



BOARDROOM

THE BEST RESOURCE FOR ASSOCIATIONS

BEYOND ASSOCIATION LEGACIES

— 2020 VOLUME 1 | VOLUME 2 | VOLUME 3 | VOLUME 4 —

GROWING IN A TIME
OF BREXIT

A SEARCH FOR UNITY
& COHESION

AN OPEN FUTURE FOR
AC FORUM

Education as *Raison d'Être*

In addition to providing a unified voice to the sector they represent, associations can help their members further their career and usually provide a wide range of education opportunities. Most organizations hold events all through the year that allow your audience to connect with their peers, share ideas, ask for advice, volunteer or take part in a committee.

Since most associations have national or local conferences, your members also have the opportunity to hear about the latest trends in their career, learn best practices, discover key achievers in your sector and meet and brainstorm with others who are also looking to share and learn information.

In this regard, education might well be the very *raison d'être* of most associations. In fact, you could argue that what is perhaps even more important today is that organizations create standards, define boundaries between professional spheres, and identify competencies needed in the employment world and the job market. They offer a wide range of educational programs designed to meet the needs that perhaps more traditional institutions don't provide anymore.

At the same time, one can argue associations should not just focus on informing themselves on sectorial issues. It is in fact crucial that they encourage and directly support the continuing education of their employees in the various disciplines required to manage an association. It is the application of best and new practices learnt from one's peers and other experts that strengthens and grows an association. From

developing leadership skills to learning practical methods and processes, educating association executives improves an organization's effect in its sector, raises its value to members, can improve revenue and increases staff professionalism and performance.

In this context, we, at Boardroom, can only rejoice there seems to be more and more education opportunities in association management leaders can choose from. Remi presented and moderated the first Associations Round Table at AIME in Melbourne, and the Geneva International Association Forum (GIAF), which we proudly support, was just announced. A joint initiative by the ASSOCIATIONWORLD Foundation and the Geneva Convention Bureau, in collaboration with Congrex Switzerland, the first GIAF will take place late June this year and aims to establish an international platform for knowledge sharing for representatives of international and European associations, non-profits, federations, societies, NGOs and universities.

As we have just launched a brand-new website where associations can curate their own content based on their areas of interest, we can only but be happy that the GIAF will be "*made by associations for associations*" – something we can deeply relate to and which is also our motto. In this information-rich environment, we like to think we provide much necessary guidance to our association readers. Together with our strategic partners, we see this as our own mission as publishers. And we just hope we can help you be better at what you do.



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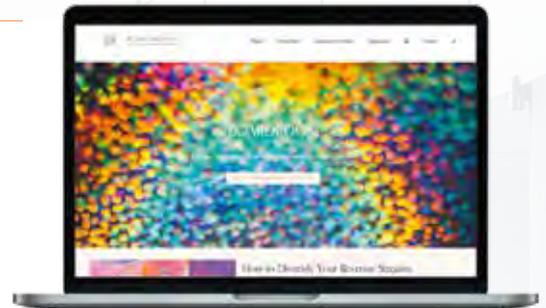


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Growing in a Time of Brexit

The European Social Network (ESN), the leading social services network in Europe with over 135 member organizations in 33 countries, has faced many challenges in the past few years – the first one being a UK-based organization benefitting from European funds, which, in a time of Brexit, led the association to relocate in Brussels. Alfonso Lara Montero, Chief Executive, explains to Boardroom it was actually not the only issue ESN had to deal with.

Interview Rémi Dévé

There have been a few challenges for ESN to overcome in recent years...

Most member organizations of ESN are social services departments in public authorities, which were significantly impacted by the financial crisis. They saw their budgets reduced and the need to do more with less, having to address more and greater social needs with fewer staff. This impacted the membership of our Network.

However, despite these challenges, ESN is now stronger than it was back in 2011 when public authorities were having to deal with the social consequences of the economic crisis. Since then, our membership has grown in terms of numbers by 50%, themes and countries covered, with a significant expansion in Central and Eastern Europe and beyond the EU.

Is social care going to be one of the world's most critical challenges, as the world grows older?

Against a backdrop of ageing societies and the associated increase in long-term conditions such as dementia, long-term care is growing in importance in all European countries. Socio-demographic changes, including family formation patterns, the geographical location of family members and changes in employment are challenging the sustainability of informal unpaid care and increasing demands on formal care services. Any such increase is likely to require an almost equal demand for a higher number of social services employees,

while there are growing expectations of more responsive and higher-quality, tailored social services.

Throughout our work we have documented significant recruitment challenges in the sector which impact social services across Europe. The social services and care sectors eagerly await policy reforms that address the implementation of specific recruitment strategies, the provision of support and development opportunities, and ensuring adequate remuneration. Without a sustainable and valued workforce, public authorities cannot ensure consistently safe and high-quality care to elderly and vulnerable people across Europe.

In which areas do you think there is room for growth for ESN in future years?

Public authorities have a unique role when it comes to the management of social services, including planning, financing and quality improvement. ESN as the only network of public authorities in the sector is exceptionally placed to support social services managers in their journey to improve social services. With decentralization, there is significant room for growth within local authorities as ESN provides them a professional forum for discussing and addressing issues related to the planning and financing of child protection, support for families in difficult socio-economic conditions, disability and adult long-term care services.



When it comes to delivery, at ESN we see significant potential to work with social services providers who can now be part of our Network, too. Since then, we have had many requests from providers to join our Network. Their views give an understanding of the issues faced by front-line staff at the point of delivery.

An issue that permeates all of this is quality and when it comes to social services, quality inspectorates have a key role in relation to ensuring that people using social services are safeguarded and protected. As the field of quality improvement develops further, we see at ESN another area of growth in terms of new challenges and themes to be addressed within our activities.

Finally the use of technology for the transformation of social services has been growing, hence we see an opportunity in partnering with IT, technology and data solutions providers to create the space for conversations around how technology can improve the delivery of social services while ensuring that the rights of the most vulnerable are respected.

We understand you relocated your headquarters from Brighton to Brussels recently. Why the move? Obviously Brexit played a role in that...

ESN has had a strategic partnership with the European Commission for the past 14 years. Due to the UK referendum result to leave the EU, the Board of ESN made a decision to relocate the Secretariat elsewhere, so that our EU funding would not be jeopardized by the decision made by the UK. While there were other options on the table, it was felt that ESN should be close to the European institutions, hence the Board decided to relocate to Brussels.

ESN had been established in the UK since it was founded in 1999 and relocation meant that most staff did not wish to leave the UK. It was a difficult process to ensure that an association was

established in Belgium while the UK charity and company was wrapped up. Nonetheless, efforts have paid off and ESN is now an established and fully operational association in Brussels.

How do you see Brussels as an association hub? In what ways does it make sense for you to be headquartered there?

The strongest point for associations to establish themselves in Brussels is that there are many of them in the same situation, hence it is always possible to find peer support. However, the environment is extremely competitive, and costs are quite high in comparison to other cities in Europe. The legal system is also a bit complicated with a myriad of benefits to offset some of the costs, but this is not easy to navigate through, though those benefits do exist, which is a good thing.

On the positive side, Brussels being an association hub, many public authorities have representations there which can make it easier for ESN to reach out to them. The same goes for international institutions and private sector organizations with whom ESN can work for mutually beneficial partnerships.

On a personal level, I did Solvay Brussels School's Executive Master in International Association Management. The programme is specifically targeted at association professionals expected to take on wider responsibilities, grow within their respective organization or to lead and ensure sustainable growth of their associations, and I found it both well structured and designed.

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



Dubai Association Conference 2019

Leading the Discussion on Positive Change

It's hard to name another segment of society that impacts its surroundings more than associations. From setting industry standards to creating new employment opportunities and offering expertise for better policy creation, associations play quite a large role in global society. During the second edition of the Dubai Association Conference, held this past December at the Dubai World Trade Centre, sessions focused on this very topic and how associations can develop core strategies around sustainability to become drivers of social change.

Words Cecile Koch



Geneviève Leclerc of #MEET4IMPACT served as curator of the conference, which was held under the theme of “The Societal Impact of Associations” and structured around four main pillars: (1) Impact and Legacy, (2) Designing an Impact Management and Measurement Program, (3) Organizational Resilience, and (4) The Art of Collaboration.

Leclerc focused on impact and legacy during her introduction speech by projecting herself into the future, where she looked back in time (to the present) at the birth of impactful acting. She explained how a structural and knowledgeable concept was needed and that slowly, the understanding of the importance of

sustainability was being perceived in the global society.

SHARING IS CARING

During her keynote speech, Patricia V. Blake, Chair of the American Society of Association Executives and CEO of Heart Rhythm Society, shed light on examples

of projects and activities that associations have created that impact people around the world.

One particularly interesting panel featured members from different industries and segments who discussed designing an impact management and measurement program. Garance Choke, founder and CEO of CODA Societies, for example, spoke about how her company helped set up better structures for organizations like hospitals, allowing the institution to give more value and impact to patients instead of focusing solely on business and efficiency.

Bernard Derome, Secretary General of the World Design Association, meanwhile, talked about the impact his association had on the cities they've named "World Cities of Design"—cities that have incorporated the concept of 'better design' in their day-to-day organization, which goes far beyond aesthetics.

One way an association can have an impact is switching from using plastics to finding solutions for the waste of plastics. Guy Bigwood, Managing Director of the Global Destination Sustainability Index, addressed the urgency of tackling sustainability issues and how cities can help improve the situation.

SUSTAINABLY FOCUSED

In 2015, the UN launched one of its most ambitious goals: a 2030 blueprint for a better world. Designed with the help of businesses, not-for-profits, governments and civil society, the 2030 Agenda mapped out 17 Sustainable Development Goals (SDG's). However, during one session on the topic, only a few associations in the audience said they had actually implemented some of the SDG's in their mission.

AmpUz's Avla Bajwa, a board member of the United Nations Global Compact for the UAE chapter, explained that the 17 SDGs can be broken down into smaller

pieces so associations don't feel as overwhelmed at first. But to be successful, the goals have to be part of an association's overall strategy. During one of the learning labs, Guy Bigwood led a TED-style presentation emphasizing the importance of applying the SDGs. Destinations in the meetings industry are already starting to understand their role in this matter, and now it's time associations integrate these goals into their mission statements as well.

LEADERSHIP AND GOVERNANCE

As society evolves, associations will have to be flexible with their human resources policies to support (and accept) innovation and transformation. During a panel on tackling the future of associations, delegates heard from Barbara Ewals, director for Partnerships at the International Society of Geriatric Oncology; Caroline Stockmann, CEO of the Association of Corporate Treasurers; and Senthil Gopinath, CEO of ICCA. The trio discussed the impact of having to work with a variety of members' cultural backgrounds, how to handle a new CEO coming into office, and the importance of mastering different languages, to better understand other cultures and people. The conclusion: show empathy and develop a clear vision for your association's future.

Bringing together over 220 local and international participants, the second edition of the Dubai Association Conference proved to be a success. Alison Shamwana, executive director of the International Hepato-Pancreato-Biliary Association, is one example of the congress' success. "I registered because I was interested in the topics, and I was completely satisfied with the actual content of the conference," she said.

More information about Dubai Association Centre can be found at www.dubaiassociationcentre.com

The Dubai Association Centre's New Look

Just before the conference opened, the Dubai Association Centre (DAC) — which counts over 60 registered associations — inaugurated its new offices, located in the heart of Dubai, within the Dubai World Trade Centre complex. The concept is modeled after a co-working space with communal areas to allow for the exchange ideas, in addition to serving as a place where associations can receive the latest updates on what's happening in the sector.

"The inauguration of Dubai Association Centre's new offices is an important step in building a strong association community and further demonstrates our commitment to empowering associations and equipping them to provide leadership," said His Excellency Helal Al Marri, Director General of Dubai's Department of Tourism and Commerce Marketing and Dubai World Trade Centre, during the inauguration. *"Around the world, especially in markets where associations have a well-established presence, we repeatedly see the positive impact associations can have on professional development, training and standards, ensuring their respective sectors and industries are able to effectively support the members and communities they serve."*

Echoing this sentiment, Hamad Buamim, President and CEO of Dubai Chamber of Commerce and Industry, said: *"Associations need the right ecosystems in place that can support their success and growth – that is what we are doing with the Dubai Association Centre as we build and grow the association community in the region. Through DAC, we are providing a framework for international and professional associations to establish a presence in the UAE and conduct business in the Middle East."*



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An Open Future for the AC Forum

The Associations and Conference Forum (AC Forum) held a very successful meeting in Helsinki in January. This included a Leadership Forum for Chief Executives and Directors from its member organizations, its governance meeting – the General Assembly – and the two-day educational annual meeting. The theme for the 2020 event was *Transformation and Change*, something that will resonate with anyone working in the associations and meetings sectors.

Tracy Bury, Deputy Chief Executive Officer of the World Confederation for Physical Therapy, was elected President of AC Forum at the General Assembly. Tracy is obviously looking forward to her term of office that runs to 2022 and to working with the new Board to take forward the mandate they have from the members.

During 2019 AC Forum undertook a complete review of its By-Laws and the changes were approved by the General Assembly in Helsinki. The big change? Membership will now be open to international associations who are not headquartered in Europe. They will still need to meet all other membership criteria, namely have in-house staff who organize a regular conference with over 2,000 participants. The primary focus on healthcare was also removed from the By-Laws, reflecting that AC Forum already has members from outside the healthcare field. Where there are sector-specific issues they will continue to be addressed through focused activities. As

Tracy notes, *“there is much to be gained from being more diverse and inclusive, as the issues we are facing are common across associations and across sectors.”*

The association has grown from ten members, when it began in 1999, to 37 (including two provisional members) following the General Assembly in Helsinki. With the change in the By-Laws further growth is anticipated. As Tracy points out, growth is important, but staying relevant, advancing knowledge in the field, having an engaged membership and delivering member value are critical for success and the signs of a strong association. Further, with new permanent secretariat support, AC Forum will be better able to sustain and support the growth of the association, its activities and ambitions.

Over the last year or so, AC Forum has developed a number of strategic partnerships for both collaborative learning and thought leadership activities with organizations such as PCMA and the Leading

Centres of Europe – and Boardroom of course, which helps the association get its messages out. These will continue to be built on in 2020, along with new partnerships including IMEX Frankfurt.

Many associations struggle with member engagement, but as the annual meeting finished in Helsinki there was a real sense of optimism and a commitment to engage and contribute, energized by the quality of peer-to-peer learning, knowledge sharing and networking that had taken place. *“As a Board we are committed to reviewing our strategic plan, working with our members to continue to transform and change the association, building on all that has gone before as we shape and prepare for the future, not just responding, but anticipating and influencing,”* concludes Tracy.

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





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FEATURE

Beyond Association Legacies

Our wealth of contributors made a strong case for the understanding, measuring and amplification of association legacies this year. From the pioneering #MEET4IMPACT Project to the controversial view of ESAE (the European Society of Association Executives) from the call for unity from IAPCO and the roles of venues like KLCC in Malaysia and ICC Sydney in Australia, it's time to reflect – once again – on how associations create positive changes to this world.

#MEET4IMPACT

Maximizing Your Impact Through Good Reporting

In this sixth installment of our #MEET4IMPACT series, founder **Geneviève Leclerc** explores the fourth and last key step needed to achieve a successful impact practice. After defining, managing and measuring impact, time has come to maximize the outcomes of your project. How? By converting it into a sustainable strategy that includes outcome-focused impact reporting.

Impact management is the practice by which an organization purposefully manages its resources and assets in order to bridge gaps and meet explicit impact goals. Through this, an organization will reduce its footprint – the negative effects of its activity on the Earth – and amplify its handprint – the positive impacts it helps create. After collecting your data and measuring your results, you will want to report on the positive impact you generated with your activities. After all, good reporting is the one practice that allows social purpose organizations to tell their stakeholders how they are fulfilling their mission and achieving the change that they look to generate.

IMPACT REPORTING

Social impact data is more complex to convey in figures since outcomes are often a) qualitative in that they demonstrate a change in behaviour; b) incomplete or hard to get since they are calculated over a longer time than usual; and often c) limited since they do not express the magnitude of the actual transformation that is occurring.

To help you overcome those challenges, your organization should draft and distribute an impact report which would specifically focus on the outcomes of your efforts and the change generated from the point of view of the target audience benefiting from this impact.

As a reminder, impact theory tells us that outcomes and impact will evolve over time, over three major levels: 1) first level outcomes that are observed immediately after an activity and are considered a “change in capacity”; 2) second level outcomes that are broader and indicate that more important transformations have occurred as a result of an activity and are considered a “change in behavior” and 3) third level outcomes that are longer-term impacts and are considered a “change in condition or status” – the true “impact”. When you are drafting your usual activity or annual report, you should not only be reporting on the activities you have undertaken, the programs created and the money you have raised, but seek to demonstrate that these activities were responsible for the various levels of outcomes (change) cited above.

The differences between regular activity reporting and impact reporting could be summarized as follows:

Activity Reporting:

- Activity driven
- Organizational-centric (from the point-of-view of the organization)
- Performance indicators (outputs)
- # of activities generated, # of people reached
- Data without context
- Funding raised, spent on programs

Impact Reporting:

- Outcome driven
- Beneficiary-centric (from the point-of-view of those benefitting from your impact)
- Impact indicators (change)
- Outcomes of different initiatives + Observable change/progress
- Rich context - storytelling
- Ratio of \$ invested vs. social gain

An impact report is often a mix of visuals such as graphs, tables and infographics, and content covering the following:

- Description of the initial intention, the needs evaluation (why are we doing what we are doing?), the target audience(s) and related impact objectives (what change do we want to be responsible for?)
- Details on the project such as stakeholders involved, activities undertaken, successes and challenges
- Data strategy about what you wanted to measure and what has been measured
- Key findings arising from the information (data) collected and analyzed
- Recommendations on how to act upon the findings and how to convert these efforts into a broader strategy

Multifaceted visualizations of data (such as infographics) can assist in displaying the magnitude of change in such a report and can also be adapted and shared independently via various communication channels if visually attractive. It can be used to clearly communicate the social impact a project will have generated in order to report to various stakeholders and demonstrate the effectiveness of the project, and it can

be used to align impact objectives with the United Nations SDGs and represent this visually.

On the contrary, poor impact reporting will not allow you to maximize the impact you generated. It will mainly be activity-driven, and will include performance indicators focused on the outputs of the event, and your organizational performance (how did we do) and not the outcomes (what did we achieve). To name a few, the numbers of: attendees, travel awards distributed, abstracts submitted and presented, exhibitors and sessions are considered output indicators. Though it is useful to know this information, it does not inform you or your stakeholders on the real impact your event generated. Outcome indicators will rather focus on the change in capacity, behavior and condition of your target audience.

What are examples of good impact reporting then? Reporting on the learnings for your conference attendees: your attendees' uptake on new practices demonstrated (Did they learn something new? Did they try it at home? Did some of them successfully change the way they worked following being exposed to this new knowledge? How many shared it with their colleagues?); how many resources developed over the year have been downloaded and generated a change in those using them?; and ultimately, did the condition of the communities you serve improve, and how did your action benefit them?

Impact reporting requires the collection of data over time. It will almost always involve a mix of qualitative data - which is much more useful to report on what change occurred - and quantitative data, which can tell us how much of it was generated. And it is most powerful when weaved into a data-driven story told from the point of view of the person who experienced the impact.



A QUESTION OF PERSPECTIVE

To be able to tell a compelling story in your impact report, your data must be put into context. One should understand what intent prompted the efforts, what setting, and situation, framed the project and how the data was collected to be able to adequately interpret this information. The data should be presented from the perspective of the audience that is on the receiving end; it must matter to them and clearly demonstrate the benefits they receive.

To illustrate this, let's imagine an organization that has an agreement with a local charity in order for them to collect uneaten food after event functions and use it to provide meals for homeless citizens. The organization wrote in its report that *"it had donated 7 tons of food over one year"*. This is told from the organization's perspective and does not inform on the impact of the initiative. To correctly report on their impact, they could modify their narrative and recount this effort from the beneficiaries' perspective. There, the same 7 tons of food donated became *"7,000 families were provided meals through donated food during this year (assuming a kilo of cooked food provides a meal for one family)"*. The story is more personal and talks of the impact of the donation on the beneficiaries.

CONVERT YOUR PROJECT INTO A SUSTAINABLE STRATEGY

Learning about impact management will enrich and solidify the relationship and position of your organization as a real support for its community and a positive vector of change. The key point is to develop the reflex to identify the social impact opportunities that present themselves in the day-to-day work, by, among other things, identifying as early as possible the potential links between the association, its area of focus and the needs and issues arising in the community or the ecosystem it aims to serve.

We have identified in previous articles that the United Nations SDGs provided a good international framework and a common language for organizations wishing to report on their impact. You may want to start there, but remember this: when done well, powerful impact reporting leads to a much greater understanding of how your mission and strategies actually deliver change. This can help generate that virtuous circle where more impact analysis leads to more understanding, highlighting your most impactful actions, which can then inform your strategy review and allow you to focus resources and efforts more efficiently - ultimately integrating impact management within your core organizational strategy.

An association that is able to understand and demonstrate what positive outcomes it generates can develop a strong foundation both for communicating the work it accomplishes and managing it to achieve the greatest possible impact in the future.

What to learn about impact reporting?

#MEET4IMPACT is a global not-for-profit aiming to build a community passionate about social impact in our sector. #MEET4IMPACT helps organizations increase their capacity to generate impact through their activities, deliver more value on their mission and implement positive change.

Follow the keyword #MEET4IMPACT on social media, check out www.meet4impact.global; or write to community@meet4impact.global to tell your story.

Who Determines an Association's Legacy?

In this special contribution by our partner ESAE, **Stylianos Filopoulos** argues that association leaders aren't the sole drivers of an association's legacy – they're the caretakers who protect the vision that inspires and unites members and stakeholders.



Leaders' actions are inspired by the past, and they answer present needs, but they often lack forecasting and fail to transform in order to adapt to change – which is key to leaving a legacy. The time and energy spent worrying about protecting an association's legacy can be spent in much more constructive and positive action.

I, for one, highly valued legacy until I read Milan Kundera's book *Immortality*. That's when I came to the conclusion that legacy is an overrated concept. This may sound strange since I'm writing an article on how association leaders contribute to association legacy, but if there's one place where contradictions exist, it's in the association world. Don't get me wrong, I value legacy. But my understanding of legacy is a bit different from the definition of "*what we leave behind to be remembered by*." This is simply because I do not think we really control how we are remembered, especially not today and certainly not in the future, when we are no longer around.

If we really care about the impact that our association and us as association leaders may generate, I believe that there are three elements we should closely consider: ego, ownership and disruption.

INTROSPECTIVE VIEWS

Associations, especially trade or professional, tend to define themselves solely through the interest of their members without understanding their relative position in the wider environment

where they operate. This introspective view limits the understanding of the greater picture and the boundaries of their impact. This is reflected in their vision and purpose statements, where they usually talk only about themselves (the association, sector, members) and how great they would like to be.

They often forget that their greatness might be of no one's interest and, even worse, that their greatness may negatively impact others. We are not alone in this world and we cannot solely control our fate. To create legacy and allow it to flourish, we need to create value that will not benefit only us, but also benefit those that are affected by us – including the planet.

VISION OWNERSHIP

Associations are structures, and while people can be inspired by their authority, they can't connect with them. It is other people like us that we connect with. More and more, CEOs are becoming the face of an association, embodying their values and vision. Their personality becomes an indivisible element of the association brand, and their voice becomes the voice of the membership.

Despite their enormous influence, association leaders are just the caretakers, not the owners of the association. We cannot own the vision of an association, for the simple reason that it will stop being the vision of the association and it will become our personal one. Association leaders should recognize the boundaries of their role, enjoy it as long

as it lasts, and pass the responsibility on to the next leader. If they've created value as leaders, they will successfully continue their path and keep on building their legacy.

DISRUPTION

As a caretaker, despite your and your association's organisational skills, you will have to deal with unpredictable situations and crises. This is especially true today, since we operate in a very disruptive environment that requires resilience and creativity for us to remain relevant and sustainable. In addition, association leaders, as the face of the association, have to navigate in an extremely challenging environment where every communication – true or not – is publicly available and can virally spread and create a large positive or negative impact. Today's digital media environment brings forth the simple notion that controlling our legacy is an extremely difficult and technical issue.

Maybe a good way to escape from legacy's continuous stress is to understand our relative position in this world and to be honest with who we are, what we do and what drives us. Let's try to leave behind our ego and be ready for change – and legacy will surely follow.

Stylianos Filopoulos is an ESAB Board Member and the former General Director of the Wine in Moderation Association. For more information about ESAB, with which Boardroom has an exclusive partnership, visit www.esab.eu



A Search for Unity & Cohesion

It is not an easy task to add additional insight to the wealth of articles already existing on the topic of legacies. Yet, there are not many or nearly enough indicators out there, and a recent study carried by the UTS Business School entitled *Business Event Legacies* showed that clearly.

Words Louise Gorringe

While we won't touch on specific metrics, we believe that there is something very powerful in synergies that are often hard to pin or measure. And no matter the uncertainties, Professional Congress Organisers (PCOs) and Association Management Companies (AMCs), have the critical role to search for unity and support the missions of both societies and destinations alike.

THE ASSOCIATIONS

Legacy and impact are at the core of any association, they are formed for the purpose to relieve the world of a certain disease (if a medical society), alleviate an issue burdening society, or support a given profession. Thus, they need to create an impact and leave a legacy with each of their actions.

Some organizations aim to create an impact and long-lasting legacy at a universal level, such as the World Stroke Organization (WSO) and the International Papillomavirus Society (IPVS). Both societies hold awareness campaigns each year, with a global reach, using their international network of organizations to reach millions. While such campaigns offer a relatively quick way to raise awareness on a given topic, the legacy is something that is achieved through the actions

and events taking place at a national level. Many occur in conjunction with awareness day activities, and this can be supported by reaching further up to local authorities and holding the annual meeting in a strategic location.

The International Society of Endocrinology (ISE) realized Africa's need for better education in the field. The information flow was laborious and only a few could afford going regularly to relevant international events. Thus, ISE brought its annual meeting to South Africa in 2018 and, as a long-term legacy, the organization supported the creation of a Pan African Federation of Endocrine Societies (PAFES). This was an important step for the African endocrine community.

WSAVA, the World Small Animal Veterinary Association, have a rotating congress, which in 2016 was hosted by Cartagena, Colombia. During the event, WSAVA held a companion animal outreach program with a local non-profit organization. WSAVA invited participants to join and contribute to a two-day hands-on experience, creating a clinic for dogs and cats. The delegates improved the wellbeing of pets belonging to people in areas of extreme poverty, violence, or financial duress, thus leaving a legacy long after the event.

THE DESTINATIONS

On the other side, there are several destinations, and their respective Convention Bureaux, which work hard to align the whole city and the entire supplier chain to a common vision. A good example is presented by BestCities Global Alliance, or other destinations such as Gothenburg. Each location has identified the core industries concentrated in the country, and these are matched to associations in the area, often resulting in additional support from local authorities.

Gothenburg stands out with its team approach and the superb blend between the different suppliers. Very few destinations give the feeling of having one cohesive meetings' organism in place. When the International Continence Society (ICS) brought their event to Gothenburg, not only was the supreme quality of the services ensured. Something more - the legacy that the event was to leave was foreseen long before the event took place. One of the ways that the Gothenburg Convention Bureau ensured a legacy was by providing financial support to local practitioners to attend the event. As a result, they are now better prepared and can ensure improved healthcare services to the local population, presenting in ways a multiplier effect of one single meeting.

THE SOLUTION TO THE CHALLENGE

To match the goals of both the association and the destination is obvious, and obviously hard. Non-profit organizations aim to deliver education to those that have a hard time obtaining it, and these individuals are often located in rather remote or smaller areas. To solve this challenge, PCOs and AMCs can provide a

solution through their established relationship with key opinion leaders (KOLs). Often KOLs are well known and connected in their destinations. This can mean that closing the circle can provide the answer to how to balance between finances and true change in the places where they most need it.

IN THE END

While PCOs and AMCs have an ace up their sleeves with long-term KOL relationships and a deep understanding of association aims, there are industry organizations, such as BestCities and ICCA who have set to create an infrastructure to support match-making of the goals of both destinations and associations.

We cannot be sure at this point how effective this framework would be, especially while there are not enough measurement tools to prove the actual impact of those accords. However, we trust in human relationships, which have proven time and time again in our industry to cause an impact. And as we see with participants at our events as well as host communities, when the destination is a good fit for the association aims, magic really can happen, and a meaningful legacy is left. And the examples are indeed endless.

This article was provided by the International Association of Professional Congress Organizers, author Louise Gorringer, Director Association Management Operations, Kenes Group. IAPCO represents today 137 companies comprised of over 9,500 professional congress organizers, meeting planners and managers of international and national congresses, conventions and special events from 40 countries. info@iapco.org \ www.iapco.org



The Voice of Kuala Lumpur Convention Centre

How Venues Can Help Build Legacy

Relationships between a venue and an association extends for years pre and post an event and through this engagement common objectives can be supported and realized. Leveraging on this, legacy creation based on a long-term partnership with an association often leads to repeated or recurrent events and entrenches a continuous commitment to the local community where a meeting is held. Venues that prioritize the strengthening of a business relationship as a long-term partner and collaborator become an important facilitator and participant in legacy creation.

Words Angeline van den Broecke

Association meetings are more than just a congregation of thousands of people. It forges strong alliances, contributes to the country's economy, facilitates knowledge transfer, encourages business collaboration and expansion, develops human capital - resulting in bringing numerous and long-term intangible benefits leaving long-term impact on the local community culturally, economically and physically.

BEYOND LOCAL BORDERS

A venue assists to frame the local context and as associations evolve and incorporate differentiated event content and experiences, their membership base seek a connection to their own value system in terms of how an event is organized and its impact on society. This results in the association retaining and attracting new attendees and indirectly forging trust and

credibility with the meeting destination for its commitment to create a legacy and, also, ensure its preservation that may transcend beyond local borders.

The creation of legacy involves thorough planning from identifying stakeholders and possible legacies to determining its target audience and ways of enabling them. Events stand out and stay memorable when they leave a long-lasting impression on participants, surrounding community and stakeholders, and when it is connected to a cause that is greater than the association itself.

The Kuala Lumpur Convention Centre is totally aligned to this approach and has been actively involved in not only identifying opportunities to build the capacity of local associations but to expand their role, influence and capacity to professionalize and lead by example. By doing

so, a collective approach is undertaken to identify what opportunities can be created to advance the positive impact of a meeting on the local community and society at large.

TWO EXAMPLES

The ISI World Statistics Congress 2019 held at the Kuala Lumpur Convention Centre is a compelling example. The National Organising Committee was very committed to a national message and agenda that could transcend the day-to-day understanding of what statistics represent thus focused their communication on why, according to them, statistics are valuable to nation building. In an interview, The Honourable Dato' Sri Dr Mohd Uzir Mahidin, Chairman of National Organising Committee of ISI WSC 2019 & Chief Statistician Department of Statistics, Malaysia explained:

“Everything starts with statistics, data can change trends and with good facts and figures, we can change imbalances and help develop government policies to benefit the people now and in the future.”

He continued: *“We truly believe statistics is an important tool to increase citizen participation in public policy, which will help the country progress in a very open and transparent way. When done right, it forms a key part of a country’s strong foundation by providing evidence which is necessary to improve decision making, document results and also enhance public accountability. Consequently, this will benefit the well-being of the nation and the economic growth of the country.”*

Thereafter they wanted to engage communities beyond the realm of the delegates and composed an official theme song, “Statistics Bloom in Harmony” and organized the World Stats (WSC) Run 2019 at KLCC Park adjacent to Kuala Lumpur Convention Centre, which saw more than 7,000 runners participating.

Impressed with Malaysia’s creativity in developing a public participation program in ISI WSC 2019, the next destination, Amsterdam, is planning to emulate a similar public event and create a bike ride to celebrate the hosting of the 2021 congress. In addition, the event also left a lasting CSR legacy for Malaysia with a tree planting activity at the Forest Research Institute of Malaysia (FRIM) and various outreach programs at schools and universities.

Another example has been the recent 1st World Congress of Fall and Postural Stability (WCFPS) 2019. This event was initiated by the Malaysian Society of Geriatric Medicine (MSGM) in partnership with the British Geriatrics Society (BGS). Born out of the vision of Professor Tan Maw Pin, Local Organising Chairperson of the WCFPS 2019, it was the first of its kind in the world. By creating a global platform bringing together all interested parties

under one roof, the Congress aimed to accelerate efforts worldwide to address important areas of fall prevention and the maintenance of postural stability which affect the independence and well-being of the older population. The event will build on its inaugural success and the next world congress will be organized in Perth in three years.

Achieving another one of its core objectives, an international guide on falls prevention, targeted to be formalized in two years, will be developed by a group of delegates who attended the event. *“We never had an international guideline before this and they are very useful to ensure policymakers and hospital operators to adhere to,”* said Prof. Tan.

INNOVATIVE MINDSET

Venues that value the worth of intangible results of economic development and advancement of its local community make the perfect collaborator for an association from the legacy planning stage itself. Convention centres are ideally placed as advocates, connectors and advisors and can recommend and help facilitate the interface between an international association and the right local stakeholders who are keen to engage with the event and contribute in a more meaningful way.

Well-established venues with a flexible, innovative and responsible mindset that goes beyond commercial success, coupled with an experienced and knowledgeable team that enforces confidence in an association, can become an integral part of the local community and make a significant impact.

Angeline van den Broecke is Director of Global Business Development & Marketing at the Kuala Lumpur Convention Centre. More information on www.klccconventioncentre.com



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How Associations Achieve Meaningful Legacies

What exactly does it mean to deliver meaningful events that leave a positive impact? As an industry, we all play a role and have a responsibility in delivering a positive impact on the communities in which we operate and help our clients to do the same.

Words Geoff Donaghy



At ICC Sydney, we're committed to driving our client's connection to the community and cultivating powerful legacies which encourage change and growth - whether that's social, economic or environmental.

IMPACTFUL IN ESSENCE

Convention centres are uniquely placed to work with associations to contribute to the intellectual and cultural capital, and the community of a city long after an event's conclusion. For us at ICC Sydney, this is not only a passion point

but central to our operations. We do this through a laser focus on delivering events which not only provide enriching experiences for delegates and attendees but which also allow us and our clients to give back.

In 2017, we launched our industry-leading Legacy Program, designed to deliver impact during and after an event is over. Through this program our dedicated CSR executive supports clients in identifying or matching solutions to social and sustainability goals.

This could be providing connections to local organizations, or simply giving back to the local community via one of our program's five streams: First Australians, Creative Industries, Innovators and Entrepreneurs, Generation Next and Sustainable Events.

By engaging with our Legacy Program, our clients can be assured that we are providing authentic connections to our city that will deliver a meaningful and lasting legacy for our communities. Our approach has proven hugely successful and is now a defining offering which allows associations to shine.

BEST-IN-CLASS EXAMPLES

A best-in-class example of the program at work is the peak gathering of energy transformation leaders for The Australian Clean Energy Summit 2019. With record attendance, we worked alongside the Clean Energy Council to tackle the issue of sustainable waste management. We utilized four waste stream bins in the exhibition area and eliminated single-use cups, saving over 5,000 disposable coffee cups from landfill.

From day one, the Council also had a strong focus on engaging with the next generation of leaders who could one day be the delegates or speakers attending the conference. With this aim, they challenged local university students with designing a poster that incorporated all aspects of sustainability in a relevant and engaging manner.

Acting as the connection point, ICC Sydney provided a platform for the top students to have their posters displayed in one of the networking areas of the event - a space where students and delegates were able to interact and knowledge share in a rich learning environment.

Another great example of our Legacy Program at work, is the sustainability tours for delegates held during the Australasian Gaming Expo (AGE) in August last year. Participants received a behind-the-scenes tour of ICC Sydney's sustainability initiatives - from our community-funded solar array to electric car charges and water saving projects.

Waste was also an important issue for AGE, so we developed food donation signs to display at kiosks informing delegates that un-used food items would be donated to the food rescue charity, Oz Harvest. This resulted in hundreds of sandwiches, salads, wraps and sushi being diverted from landfill to support people in need.

More broadly and linking to our other streams, clients have also engaged with authentic First Nations experiences. A number of events have incorporated a Welcome to Country by the Metropolitan Local Aboriginal Land Council or had artists from the First Nations dance group KARI, perform an Acknowledgement of Country. We are also able to connect clients with a First Nations elder who can give cultural tours of the precinct.

To support young and emerging artists, we can connect clients to the Talent Development Project (TDP) - a youth training and development program. Our global stage gives students the chance to perform in front of an international audience, providing a platform to the next generation of creative leaders.

CONTRIBUTING TO THE KNOWLEDGE ECONOMY AND BEYOND

At ICC Sydney we also believe that we have a responsibility to share insights and examples of client experiences with the wider industry, which in turn benefits clients. That is why we were excited to again be the Presenting Partner at the AIME Leaders Forum in February this year.

The Leaders Forum allowed us to share more about the role ICC Sydney is playing as a pivotal connection point between clients and the local community and, in turn, highlighting the lasting impression we are leaving on delegates and the legacy we are creating in Sydney.

ICC Sydney attracts 1.4 million visitors through our doors annually and in 2018/19 delegates attending events at our venue generated A\$896 million in direct expenditure for New South Wales. We are certainly delivering an impact long after an event has concluded, but with these achievements comes great opportunity to further contribute to our incredible city.

By engaging associations to work in partnership with our Legacy Program, we are working to enhance patron experiences at events and allowing associations to leave a lasting legacy that can be felt long after clients and delegates have returned home.

This article was contributed by Geoff Donaghy, CEO of ICC Sydney, through a special partnership with AIPC. AIPC represents a global network of over 190 leading centres in 64 countries with the active involvement of more than 1000 management-level professionals worldwide. It is committed to encouraging and recognizing excellence in convention centre management. www.aipc.org

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A Flourish of Growth in South Australia

Adelaide has long been known as South Australia's food and wine capital. Barossa and its world-famous wineries like Penfolds are a short drive away, while further afield South Australia's largest mountain range, the Flinders Ranges are home to the huge natural amphitheatre, Wilpena Pound, or Ikara to its traditional owners, the Adnyamathanha people, which translates to 'meeting place'. But the city that once focused on traditional industries like car manufacturing is changing its tune as the economy undergoes a massive transition and in the process, Adelaide is increasing its credentials as an urban meeting place.

Words Lane Nieset



As a destination, Adelaide is easy to get to, with one-stop connections to more than 400 global destinations. Once delegates arrive, there's little need for transportation; the city's compact design makes Adelaide ideal for walking conferences. The Adelaide Convention Centre (ACC) sits at the heart of the Adelaide Riverbank Precinct – one of Australia's best-connected business events districts – just a 10-minute drive from Adelaide International Airport and only five minutes by foot from more than 3,500 hotel rooms, with more than 6,000 rooms available within one square mile.

With the new multi-billion-dollar Riverbank Precinct, which includes an expanded convention centre and world-class health and bio-medical research hub, Adelaide is positioning itself as a global leader in a variety of sectors as it works toward developing a sustainable future.

“As a destination, Adelaide has undergone a period of significant growth and development in the past few years, which has enhanced our business events landscape and destination appeal amongst associations in particular,” says ACC's general manager, Simon Burgess. *“This transformation has not only included our own venue's multi-million-dollar expansion, but significant investment in the city's Riverbank Precinct, including the establishment of a new innovation corridor which runs through the heart of the city centre.”*

“Through this transition we're seeing an increase in world leading research output,” says Damien Kitto, CEO of Adelaide Convention Bureau. *“It's for this reason business events have never been more important as a platform to increase the destination's global profile.”*

As major manufacturers like Holden and Mitsubishi are closing up shop and Adelaide's traditional industry base moves

offshore to compete with price, the city is attracting a crop of young, talented creative arts and sciences professionals in an effort to grow the population and economy while offering innovative ideas to transform the industry. The South Australian government is also working to increase the annual growth rate of industries that respond to growing global demand and investment interest, honing in on a few key specialty sectors: health and medicine, energy and mining, food, wine and agribusiness, defence, space, international education, creative industries and advanced technology.

“Now is an exciting time to be in Adelaide. As a forward-thinking destination on the move to new technologies and industries, we are actively embracing innovation and investment as we look toward an exciting future,” says Kitto. *“Our outstanding innovation neighbourhoods are perpetually evolving and producing world-class results across a diverse range of business genres that underpin the state government's economic focus.”*

Supporting this move toward future industries, the Adelaide Convention Bureau has successfully run its Conventions Adelaide Ambassador program for over a decade. The Ambassador program represents a network of 60 leaders across the priority sectors who help to promote South Australia's future industries and innovation neighbourhoods to the world through supporting the attraction of relevant international congresses to the city. The Bureau can connect event organizers with leaders from across the destination's innovation neighbourhoods and institutions.

INNOVATION NEIGHBOURHOODS

A five-minute walk from the ACC lies Adelaide BioMed City – the largest health and life sciences precinct in the Southern

Hemisphere – a \$3.1 billion infrastructure investment to date that's designed to act as a research hub for everything from basic discovery to public health and health services. The first operation, South Australian Health & Medical Research Institute (SAHMRI) opened back in 2013, and in the years since, Adelaide BioMed City has welcomed residents like Royal Adelaide Hospital and the University of South Australia Cancer Research Institute. Adelaide BioMed City is rapidly attracting groups like the Cardiac Society of Australia & New Zealand, who chose Adelaide as the host city for a three-year term so members could have access to experts in cardiac research at SAHMRI. When the next project, SAHMRI 2, opens its doors, it will build on SAHMRI's current “precision medicine” theme and be home to the first Proton Therapy Unit in the Southern Hemisphere.

“The construction of SAHMRI 2 can only strengthen our position as a leader in research that directly impacts healthcare. Proton therapy enables highly targeted treatment of cancers while preserving surrounding healthy tissue. While this has obvious benefits for patients, our vision more broadly is that we become the hub for proton therapy equipment and expertise throughout the Asia Pacific region,” says Steve Wesselingh, Executive Director of SAHMRI. *“SAHMRI 2 is already synonymous with cutting-edge cancer treatment, but will also offer unprecedented opportunities across a range of fields of research and development, clinical trials and training.”*

Another innovation neighbourhood in the works is Lot Fourteen, part of an 8- to 10-year masterplan focusing on emerging industries and future-building skills for commercial operators. Located a 15-minute walk from ACC, near Adelaide Botanic Garden and the East End, the dining and shopping precinct, the new neighbourhood brings together some of

the best minds in AI, cyber security and space, mixing government, industry and academia. A few of the tenants who will be moving in: the Australian Institute of Machine Learning, ranked third in the world in computer vision research; the Australian Cyber Collaboration Centre; and the MIT Living Lab, which studies the social implications of big data.

The Adelaide Convention Bureau and ACC have both formed a strong alliance with each precinct, and as an event partner for association conferences, the centre is able to facilitate connections with local thought leaders, innovative industry and research bodies and academics along the innovation corridor; to conduct site tours; share ideas; and gain access to key speakers. Last year, the Australian Dental Congress attracted over 1,000 delegates a day to their exhibition, for example, since the University of Adelaide Dental School sits right next to the centre. *"This approach is all about enriching the*

conference experience both within the centre and our city at large, creating a lasting impression for delegates, and lasting legacies for our destination," says Burgess.

During agriculture-focused events, delegates can also engage with Lot Fourteen and the AgTech start-ups based in the precinct to offer living content to their delegates as part of a conference program. As Burgess explains: *"For a local government association who visited Lot Fourteen on a recent trip to Adelaide, our proximity to this new innovation precinct provided them with the opportunity to utilise this new development as a living case study for their delegates to engage and learn from the ways in which state and local government have worked together to create such a diverse innovation hub."*

COMMUNITY OF CREATIVES

As part of South Australia's efforts to move toward a cleaner energy future,

the region is installing major operations like Australian Gas Networks' (AGN) pioneering hydrogen production facility, which will be constructed at renewable energy hub Tonsley Innovation District. Based in Australia's first smart and connected Lighthouse City, Tonsley is the country's first innovation district, designed to champion South Australia's main focus sectors: health, medical devices and assistive technologies; cleantech and renewable energy; automation, software and simulation; and mining and energy services.

Located a 20-minute drive from the centre of Adelaide, Tonsley is intended to be a community for creatives, bringing together some of the world's fastest-growing companies and institutions like Siemens, Tesla and Zeiss, in addition to acting as an academic hub for students attending Flinders University Medical Device Research Institute. The \$26 million stage one of Tonsley Village is already completed, and Tesla is on its way to expanding the world's biggest battery to increase its capacity by 50 percent. When completed, it's anticipated the upgraded battery will reduce household power bills by nearly \$50 million in its first year of operation and provide services to help stabilize the energy grid and improve response times when wind and solar power aren't an option.

During a tour of the district, John Berry, the US ambassador to Australia, said, *"Certainly there's no place in the Southern Hemisphere (like Tonsley). It rivals the capacity of Boston, in terms of that combination of academic, medical, hospital and university world, as well as an active business and biotechnology base."*



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Back in Business

The lush Adelaide Hills is known for its wineries and wildlife, and while some of the vineyards were affected by the Cudlee Creek fire, all cellar doors are open and ready to welcome visitors, confirms Bill Nehmy, a project officer with Adelaide Hills Tourism. *“It’s business as usual in our city, and now, pleasingly, in the Adelaide Hills and many areas of Kangaroo Island as well,”* says Nehmy. *“However, these regions have experienced a significant loss of business over the lucrative summer holiday period in Australia due to concerns and perception around the impact of the bushfires.”*

Since Adelaide Hills is only a 20-minute drive from Adelaide’s city centre, and Kangaroo Island is a 20-minute flight (or 90-minute drive, followed by a

40-minute ferry ride), business event delegates can support these regions by visiting them pre- or post-conference and host workshops that offer an authentic Australian experience (as opposed to hosting these events at the main venue). *“There has been no damage to core business events infrastructure, and for this reason Adelaide, and each of our regions are open for business,”* says Damien Kitto, CEO of Adelaide Convention Bureau. *“For fire affected communities in Adelaide and wider Australia, it’s as important as ever that the global business event community support these regions by hosting events in these areas. The Bureau is working with the regions to look at voluntourism experiences that can be integrated into the event schedule for those looking to contribute to the recovery efforts.”*

In early February, Boardroom spoke with Mary-Lou Corcoran, general

manager of Aurora Ozone Hotel on Kangaroo Island, who happily announced the risk has been minimized and they have been declared a safe community. *“At one stage, it was quite a scary situation on the island, and even though Australians are used to dealing with bush fires, a lot of people internationally aren’t,”* says Corcoran, who added they had a lot of international tourist cancellations. *“Now, we are seeing green shoots and life going back.”*

For associations, one of advantages of visiting the island is for delegates to be part of the voluntary army helping at national parks and with the replanting processes. *“The community spirit has been amazing, and our recovery is important to share with all,”* Corcoran says. *“Hopefully, after helping, visitors will come back and see the work they participated in and how it’s regenerated the island and the economy.”*

Expanding Business in the Gateway to the Great Barrier Reef

Mention Cairns and images of pristine beaches, lush tropical rainforests and, of course, the Great Barrier Reef instantly come to mind. The Far North Queensland city is full of natural beauty and bucket list landmarks, but it's also a destination with serious assets for association planners – one of the main being the impressive convention centre, soon to be refurbished and expanded so it's even more flexible.

Words Remi Deve

Travelling down to Australia before AIME last February, I was not sure what to expect when I landed in Cairns. But the commute between the airport and the hotel (a mere 10 minutes!) gave it all away. Although relatively small in size, Cairns is a city with strong ambitions. With an instantly recognizable Australian identity and a sense of hospitality that is almost tangible, the destination wants to become one of the major business events players in Australia – and beyond.

BEST IN SHOW

Cairns has many cards up its sleeves. One is that it's home to the first purpose-built convention centre built outside of Australia's capital city. Cairns Convention Centre has racked up a number of accolades, too. It received the 2014 and 2004 International Association of Congress Centres (AIPC) APEX Award for World's Best Congress Centre and has achieved Gold Certification in the AIPC Quality Standards Program.

The centre currently features five conference halls – including the Auditorium, which caters to 2,330 theatre-style guests, and Arena, which holds up to 5,300 – as well as nine meeting rooms, six conference rooms, a media room and some high-quality audiovisual facilities. In June, the centre will close for a six-month refurbishment, which will be completed by the end of the year. It

will undergo an expansion adding an additional 10,000 square metres, slated to debut early 2022.

“Conference growth in Cairns has been constrained as a result of the centre not being able to accommodate two large conventions simultaneously during the peak business events seasons,” explains general manager Janet Hamilton. *“The expansion will largely resolve this, opening up additional economic benefits and tourism opportunities for Cairns and Tropical North Queensland.”*

FLOURISHING INDUSTRIES & MORE

Cairns and the tropics are driven by a diverse range of industries from tourism and health to tropical agriculture and education, plus marine services and reef protection. Thanks to institutions like James Cook University, which boasts the Australian Institute of Tropical Health and Medicine, the Australian Tropical Forest Institute and the Australian Tropical Herbarium, Tropical North Queensland is the ideal location for tropical forest science, biopharmaceuticals, tropical health, tropical foods and natural resource management.

The region is also the home to the Institute of Tropical Health and Medicine, which features programs revolving around public health, bimolecular, clinical, and translational health systems research. Several James Cook University centres act as research



CAIRNS CONVENTION CENTRE WILL HAVE A BRAND NEW FAÇADE

hubs in key areas like tropical infectious diseases, health security and biosecurity, chronic disorders with high prevalence in the tropics, genetic diseases, and health services in regional and remote communities. The agriculture industry, meanwhile, has long been thriving with production of tropical fruits, sugar, coffee, fishing, grass-fed beef, free-range pork and dairy, in addition to exotic new crops like cacao and vanilla.

How Cairns and the surrounding region differentiates itself from competitors, however, is in the many pre- and post-conference options. The city is tucked between two of Tropical North Queensland's greatest natural treasures – one of the Seven Natural Wonders of the World, the Great Barrier Reef, and the World Heritage-listed Wet Tropics Rainforest. Almost 30 boats leave Cairns every day for the reef, and in less than an hour you can be snorkelling or diving in Australia's most spectacular underwater environment. That doesn't mean all the fun is underwater, though. Back inland, I was lucky enough to glide over the canopy of tropical rainforest on Skyrail Rainforest Cableway and its awe-inspiring views.

Another highlight that plays on Cairns' rich agricultural heritage is a visit to local producers like the family owned Skybury Tropical Plantation in the Atherton Tablelands, which has been growing some of the country's best coffee and tropical fruit for the past 30 years. Just 10km outside the town of Malanda, also on the

Atherton Tablelands, is the Nerada Tea farm, whose mission is simple: to produce Australia's freshest, finest and most sustainable tea.

The Rainforest Bounty plantations also sustainably grow the rainforest fruit that is native to the neighbouring Wet Tropics World Heritage region. Using organic farming methods, they simultaneously restore the landscape for the rare indigenous wildlife, which includes the endangered Southern Cassowary. They're also behind an artisanal collection of condiments crafted from traditional recipes using locally grown Davidson (Ooray) plum, lemon aspen (rainforest citrus), lillypilly (rainforest berries) and rainforest (Boonjie) tamarind.

Another spot that warrants a visit is Mt. Uncle Distillery, North Queensland's first distillery – one of the major selling factors of the Cairns Highlands. From the first sip of the award-winning premium liqueurs and spirits, crafted from local and national Australian ingredients, it's easy to see why groups from all over the world seek out this spot for tastings.

Contact

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Stepping on the Global Stage

The 27th International Symposium on Medicinal Chemistry (EFMC-ISMC 2022) will take place at Nice Acropolis in September 2022. On this occasion, Boardroom met with Maria Duca, PhD, CNRS Senior Scientist and member of the Local Organizing Committee. Member of the Ambassador Program set up by the Nice Convention Bureau, Maria Duca works at Nice Institute of Chemistry (ICN) and, together with Stéphane AZOULAY, PhD, Assistant Professor at ICN, she was instrumental in making the bid successful.

Why do you think Nice is a destination of choice for congresses?

First, Nice and the French Riviera offer all the necessary infrastructure to host high-profile events like ours: the convention centre is ideally located in the heart of the city, close to the airport (with direct flights to all major European cities and beyond), and there is, of course, a large choice of hotels. The beauty of the region is an added value and a large number of participants can easily be accommodated at any time of the year.

In fact, Nice and the French Riviera are like an internationally recognized brand. More specifically, the Côte d'Azur University, which is partially funded by "Initiative of Excellence" (IDEX) - a program that has identified the top 10 French universities - offers an ideal scientific and academic environment for hosting conferences and building new collaborative networks.

Why is the choice of Nice relevant to your specialty?

The Nice Institute of Chemistry (ICN) hosts a team working in the field of medicinal chemistry, the preferred area of the EFMC, the European Federation of Medicinal Chemistry. We are also active members of the French Society of Therapeutic Chemistry

(SCT) which co-organizes the congress and with which we already organized an event in 2013 - the International Conference on Medicinal Chemistry (RICT) attracted 680 participants from 45 different nationalities. The success of this first conference was decisive in winning the organization of this second one.

How do you see your role as an Ambassador?

We are proud to contribute to the reputation of our territory and to show that, beyond its tourism assets, our metropolis is a pioneer in innovation with a university of excellence. As Ambassadors, we want to showcase that, whatever the sector or the size of the event, Nice is *the* destination of choice for conferences.

What kind of legacy do you hope EFMC-ISMC 2022 will leave?

We would like to be as successful as RICT was in 2013, when the number of participants almost doubled compared to previous editions.

We hope the organization of congresses like ours will emulate other associations to do the same in Nice. In addition, it is an opportunity for us to meet, on site, a very large number of researchers and industry leaders and we also hope to increase our network of academic and private collaborations - after all, we expect more than 1,400 participants from all over the world to come to the Côte d'Azur for this occasion. This will considerably contribute to positioning our Institute and University on a global stage.

Contact

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Conversation on Conservation

The booming metropolis of Marseille, in southern France, may have raised its profile when it held the prestigious title as European Capital of Culture in 2013. But the city, home to one of the greatest biodiversity in France and Europe, is continuing to make headlines with major upcoming events like IUCN World Conservation Congress – the world’s largest conservation event—which will take place 11-19 June 2020 at Marseille Chanot Convention Centre.

Words Lane Nieset



Ranking third congress city in France by ICCA, Marseille has developed key sectors that align with the city's core philosophies and play on the region's natural surroundings. Over half of the South Region-Provence-Alpes-Côte d'Azur is covered in forest, with over 1.5 million hectares—the largest forested area in France. The region also counts 438 kilometres of coastline and 30 sites that are part of the European Natura 2000 network, including the Port-Cros National Park, the oldest marine park in Europe, and the Calanques National Park, Europe's first terrestrial, urban and peri-urban park. In fact, one-third of Marseille is dedicated to natural areas, making it the 11th greenest city in the world, and within the next five years, the city plans to have 75 percent of its public transport electric-powered.

ONE NATURE, ONE FUTURE

These are a few of the factors that led to Marseille winning the bid to host the nine-day IUCN World Conservation Congress, which will bring 10,000 participants and a General Assembly of 2,000 delegates. Held every four years, the theme for 2020, "One nature, one future," revolves around the vision of achieving a sustainable planet. It will also be the first congress held in the country since IUCN was founded.

"Our host country, France, not only possesses a strong history of leadership on environmental issues but has also shown a solid commitment to the future of nature conservation," says IUCN Vice President Malik Amin Aslam Khan. *"This journey of commitment spans the creation of the first legally protected area in Fontainebleau in 1861, the founding of the IUCN itself in 1948 on French soil and also the remarkable revival of a faltering climate momentum through the 2015 Paris agreement at COP21."*

The event falls a few months before the 2020 UN Biodiversity Conference (COP 15) in China, where there will be developments on plans for a new international framework for the next decade. Legacy from IUCN will also weave its way into COP 15's discussion on new global targets to combat the biodiversity crisis.

"Biodiversity is now on the international agenda to the same degree as the fight against climate change," says Emmanuelle Wargon, Minister of State for the Ecological and Inclusive Transition. *"It is essential to create an international dynamic in favour of biodiversity, with increased awareness and the involvement of the general public. By hosting and co-organizing this World Conservation Congress, France is proud to play its full leadership role alongside IUCN in protecting and valuing biodiversity."*

Throughout the event, delegates will have the chance to attend sessions on the impact assessments for the protection and sustainable development of World Heritage, the building capacity for inclusive urban conservation, and building resilient and innovative conservation leaders for the future.

CARBON CONTROL

Sustainability is at the core of the conversation at IUCN 2020, as well as the organization of the congress itself. As part of the procedures following the ISO 20121 Event Sustainability Management System, the congress will incorporate local resources and initiatives, in addition to operating as sustainably as possible, from hotels and transportation to energy and waste management. The aim here is to leave a green legacy from the local to the regional level by encouraging suppliers and partners to join in on the congress' sustainability efforts.

France and IUCN are going so far as to offset greenhouse gas emissions from staff and sponsored delegates' travel by offering voluntary carbon offsetting contributions to four certified projects, including the Clean Water Project in Ethiopia and the Tatai Forest in Cambodia, which works to preserve the 10,000-sq-km Cardamom Mountain Range along Thailand's border.

Marseille is already one of nine cities in the country that are part of a sustainable international destinations project, which encourages stakeholders in the tourism industry to make sustainability part of their daily practice. The ISO 20121 certification is proof of the Parc Chanot Convention Centre's dedication to this cause, fighting against waste and increasing sustainable mobility.

The city is dedicating 50,000€ toward sustainable development initiatives, one of which is supporting 60 hotels in their mission to become Green Key-certified in the next five years. The end goal is to have 70 to 80 percent of the city's hotels certified with the voluntary eco-label by the 2024 Olympic Games. The label will have a major impact on the city's carbon and water footprint, saving 6.5 million liters of water annually and reducing waste from 130,000 individually wrapped breakfasts.

The 2016 IUCN World Conservation Congress in Hawaii was a great example for the city to follow, since it reduced 100 percent of carbon emissions, in addition to being the largest congress to earn the highest level of Hawaii Green Business certification. Outcomes like new reports on consequences of ocean warming and major grants for conservation work are just a few of the many legacies the last congress left. As IUCN and Marseille partner for the next edition, the city plans to make similar strides in terms of sustainable development and biodiversity conservation.

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Leaving a Lasting Impression

The Netherlands plays host to hundreds of world-class association conferences each year, but what lasting influences do these events leave behind?

Words & Interviews Chantelle Dietz



The impact of business events has, for decades, been measured in terms of coffee cups and hotel rooms - essentially what delegates spend financially - but measuring them in this way overlooks the significant value they bring for organizers, participants and the communities that host them.

Economic evidence is concrete, and therefore easy to quantify, but it's those things that are much harder to measure - like sharing of knowledge and building of relationships - that deliver the longer-lasting value and drive real progress.

As a destination that frequently ranks in the top ten countries for international association meetings, the Netherlands provides us with great insight into how these social, scientific and educational legacies are formed. Here we look at two examples of recent events:



QUALITYOFLIFE4OI CONFERENCE. RAI AMSTERDAM. AMSTERDAM

"Because healthcare systems are very locally oriented, conferences are playing a very vital role in facilitating knowledge exchange," says Dr. Dagmar Mekking, foundation director of Care4BrittleBones, based in The Hague.

Dr. Mekking founded Care4BrittleBones in 2012. She didn't know of the existence of Osteogenesis Imperfecta (OI) until her third child, Sophie, was born with it in 2006. This was the reason for her to delve with her heart and soul into the possibilities to improve the quality of life of people with OI. *"Sometimes you have to deal with a change in your life, that touches the way you live deeply. For us, that was the arrival of a child with OI,"* she says.

"It took a while to understand what it means to have a child with OI. By now we have found our way. We have a strong network in the medical world and the international OI world and we know there is so much to improve. Progress in the medical world is huge. Through fundraising we can make these techniques accessible for the rare disease of OI. I am keen to do anything I personally can to improve the quality of life of people with OI."

As part of this mission to improve quality of life, Dr. Mekking was responsible for coordinating the inaugural QualityofLife4OI Conference at RAI Amsterdam last November. It brought together 330 people from 32 different countries around the world to discuss clinical practice and research into OI over the course of four days.

"What was different and special in our case was that about a third of these people were actually patients themselves," explains Dr. Mekking. *"People were very concerned at first whether this was a good idea - you use different language when there are patients in the room. But because there were patients in the room the attention really went to topics that matter."*

Dr. Mekking gives the example that one of the most researched topics on OI being how tall a patient can grow, yet to people with OI this is completely unimportant. *"OI is characterized by an atrocious number of fractures and a lot of pain. People can have up to 200 fractures or even more in a lifetime - their body is as fragile as glass,"* she says.

By focusing the research that's important to patients, Dr. Mekking believes the conference had a much bigger impact on scientific progress both nationally and internationally than it would have otherwise. But that wasn't the only positive result to come from the event - it also marked the culmination of a long consultation process into the issue of big data, and specifically

what information healthcare providers across the globe should be collecting. It was something Dr. Mekking had been working on for the past eight years. *"We'd always dreamt it would happen, and it really all came together due to the conference,"* she says.

In order to have patients present at the conference, Dr. Mekking needed to work hand in glove with RAI Amsterdam to make sure the venue would meet their needs. She recalls: *"We had 50 people with wheelchairs to accommodate - that's not something every congress centre can immediately handle."*

She continues: *"Initially they thought they could only accommodate six wheelchairs. Then they really stepped up and adapted the whole conference centre in a creative way to be fit for all the patients. They were so professional and went out of their way to make sure everything was catered for and therefore the event was flawless."* Now, other conferences visiting the venue will benefit from the venue's improved accessibility.

"This is great news in particular because the European Medicines Association, responsible for admitting pharmaceutical drugs to the market has just opened its main office next door to RAI Amsterdam. This will make Amsterdam a great place for conferences related to healthcare and researchers," adds Dr. Mekking.

Dr. Mekking says this *"admirable willingness"* to accommodate was felt across all parts of the city. As part of the conference's social program, delegates were taken on a tour of Amsterdam's canal system. Five specially-adapted busses were put on to transport wheelchair users to and from their accommodation. *"I'm sure we'll come back and have another conference there because of the very positive experience,"* she says.

INTERNATIONAL SYMPOSIUM ON THE DIABETIC FOOT (ISDF2019), WORLD FORUM, THE HAGUE

Often referred to as the Cinderella of diabetic conditions - because it's so widely disliked among medical professionals - lower leg complications due to diabetes can be a painful and debilitating disorder resulting in ulcers, problems walking and, in more serious cases, the need for amputation.

Treatment is very complex and involves multiple disciplines working together and often numerous medical interventions, making it an extremely costly complication with a high burden for the patient and the healthcare system. In terms of costs, it has been calculated that diabetic foot ulceration and other lower extremity diabetic related diseases rank in the top ten global burden of diseases.

The International Symposium on the Diabetic Foot (ISDF) was established in 1991 as a way of bringing together healthcare workers and scientists from different disciplines and stimulating them into sharing their individual areas of expertise to create a common knowledge base which everybody could refer to. It has been held every four years since, the most recent event taking place at World Forum The Hague in May last year.

Professor Nicolaas C. Schaper, chair of ISDF2019, believes the 2019 event - the symposium's eighth installment - marked a turning point in attitudes towards the disease: *"Back in 1991 diabetic foot was seen as a not very interesting or high-brow topic - there wasn't much money or scientific accolades to gain from it."*

"Now we have a meeting that is growing and becoming more important," he says. *"It has become a platform for people to present the newest scientific developments to an audience that is responsive and enthusiastic. A place where brothers in arms can come together to take on this battle to tackle this very complex problem - where they can fine-tune their*

collaboration in order to achieve optimal success and come to work as an effective team."

You only have to look to the delegate data for proof the symposium has gained serious momentum. In 1991 a total of 200 delegates attended the three and a half day program, whereas last year, there were more than 1,500 from 100 different countries who came to The Hague.

As has become a tradition, the international guidelines for the treatment of diabetic foot are presented at symposium as part of the program. Profits from the event go towards funding the guideline production process. The Netherlands has also

QualityofLife4OI Conference Fast Facts

- Venue: RAI Amsterdam, Amsterdam
- Date: 22-25 November 2019
- Delegates: 330 from 32 countries
- Did you know? 500,000 people live with Osteogenesis Imperfecta worldwide. They can have up to 200 fractures, or even more in a lifetime.



DR. DAGMAR MEKKING

become one of the first countries to produce its own set of local guidelines.

“These international guidelines have now become one of the major standards that people can refer to when treating patients with these foot problems,” says Professor Schaper, who has received several international and national prizes for his scientific activities in the field of diabetic foot ulcers and diabetes education. *“They have been translated into more than 26 languages, spreading all over the world and having a major impact on healthcare.”*

Professor Schaper has spent several decades closely involved in the diabetic foot. His research is focused on diabetic complications, in particular amputation prevention, management of foot ulcers, pathogenesis of foot lesions, peripheral arterial disease, neuropathy and the negative effects of sedentary behavior. He is also the founder and coordinator of the European diabetic foot research consortium Eurodiale.

He says he is very pleased with what the quadrennial meeting has achieved so far and is hopeful for what the future will bring: *“As our knowledge on how to prevent and treat these diabetic complications is growing, we have already started with organizing the 2023 symposium and revised guidelines.”*

The meeting may have been held in The Hague, but its impact was far more widespread. *“I’m rather proud to say, not just because of the symposium, but because of a whole bunch of activities of*



PROFESSOR NICOLAAS C. SCHAPER

which this symposium was one, that the diabetic foot is now clearly recognized among the various healthcare organizations within the Netherlands and actually all over the world,” concludes Professor Schaper.

International Symposium on the Diabetic Foot (ISDF2019) Fast Facts

- Venue: World Forum, The Hague
- Date: 22-25 May 2019
- Delegates: 1,500 from 100 countries
- Did you know? Diabetes affects more than 415 million people worldwide. Up to 34% of those with diabetes will develop a foot ulcer.

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Examining the Copenhagen Legacy Lab

Trends come and go but this one seems to be here to stay. Yes, I am referring to the legacies associations are so zealous to create after their conferences have left the host destination. The popularity the concept has gained might be because it is neither just a trend, nor something entirely new; it is a logical conclusion deriving from the very essence of being an association, that is to better serve the community you are bringing together under your umbrella. And that is where Copenhagen Convention Bureau responds to the global conversation with its first-in-the-industry Copenhagen Legacy Lab.

Words Vicky Koffa



The road to legacy can come in different forms, be that hands-on public activities, knowledge transfer among thought-leaders at a conference, a specific program attached to a meeting, a pre-conference campaign or the long-term impact of a congress amongst others.

Association meetings can, with the right destination partnership, be a catalyst for raising public awareness on a certain issue, improving public health, changing government policies for better quality of life, reaching scientific breakthroughs, bringing new R&D for the community, forming global inter-sectoral collaborations or even increasing the local industry's profile. Measuring the short- and long-term effects of each specific activity can be a challenge and many are struggling to find a method to do just that.

CLOSING THE ASSESSMENT GAP

But where to start? Which of these is the best approach in order to accomplish your association's vision, to make a meaningful change? There seems to exist a gap in the industry when it comes to a clear-cut plan in developing a positive, long-lasting and sustainable impact where the destination and association are both equally represented in the decision. With the introduction of Copenhagen Legacy Lab - a shift from an ad-hoc approach to a systematic and strategic one - Copenhagen Convention Bureau now offers a concrete initiative that explores and identifies activities that integrate international congresses with the local public, business and science communities in ways that generate long-term sustainable impacts for both.

The project was fuelled by the belief that *"the meetings industry needs to start proactively enhancing and documenting the societal value of the congresses and events we are part of"*, says Martin Larsen, Senior Manager of Copenhagen Legacy Lab at Wonderful Copenhagen. *"We believe the future of Copenhagen Convention Bureau is to become an innovation hub that initiates*

and nurtures the connection and strategic alignment between associations, knowledge communities and our stakeholders with the congress as a lever."

COPENHAGEN LEGACY LAB STEP BY STEP

Through its four concrete stages, Copenhagen Legacy Lab offers a carefully designed process that brings together the stakeholders of the specific association to create meaningful legacies for both the association and destination. A kick-off dialogue with the international association explores its purpose and ambitions, leading to the definition of its desired legacy for the congress. Based on that, the local organizing committee steps in to map and engage the most relevant stakeholders.

In its third stage lies the linchpin of the process, an ideation workshop, where the association and the stakeholders engineer and commit to specific activities leading to the desired legacy. Finally, Copenhagen Legacy Lab staff will follow-up with the relevant stakeholders and support the initiation of the activities.

Copenhagen Legacy Lab is also a response to global challenges including the global climate crisis. *"The climate crisis presents sweeping and potentially calamitous consequences for our planet and any industry, including ours, but we believe we are part of the solution. With Copenhagen Legacy Lab we aspire to inspire a positive change. We systematically want to explore best practice for building business events that create a positive, long-lasting and sustainable impact. We want to connect associations with local stakeholders and inspire action. Hopefully, this will also help drive the notion of Copenhagen as a unique and attractive destination that can help enhance the value-creation from business events and help both the association and destination achieve their purpose and ambitions"*, explains Martin.

CHALLENGING BUT CONSTRUCTIVE

So far, the new initiative has received a positive response. *"Both associations and PCOs as well as local stakeholders have all*

been very supportive of the effort", the project's manager continues. *"We have already received requests to put this tool further to the test. Initially, the Copenhagen Legacy Lab will work with select incoming knowledge congresses in Copenhagen, conducting a series of workshops bringing together key stakeholders with the association leadership."*

The task, however, of gathering so many different parties to the same table is no child's play. Collaboration, diplomacy and open-mindedness are key. *"Fortunately, in Denmark we have a strong culture of cross-sectoral collaboration and trust enabling us to work with legacy and outreach. There is not one legacy goal that all stakeholders must unite around. In fact, businesses may focus on utilising the congress as a means to attract talent and promote local strongholds, while patient interests' groups may prioritise increased public awareness or influencing policy. Both are perfectly legitimate goals that can create value for the association"*, says Martin.

The future of congresses visiting Copenhagen looks as bright as ever with the concept of legacy shining at the core of business events. Copenhagen Legacy Lab aspires to be just that, a lab with ongoing work in progress, organically growing in experience and partnerships. *"We expect to see Copenhagen Legacy Lab evolve as we learn from our experiences and, hopefully, this newly gained knowledge will add to the value propositions we present to congresses. We also hope to develop strong partnerships with local stakeholders who will experience how visiting congresses can be drivers of long-term, positive, sustainable impact. We expect to see an increasing market demand from associations to be involved in our legacy offerings, supporting their organization's purpose and improving their business event, and we are ready for it"*, Martin Larsen concludes.

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A Global Home for Pharma Innovation

There are definitely many angles to look at Switzerland from. Notably, its reputation for efficiency, innovation, and international relations can be seen at its height in its intellectual communities of pharmaceutical leaders, researchers, and world-renowned institutions.

Words Samantha Shankman

Switzerland's cities are home to life science communities that include multinationals, small- to medium-sized companies, research institutions, and startups. It is this diversity in size, talent, and resources which creates an environment of learning, sharing, and collaboration. It is the ideal climate for the kind of conversations and effort needed to change the world or, at least, have a spirited conversation as international associations come together here.

While all of the country is open for business, pharmaceutical industries have concentrated in Basel and Geneva. Two of the world's five largest pharmaceutical companies – Novartis and Roche – were founded and are headquartered in Basel. Meanwhile, two of the world's top-three flavour and fragrance companies – Firmenich and Givaudan – is based in Geneva.

HARD WORK

The life sciences sector is the most important industry in Basel, accounting for 42% of GDP and the creation of more than 30,000 jobs. Not only does Switzerland have the largest export surplus of pharmaceutical products, it is also an important research location with a wealth of highly knowledgeable and trained scientists in the surrounding universities and research-oriented campuses. Basel cultivates a culture of hard work – these companies are reported to have the highest possible productivity per hour – making Basel a leading life science location on a global level.

Intellectual security is paramount to Switzerland's rise as the international centre of the pharmaceutical industry. Newly developed technologies and inventions are better protected in



Switzerland than any other country, which provides companies the legal protections and perspective that they need for long-term research and innovation. Projects such as Switzerland Innovation and healthcare acceleration program BaseLaunch also speed up the development of startups and strengthen these destinations as life-science hubs. There are initiatives and free trade agreements in place that make capital and access available to the most important markets worldwide.

Any leader knows that hard work and real results come from diligence, and Switzerland provides the ideal environment for which that progress to happen. This unique set of characteristics has transformed Switzerland into a home for a diverse selection of players in the pharmaceutical industry.



The reach of Swiss culture and philosophy reaches far beyond its borders through multinationals' offices, production facilities, and research establishments on several continents. It also cultivates a global workforce at home with many managerial and professional leaders coming to live in Switzerland from abroad. This exchange of culture and ideas, in the name of scientific advancement, creates a tolerant, progressive but organized environment in which to host conferences.

FULL OF OPPORTUNITIES

Beyond the intangibles, the cities host a breadth of opportunities, venues, and activities for international associations. Visitors can tour the headquarters of Novartis and its high-tech research laboratories, which are considered a modern hub for international encounter and exchange. Or they can tour the headquarters of the world's fifth largest pharmaceutical company Roche in private groups open only to doctors, pharmacists, specialists, and universities. Outside of these storied walls, there are guided tours through Basel in which you can learn about university research and the city's history as a hub for health and medicine dating back to the Renaissance.

The city's impressive portfolio of residents means that world leaders from a variety of related fields can serve as speakers, with real hands-on insights into the rapidly changing industry, at local conferences.

The factors that make Switzerland ideal for scientific innovation also make it the perfect destination for international associations looking for a conference destination that aligns on ideals. Switzerland is located in the centre of Europe with a wealth of transportation options including plane and rail. Its modern infrastructure makes a stimulating itinerary not only possible but easy for guests. In a poetic sense, Basel is also home to some of the world's most renowned art fairs making the city an intersection of art and science that expands not only knowledge but perspective. Everything in the city is located within a few square kilometres, but every step of its small size is imbued with its industry history and reputation for excellence.

More information

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A Leg Up in Life Sciences

Pfizer, Johnson-Johnson and Novartis are just three of the world's largest Life Sciences companies that have come to call Canada home. Canada's infrastructure and local talent has helped the North American country earn a place as the 10th largest market for pharmaceutical sales and where the second-highest number of bio-tech companies in the world are based. Counting over \$918 million in active research and development, it's no surprise the life sciences sector is one of Canada's top economic drivers—and leaves impactful legacies on communities where life sciences conferences congregate.

Words Lane Nieset



As North America's second-largest life sciences corridor, Canada has emerged as a leader in cancer research, radiation therapies, regenerative treatments and vascular brain health. **Edmonton**, the headquarters for Alberta Health Services—Canada's largest, province-wide fully integrated health system—counts 66,000

people working in the city's 4,500 health and life sciences companies.

Alberta's northern-most city strives in cardiology, diabetes medical imaging, biotech, oncology, organ transplantation and virology innovations. The Northern Alberta Institute of Technology (NAIT) is

one of only three certified CAE Healthcare Centres of Excellence worldwide, and the University of Alberta has achieved major breakthroughs like a new heart transplant protocol for children and the world's first oral anti-viral treatment for Hepatitis B. Institutions like these are why associations come to collaborate in Edmonton

and where success stories include the invention of ACTICOAT, a nanotech silver-coated wound dressing designed for burn patients, which was developed by a University of Alberta engineering professor.

Sixty percent of Alberta's life sciences businesses are based in Edmonton, and the city boasts the highest per capita funding for health care in the country—which is why it's nicknamed Canada's Health City. As Anna Look, director of meetings and conventions for Edmonton Tourism, puts it: *"We've got the intellectual edge with our schools, an ecosystem ripe for growth and strong partnerships in place."*

Last summer, the city hosted the 11th annual CIFAR Deep Learning and Reinforcement Learning Summer School, which brought 350 delegates to the Alberta Machine Intelligence Institute (Amii). In October, Edmonton will play host to another high-profile event, the Canadian Cardiovascular Congress, attracting an anticipated 3,200 delegates to the Edmonton Convention Centre for one of the most beneficial networking events in the cardiovascular space.

HOSPITAL HUB

Canada's capital city, **Ottawa**, is also paving the way forward in the field of life sciences with its world-class hospitals, research centres, and federal health departments that are responsible for health regulation, protection and promotion. As Nina Kressler, president and CEO of the Shaw Centre, attests: *"Combined with the country's most intelligent meeting facility, Ottawa is the ideal meeting destination for organizations involved in health and life sciences."*

Ottawa has established a strong infrastructure of research hospitals, including the University of Ottawa Heart Institute (OHRI), Canada's largest cardiovascular research centre, which is

ranked as one of the best in the top three percent of worldwide research institutes. Out of the top 40 hospital research institutions in Canada, there are five based in Ottawa, which helps contribute to the city's reputation as an innovator and leader in entrepreneurship. In one year alone, the Ottawa Hospital – which features 18 state-of-the-art core research facilities – helped develop seven spin-off companies and six world-leading clinical trials.

As a way to attract more conferences to the capital, three of Ottawa's pillar economic development organizations – Ottawa Tourism, Shaw Centre and Invest Ottawa – are working together on a new program called ThinkOttawa, which offers support to local industry, academic, government and non-profit leaders who are working on conference bids. ThinkOttawa is also attracting new local ambassadors that will help promote specific sectors like ICT, Autonomous Vehicle Research, Life Sciences, Aerospace and Cleantech. *"We've witnessed firsthand the results of continued efforts by local ambassadors to drive tourism and generate economic activity in the nation's capital by bidding on and winning more international conferences,"* says Kressler.

Case in point: Last year, the city hosted 16 international events, and in October, the city will host 1,500 delegates at the Shaw Centre during the 52nd Congress of the International Society of Paediatric Oncology.

LOCAL LEGACY

In **Toronto**, you'll find the headquarters of 40 percent of Canada's businesses. The city celebrates its diversity (it's home to 240 cultures and 130 languages and dialects) and leadership expertise, where sectors like Life Sciences, Technology and Advanced manufacturing thrive. As the fastest-growing technology market in North America-, where over half

of the country's medical technology companies are based, Toronto is attracting international attention for its life sciences sector – ranked one of the best in the world.

These are a few of the factors that led to the Advanced Medical Technology Association (AdvaMed) selecting the city for its upcoming convention, The MedTech Conference. The event will bring over 2,600 leaders in medical technology to Canada's largest convention centre, Metro Toronto Convention Centre (MTCC), from 5-7 October, 2020. This win marks the first time the leading medical device event will be held outside of the U.S., which shows how the city is quickly rising as a leading destination in the life sciences sector for the global market.

The city is also leveraging local resources (institutions, research facilities, experts) to offer associations with aligning visions a more immersive experience, so they, too, can be part of the legacy building process. Take Toronto's Health Innovation Week, for example. This is one of the largest resources for meeting attendees and has become a favourite for stakeholders start-ups, investors and partners in the life sciences sector. *"It is a full ecosystem that is very much coming into its own, rivaling international hubs of life sciences research and entrepreneurship,"* explains Ella Korets-Smith, Director of TOHealth!, an organization which supports and promotes the Toronto Region Health Cluster globally.

These types of meetings and collaborations are proving just how powerful life sciences-themed conferences can be both in Canada's host cities, as well as in the health community as a whole.

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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

Managing Director Europe, Association of Corporate Counsel (ACC)

Prior to joining ACC, Giuseppe Marletta was the General Manager of the International Association of Young Lawyers. In his career, he has managed several European and international groups and associations, in the field of intercultural dialogue, policy making, project management as well as in the health sector. Giuseppe is President of ESAE, the European Society of Association Executives.



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 carried 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.



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



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