhibition and convention centres in Taoyuan and Taichung in the north and centre of the island respectively.

Taiwan has successfully gained the trust of numerous international associations. These tend to organise their conferences in the island's main meeting cities. Meetings like the 30th International Congress of Chemotherapy and Infection 2017, the Asian Pacific Society of Cardiology Congress 2018 and the Smart City Summit & Expo 2018 showcase the expertise of Taiwan as host of such large-scale events and the valuable relationships the country upholds with international associations.

CARNIVAL OF THE MOST BEAUTIFUL BAYS

As part of MEET TAIWAN's endeavour to boost the visibility of the country's islands, it has been announced that Penghu County, an island chain just off the shores of western Taiwan, will serve as host for the Carnival of the Most Beautiful Bays in the World (MBBW). This international event, unprecedented for the region, is expected to last more than a month, over September and October, and will comprise of a series of meetings and activities. One of the main events will be the 14th World Congress of the MBBW to be held between 27 September and 1 October 2018.

Themed 'In Love with the Ocean: Ecological and Tourism Sustainability, Ocean Economy, Co-operation and Co-creation', the annual event promotes the protection of natural and cultural resources of world bays. The organisers, namely the Penghu County Government with the participation of National Penghu University of Science and Technology, are gearing up for the event, developing urban and rural infrastructure and improving the water resource environment. The goal as event host is to attract more international and domestic tourists during the fall and winter months, when the carnival takes place, and keep the local economy afloat throughout the whole year.

KAOHSIUNG CITY: CENTRE OF ATTENTION

Around the same time as the Penghu event, that is between 25 and 27 September, Kaohsiung City Government will be welcoming the 2018 Global Harbour Cities Forum (GHCF) at the Kaohsiung Exhibition Center. Under the theme 'Here and Beyond: Forces Affecting Our Future', the Forum aims to bring harbour cities together within a framework of future co-operation and further development of the harbour ecosystem for a greener environment with the help of smart technology. Kaohsiung City is invited to demonstrate the healthy relationship that exists between the city and its harbour, enabling each other to flourish.

Then there is the Kaohsiung 2020 Roundtable, organised by the MEET TAIWAN team, which is set to be held at the same time as the Global Harbour Cities Forum, on 27 September. In light of the 2020 ICCA Congress to be held in the city, the Roundtable will bring together International Congress and Convention Association members, who have organised such congresses in the past, to share their experience and key strategies for putting together a seamless congress. Representatives from convention centres where the ICCA Congress was already held will act as keynote speakers, giving insight to their Taiwanese counterparts to assist with making the 2020 ICCA Congress a major boost for Taiwan's meetings industry.

Hosting the ICCA Congress in 2020 is not only a great opportunity for Kaohsiung City, it will also serve as recognition of Taiwan's meetings industry. Through this event, Kaohsiung City will be able to raise its meetings profile for meeting professionals all over the world. At the same time, this will bring ICCA closer to decision-makers at trade hubs. The organisation will also be able to gain access to inspiring speakers in the fields of urban planning, marine tourism, and sustainability, in addition to industrial transformation, adding definite value to the conference.

SMALL ISLANDS TO REPRESENT TAIWAN

These ocean-related congresses do not stand alone, and they are part of a campaign launched earlier this year called 'The 2018 Year of Bay Tourism Campaign'. Aiming to promote the country's top ten islands and heightening public awareness of the need for sustainable development, enhancement and protection of marine environments, the initiative introduces various culture and lifestyle events extending over the year.

More information:
www.meettaiwan.com

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

The Hague Does Justice to International Conferences

A multidimensional city with the added bonus to be on the seaside, The Hague is home to the Dutch government and the royal residence, as well as over 160 international organisations focusing on several knowledge and policy-building fields. Also known as the city of peace and justice, it serves, with its surrounding region, as a perfect platform for the development of various hubs like cybersecurity, IT and telecommunications, finance, legal affairs, energy, life sciences and health. With the latter hub coming more and more in the limelight, relevant associations, like the Union, have sought out The Hague and its World Forum, for major conferences.

Words Vicky Koffa

Housing world-class research institutes and university medical centres, The Hague, whose seaside is very much sought after, has attracted a large number of innovative SME's, big pharmaceutical multinationals and start-ups, increasing its prestige as a life sciences and health hub. The presence of the Dutch Ministry of Health and the Council for Health and Society as well as health-related associations like Holland Bio and the Association of Innovative Medicine provide the security big companies and their highly-qualified staff need in order to be innovative and inventive. Naturally, the European Patent Office is located nearby, as is the Hague Security Delta - which deals with important topics such as the 'open access principle' - and the International Pharmaceutical Federation.

LEADING HUB

This leading hub, along with the city's other knowledge clusters, and the close collaboration between government, industry and academia has secured a spot for this regal city as a destination for international conferences, such as the recently held ICT & Health World Conference and the Healthy Food Congress in 2017. Since the first peace conference in The Hague in 1899, the city has invested heavily in meetings infrastructure, both in terms of hotels and conference centres.

More specifically, World Forum The Hague, located between the city and the seaside, hosts many of the city's events and is easily accessible by car or by tram. It was lastly renovated in 2016, and offers a 2,161-seat auditorium, the largest in the Netherlands, a 12.000 sqm expo space and an atrium that connects all of its areas. The fact that The Hague stretches near two Dutch international airports, together with the walkable distances within the city, make for an attractive combination where international delegates can enjoy easy access to meetings through a green and sustainable environment.

CASE STUDY: THE 49TH UNION WORLD CONFERENCE ON LUNG HEALTH

Putting all elements together, the results are not surprising. World Forum The Hague has been set to organise the Union's 49th World Conference on Lung Health between 24 and 27 October. In collaboration with the KNCV Tuberculosis Foundation and The City of The Hague as local hosts, the International Union Against Tuberculosis and Lung Disease is planning to gather thousands of clinicians and public health workers, health programme managers, policymakers, researchers and advocates working to end the suffering caused by lung disease from more than 125 countries.

During the four-day event there will be a number of plenary sessions, post-graduate courses, workshops and over 60 symposia running their course in the halls of World Forum The Hague. Jo Waters, Head of PR and Social Media Engagement of The Union, gave Boardroom her impressions when it comes to working with the conference centre: “We have been impressed with both the venue’s facilities and its approach, which we find to be collaborative, supportive and ethical. We particularly liked some excellent best practices such as support for treatment programmes for staff to quit smoking for example. They have also developed a healthy lifestyle and vitality with some sessions piloted at the Union World Conference, including yoga sessions and power walking during lunch breaks.”

A conference of this size has particular requirements, so space allocation seems to be an important aspect. The Union finds that “as a space, it is well-located and the session rooms are flexible, in that they can be easily expanded or contracted, according to need. For a conference with a dense and populated programme like ours, this is essential.”

LEGACY & IMPACT

As a host, The Hague wants to make sure this conference runs smoothly and that it has the right impact on the city and the world. They have provided logistical assistance on site and helped raise awareness by “making introductions for us to other, related local events such as One Young World, so

that we can foster local partnerships and tie-ins. They have also been instrumental in bringing together Dutch organisations to exhibit during the event and in drumming up interest and support from the lung health community, both in participating in the Community Space element of the conference, the exhibition areas and also in bringing local perspective and expertise to the broader conference programme”, says Waters.

However, essential role in choosing The Hague was the perfect fit for this year’s theme of the conference. ‘Declaring Our Rights: Social and Political Solutions’ highlights that eliminating tuberculosis and achieving public health goals, such as universal health care access, requires a response that is driven by the human rights of each individual. “As the city of peace and justice, The Hague provides a unique environment to link science, human rights and policy in the design of public health responses and gives The Union a major opportunity to advance the human rights framework and support our narrative of accelerating toward the elimination of TB and confronting resistance in all its forms. The Hague guarantees that debates around the right to health can take centre-stage”, concludes Waters.

[More information on World Forum The Hague](#)

linda.vanwijngaarden@worldforum.nl \ www.worldforum.nl



INSIDE WORLD FORUM THE HAGUE



Get Closer to Innovation and Knowledge in Copenhagen

There are many reasons why Copenhagen has become a popular congress destination for international associations. The gateway to world-leading research clusters and universities across two countries, the city also boasts all the meeting infrastructure you can expect in a capital and the perfect blend of history and culture – all within a short distance of each other.

Words Marie Dyhr



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If Copenhagen is known for having an innovative food scene, sustainable lifestyle and rich cultural offerings, it is also home to world-leading knowledge clusters located in the city and in the Greater Copenhagen region.

Home to four million people across Denmark and Sweden, the Greater Copenhagen region boasts some of the most innovative hubs within life science, IT and cleantech. One of them is the globally recognised Medicon Valley that is among the world-leading research clusters for materials science and life sciences. It offers access to a deep talent pool of 40,000 highly qualified people, 14,000 researchers and 6,000 PhD students in science, engineering and medicine as well as approximately 350 biotech, medtech & pharma companies with local R&D. All of this is underpinned by life science-focused universities, world leading hospitals and a superb research infrastructure.

LOCAL KNOWLEDGE AND EXPERTISE

By organising or attending an event in Copenhagen, associations and delegates have a unique opportunity to get close to clusters such as Medicon Valley and to the local experts including health professionals working in these clusters.

In March this year, the European Association of Urology (EAU) held its annual congress in Copenhagen. Here, more than 10,000 delegates could watch the live surgeries of approx. 20 Danish patients – live streamed to congress venue Bella Center from Copenhagen's Herlev and Gentofte Hospital, which has some of Europe's leading experts in Urology. This is just one way to get close to the expertise and know-how that exist within Copenhagen.

EVERYTHING AT WALKING DISTANCE

Away from the congress, there are plenty of things to do in Copenhagen and all is within

reach. There is an abundance of world-class dining options for every taste and budget just as visitors are never far from museums and stunning modern architecture that can be found side by side with historical buildings.

Distance, in this context, is never an issue. Copenhagen's airport is a mere 15-minute metro ride away from the city centre, while most hotels, venues and tourist attractions are within walking distance of each other. From Copenhagen, you can easily reach everything within the Greater Copenhagen region. Getting to the Danish capital is also just as easy with the city being home to Northern Europe's best airport that boasts direct connections to 168 destinations.

More information:

www.copenhagencvb.com \ meetings@woco.dk

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TOPICS, DATES & LOCATIONS UNVEILED

Founded by Kai Troll as a non-profit organisation, ASSOCIATIONWORLD aims to create excellence in association business management and to deliver premium but affordable education for associations and non-profit professionals.

Through its four pillars – AssociationInnovation, AssociationPartners, AssociationLeaders and Association360 – ASSOCIATIONWORLD provides and facilitates in-depth solutions to common issues related to non-profit and association business components.

The AW workshops includes hands-on, tangible, impactful experiential learning experiences, facilitated and guided by a multi-cultural professional faculty of globally experienced experts. In small and effective groups of 20-40 like-minded individuals, the workshops will focus on maximizing the experience and learning outcomes for each participant.

Launch has been set on **26 October in Brussels** at The Hotel, and on **29 October in Geneva** at the Intercontinental Geneva.

AW'S 2018 SEASON

Education Topics	Brussels	Geneva	Max. No. Attendees
Leadership & Leadership Development	26 Oct 2018	29 Oct 2018	20 delegates
Advocacy & Campaigning	2 Nov 2018	5 Nov 2018	20 delegates
Event Development & Bidding Processes	Nov 2018 (tbc)	Nov 2018 (tbc)	30 delegates
Strategy & Business Planning	19 Nov 2018	26 Nov 2018	20 delegates
Membership	7 Dec	10 Dec	30 delegates
Resource Development, Funding Models, Partnership Development	7 Dec	10 Dec	40 delegates

For more information, detailed programme and pre-registration contact hello@associationworld.eu or visit www.associationworld.eu.



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