

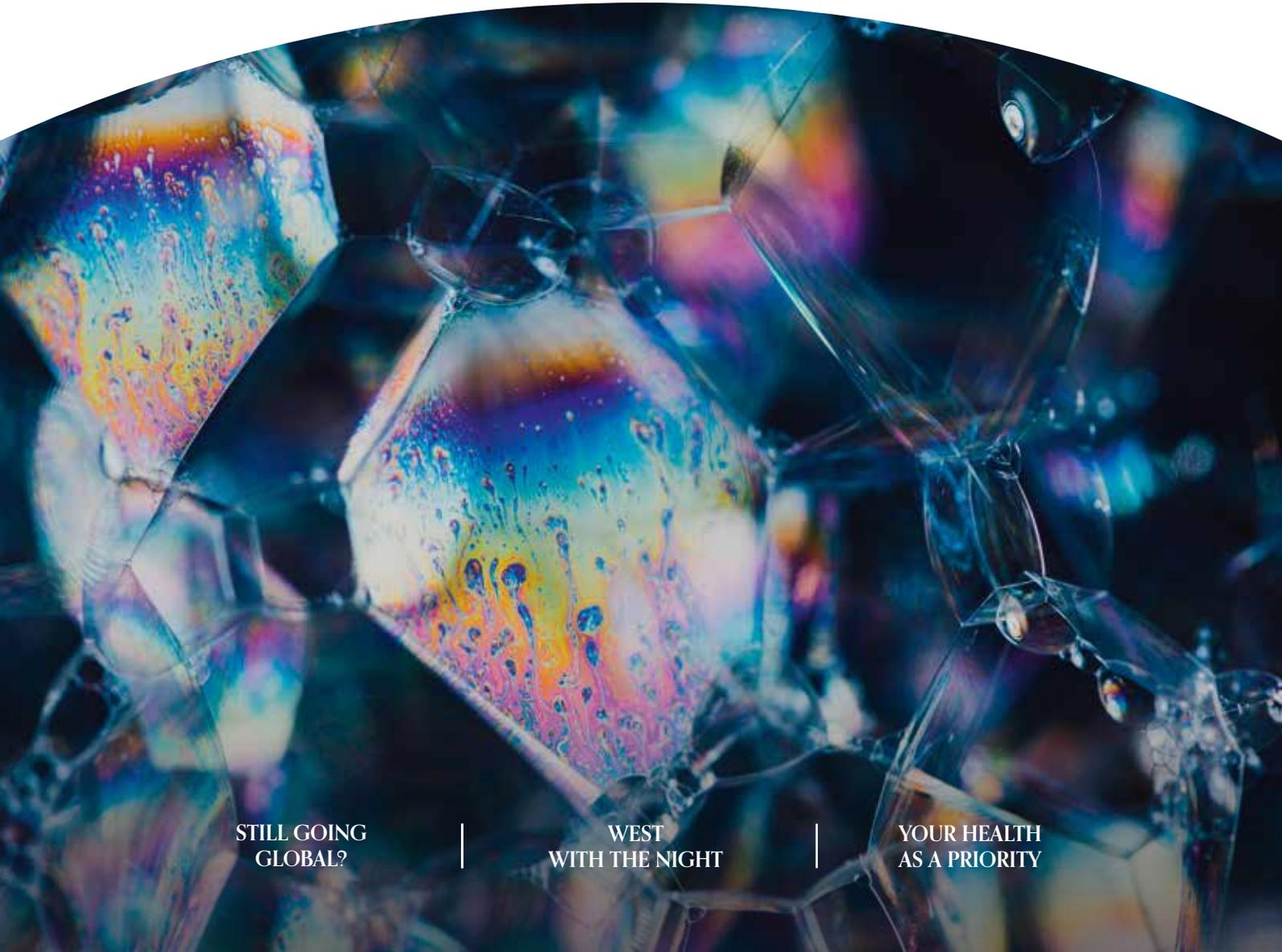


BOARDROOM

THE BEST RESOURCE FOR ASSOCIATIONS

ASSOCIATION LEADERSHIP IN TIMES OF DISRUPTION

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



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Next year, one of Boardroom's main themes will be the future – nothing less! This is a theme that's always a hot topic of conversation for associations since it's the key for long-term growth and success. In 2021, we want to hone in specifically on topics that will help us care for the global future – both yours and ours.

Associations are some of the most invested organizations in this particular topic, and, no matter the size or activity, associations play an important role in shaping the future of society. You may not realize how much impact you have on stakeholders – your members, sponsors, peers, suppliers – and how wide your reach is.

We acknowledge all the difficulties you are going through in these dire times, it is tough. But you can take impactful actions, and, with the right management skills, you'll be able to successfully tackle current problems, as well as plan for future ones. On our side, we will share interviews with

association members and hear how their organization is preparing for tomorrow by creating a community that involves all of the stakeholders.

By opening a dialogue, associations will propel their mission and goal of achieving a “green deal” future. And what exactly is the impact of a “green deal” future? It's not just environmental. Associations from all sectors have an impact: on our ecosystem, on our food system, on our energy, on our mobility, on our housing and construction methods, on our medical system.

Not only will the younger generation expect their community (both social and professional) to adhere to this green deal vision, other generations are just as concerned and interested in your plan for the future. So watch out for 2021! We have plenty of great ideas and inspiring initiatives we can't wait to share with you.



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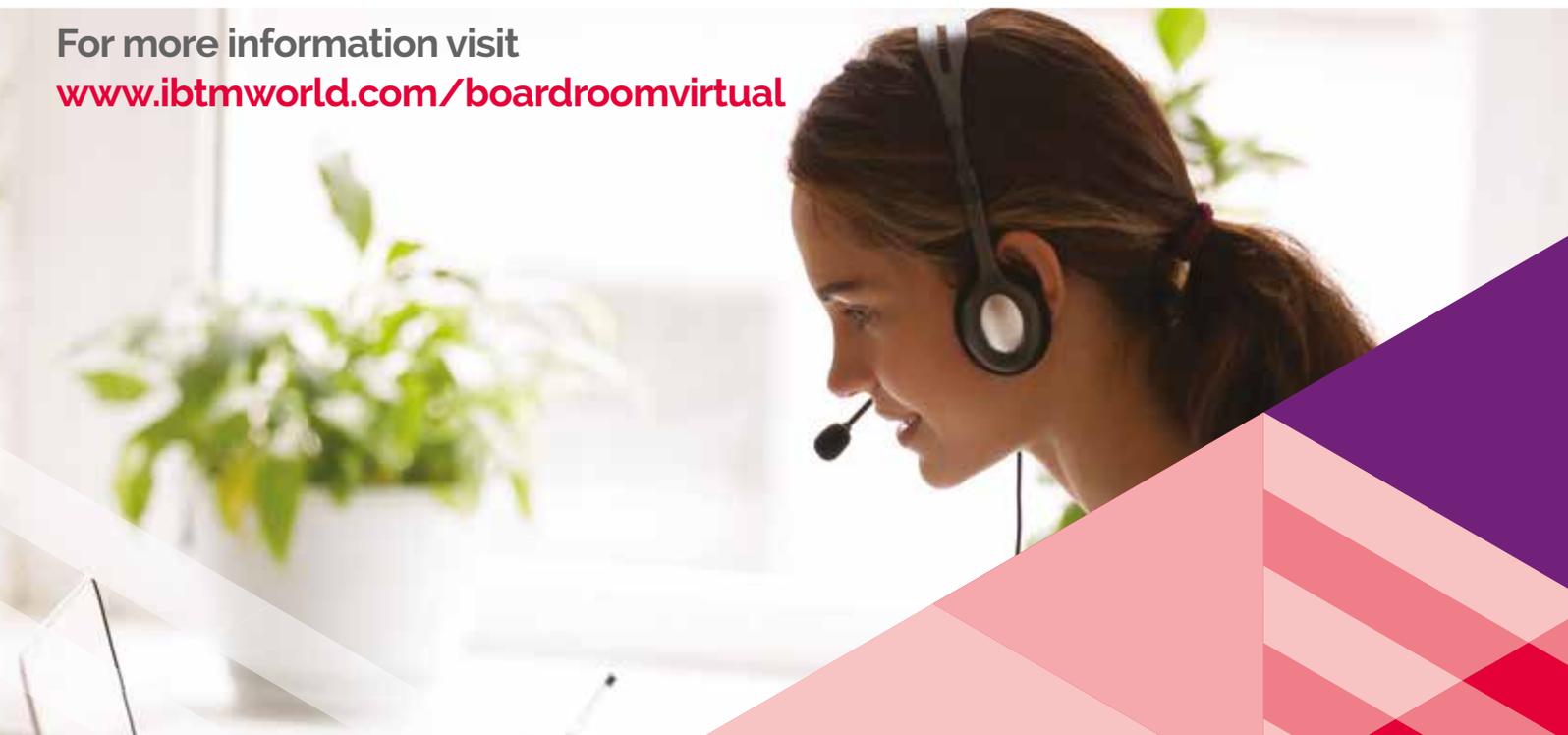


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The Voice of AIPC West With the Night

AIPC CEO **Sven Bossu** reflects on how associations need to invent new ways for developing standards and practices which allow their members communities to grow.

When I was offered the opportunity to take over the helm of AIPC early this year, I had some very clear ideas on where I wanted to take the association. And I still do - the ideas are simply quite different. It is something I share with many of my colleagues in the ecosystem associations: the world we knew came to a halt and we need to invent a new one. And we must remember our purpose when doing so.

During the AIPC Annual Conference in September, I more than once thought about Beryl Markham - who wrote the book "West with the Night". She was unconventional, passionate and courageous. She grew up in Kenya, spoke Swahili and went hunting with the local tribes. Later she became a famous trainer of race horses, before turning herself into one of the first bush pilots. And she was of course the first person to fly solo, non-stop across the Atlantic from Britain to North America in 1936, where she landed after 21 hours - with a broken engine. This is one of her most famous quotes: "*I have*

learned that if you must leave a place that you have lived in and loved and where all your yesteryears are buried deep, leave it any way except a slow way, leave it the fastest way you can."

NEXT NORMAL

And listening to colleagues over the last months, that is exactly what we are doing as an industry. We are not slowly evolving towards the next normal. Instead, we are implementing changes expected to happen in five to ten years in less than six months. New territories are being explored, new products and services are being rolled out and all of us are have become aficionados of re-inventing business models. The risk for any organization in these circumstances - associations and private companies alike - is that we lose sight of our purpose. What do we want to contribute to the society and world we are living in?

It is worthwhile to "zoom out" for a moment and really think about this before stampeding direction revenue diversification, product development and go-to-market strategies. The very basics of what associations do, has not changed: we create a community around a common cause. In the case of AIPC, it is a community of event venues which have



a common goal - provide excellence to their customers. And it's our belief that the best way of doing so is by creating a community of practice: a group of people who "share a concern or a passion for something they do and learn how to do it better as they interact regularly" (for those interested in the topic: *Cultivating communities of practice: a guide to managing knowledge*. By Etienne Wenger, Richard McDermott, and William Snyder, Harvard Business School Press, 2002). Nothing new here and I believe this is something shared by a lot of associations.

Now let's take it one step further: The structural characteristics of a community of practice are again redefined to a domain of knowledge, a notion of community and a practice.

For AIPC the domain - or the common ground, giving meaning to the actions of the members - is venue management. The community is AIPC's stronghold: our community consists of senior venue managers who are fierce competitors on the one hand AND who are willing to interact and share ideas in order to grow as a group. The third pillar is the practice: the specific focus around which the community develops, shares and maintains its core of knowledge. And it's the latter which AIPC needs to fundamentally change.

DIGITAL AGILITY

The business of venues is clear: experience management. Together with event organizers, venues create unique experiences by offering spaces, facilities and services which allow to do so and by contributing to its educational, research and quality standards programme, the members of AIPC have developed the practice and have grown as a community. Now, an additional practice needs to be created which needs to be interwoven with the existing one.

Digital - despite popular belief - is not new to event venues. This was demonstrated by the agility some of our members came up with digital solutions - including interconnected venues, TV studios and even the use of holograms. Technology being tested by venues was - in record time - put into production and offered to customers, in many cases with remarkable results. And while it should not be a surprise to anybody that priority was given to speed, we should neither be surprised that the notion of practice was somewhat left behind - resulting in questions around standards, pricing models and much more. Things which remain to be nailed down, as both event organizers and event venues will admit.

Which brings us back to the purpose of AIPC: bring together a community

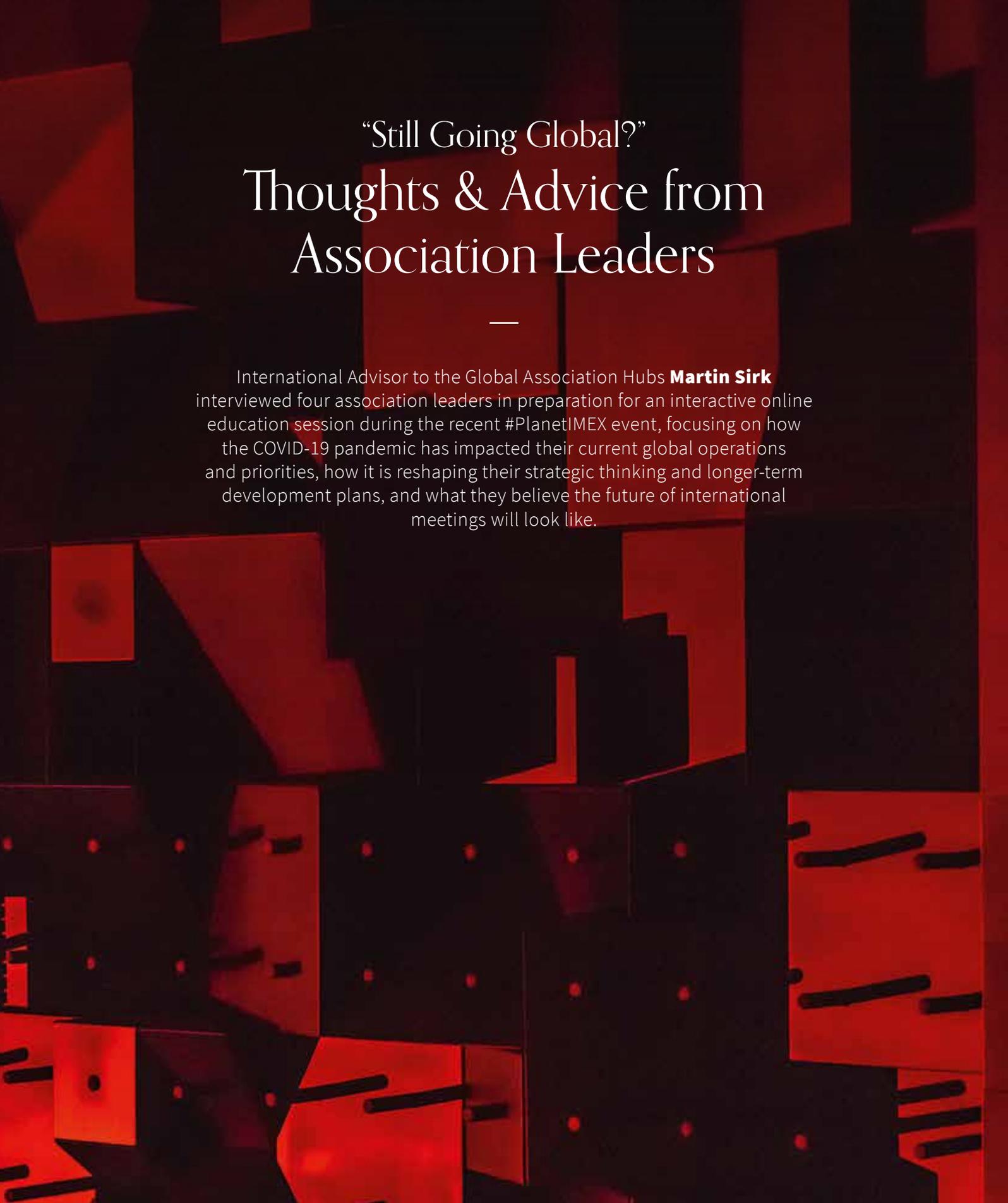
of event venues, striving for excellence. Well, that notion of excellence will need to be adapted via an additional practice. And similar to Beryl Markham, we will have to be passionate, unconventional and courageous. Exactly the stuff venue managers are made of. And as an association, AIPC will need to be equally bold to ensure that the additional practice is shared and developed by its entire community.

The importance of associations when it comes to defining standards, which allow communities to grow and develop, cannot be underestimated - whether it is medical, financial or in the field of organized events. It is now up to us - association managers - to come up with new ways for developing standards and practices which allow our communities to grow, with our purpose as starting point and the voice of our members as guidance.

This article was contributed by Sven Bossu, CEO of AIPC, with which Boardroom has a special partnership. 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. www.aipc.org

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“Still Going Global?” Thoughts & Advice from Association Leaders

International Advisor to the Global Association Hubs **Martin Sirk** interviewed four association leaders in preparation for an interactive online education session during the recent #PlanetIMEX event, focusing on how the COVID-19 pandemic has impacted their current global operations and priorities, how it is reshaping their strategic thinking and longer-term development plans, and what they believe the future of international meetings will look like.

Colleen Eubanks, CEO International Association for the Study of Pain, Mohamed Mezghani, Secretary General UITP, International Association for Public Transport, Tracy Bury, Deputy CEO, World Physiotherapy & President, AC Forum, and Tommy Goodwin, Legislative & Regulatory Affairs Lead, Project Management Institute, all shared their insights during in-depth recorded interviews that are available on boardroom.global.

RADICAL & SURPRISING

Arising from the interviews and the session itself were some radical, sometimes surprising, insightful, and generally optimistic perspectives and predictions. The one common thread is that we are going to have to invent the future of international associations ourselves, and not leave this up to the vagaries of fate.

The conversation started around the immediate impact of the pandemic on global activities. In all four organizations, member reassurance and support has taken centre stage and been the immediate priority, rather than trying to replace revenue lost from the cancellation of F2F events. *"Members needed to be reassured they're not alone...the sense of belonging to a global community was very important"* pointed out Mezghani. A comment which was echoed by Tommy Goodwin: *"For all associations, being there for their communities when they were needed the most had to be first priority."* As for World Physiotherapy, as a federation, they *"had to acknowledge the huge variation in capacity of [their] member organizations to support their members, so they adopted working practices to be really responsive."*

Intensive communication (from the centre and supporting peer-to-peer channels), super-fast local feedback mechanisms, revamped and extended resource centres, new member/staff action groups, and extensive free resources on both COVID-19 and general topics were some of the tactical steps that had to be taken quickly and efficiently.

"Inter-regional communication has been vital... including advance warnings from China and others hit early by the pandemic," remarked Colleen Eubanks. In this respect, transparency was key. *"For our Education Task Force (to respond to the impact on physiotherapy university programmes) - we brought in people whose countries had been through the pandemic and were coming out of it OK, as well as those in the midst of it,"* explained Bury.

OPENING UP OPPORTUNITIES

So, if the pandemic's impact may have been extreme, it has also opened up all kinds of opportunities, across such diverse areas such as working practices, digital transformation and advocacy. As Eubanks put it: *"It feels like IASP is blowing itself up and reinventing itself, [but] home working has gone surprisingly well... we discovered we can function very effectively."*

It's now been made clear that *"all associations are digital, whether they started years ago or are pandemic-driven... COVID-19 brought that into focus"*, according to Tommy Goodwin, while Mohamed Mezghani remarked: *"In the pre-COVID era it would have taken months to set up meetings with mainstream media and senior policy-makers... now they contact us!"*

And of course, all education has moved online, and traditional timelines, formats, delivery channels, audience sizes and financial models have been upended and reinvented: *"one-day-per-month congress"*, *"micro-certifications"*, *"digital world tour"*, and *"significant increases in audiences for world-class content"* were a few examples that were mentioned, even if, as Eubanks pointed out *"Zoom burnout is now a reality"*.

FUTURE GLOBAL STRATEGY

The pandemic appears to have reinforced the sense of mission in many associations, and the societal responsibility and importance of international associations in general. But long-established practices and policies are all being questioned far more urgently than pre-COVID-19, and communities are being redefined.

"We need short time-lines, agile boards, less formality. Board positions used to take a year or more to adopt, we've adopted three recently in a matter of weeks," shared Mezghani. Eubanks agreed on the agility principle: *"Old, methodical board decision-making isn't adequate - new models for much faster and more efficient decision-making are needed."*

Now maybe the ideal time to pause and reflect, according to Bury: *"our mission doesn't change, what changes is how we demonstrate value to our members."*

CHANGING DEFINITION

The understanding of "global" is definitely changing. *"The future of global associations is to be regional. It's not enough to have a global strategy, you have to have boots on the ground - operationally practical, culturally aware,"* said Tommy Goodwin. If Eubanks imagined a world with *"maybe no large association headquarters in future,"* we also need to be *"diverse and inclusive - opinions change from being exposed to people from other countries and cultures,"* according to Bury. Also, as Mezghani remarked, strategy should be centred on *"staff and the people in our member organizations."*

And there is a huge menu of strategic options on the table: *"senior regional staff around the world"* and *"global and regional partnerships,"* according to Goodwin, *"advocacy partnerships with other associations,"* *"collaborative strategy,"* and *"weekly-meeting Task Forces, geographical and sectoral,"* according to Eubanks, Bury and Mezghani respectively.

INTERNATIONAL MEETINGS OF THE FUTURE

All association leaders remain convinced about the vital importance and irreplaceable advantages of F2F international meetings, where the association's culture takes concrete form and serendipitous encounters thrive, but there is huge uncertainty about when large gatherings will be feasible, the balance

between global and regional events, and what kind of formats will best deliver specific objectives. The future will definitely be hybrid, not only to reach out to larger global audiences, but as an insurance policy in case F2F meetings need to be cancelled and moved online at short notice.

Eubanks said that *"planning will be subject to much more uncertainty... we will be prepared to change at short notice. There will be large meetings, but fewer, and more regional in attendance."* In

this respect, *"meetings will be different, but they were probably going to be different anyway! There will be more regional meetings, more hub & spoke formats... F2F has to be so unique, so special, it can't be replicated,"* Goodwin exclaimed. *"But even regional events will include global content and perspectives... there will be fewer large events but many more small, focused events, some online, some F2F,"* according to Mezghani.

Finally, destinations be prepared: associations will be demanding a lot more from their event-hosting partners in future, starting by proving they can *"help us reach our financial goals,"* argued Eubanks. *"Don't sell to me, develop a relationship with us!"* added Tracy Bury. *"Destinations shouldn't restrict themselves to in-person events; they need to help us with digital events as well."*

"Help us design the right business model... and invent new event experiences," said Mezghani.

"Embedding the event in the destination should be the goal, not organizing it at the destination - engagement, legacy and integration are a tremendously compelling proposition for associations," concluded Goodwin.

Download the interviews now

Access and download the unedited interviews of Tracy Bury, Deputy CEO, World Physiotherapy & President, AC Forum, Colleen Eubanks, CEO International Association for the Study of Pain, Mohamed Mezghani, Secretary General UITP, International Association for Public Transport, and Tommy Goodwin, Legislative & Regulatory Affairs Lead, Project Management Institute now on boardroom.global

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

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FEATURE

Association Leadership in Times of Disruption

How to build your expertise as an association professional? Should you only go for the ‘trial & error’ approach? Beyond this, what are the key skills of association leaders? What to do now that you face a new world that requires an ever-evolving thinking? These are a few of the questions that our wealth of contributors try to answer in this Special Feature.

The Eventful Path to Association Leadership

For AC Forum, **Nicole Kaijser**, Learning & Programme Officer at the European Association for International Education, together with **Andreu Gusi**, Executive Director of the European Blood Marrow Transplantation (EBMT) Society, reflects on how to build your expertise as an association professional beyond what you were hired for.

In 2012 I found myself living in Amsterdam with my Dutch husband, frantically searching for a job in my native language. Having worked with international students, it was the 'IE' of the European Association for International Education (EAIE) that attracted me to the role of Programmes Manager - little did I know how much the 'A' had in store for me! Years later I find myself comparing notes on the 'must-have' skills for association professionals with fellow AC Forum Board member, Andreu Gusi, Executive Director of European Blood Marrow Transplantation (EBMT) Society:

UNDERSTANDING & ADVOCACY

It is important that we regularly step back and observe the bigger picture. What initially seemed like a role focused on data, content and room pax quickly turned into a deep understanding of the importance in providing a platform for our members to share their voices, knowledge, and feel supported. Ever since then, enabling and innovating this platform has become my focus in order to advance the EAIE's vision of

an equitable world where international education connects diverse perspectives and understanding.

Andreu explains how the real strength of EBMT is its volunteers. Rather than to professionalize them within the association and risk losing its entire business model and essence, the mandate of the EBMT paid professionals to develop the framework whereby their volunteers become the principal actors in saving the lives of patients with blood cancers and other life-threatening diseases.

VISION & LEADERSHIP

With so many gifted volunteers comes a wealth of ideas. Ten years ago at EBMT, volunteers took executive roles; managing staff and the organization. Andreu quickly recognized that all managerial decisions needed to be delegated to the paid professionals, and in order to achieve this the leadership needed to stay within the board - a difficult but important structure to implement for the future of the association.

It is up to us as paid professionals to delicately organize responsibilities while

acknowledging where the expertise comes from. Within this process, it's key to obtain alignment and trust between the President and the Executive Director. Of course, there can always a certain tension but in our experiences this has always been a healthy partnership.

GUIDANCE AND EMPATHY

Finally, learning how to balance pushing for the best results verses pushing your volunteers away is one of the greatest attributes any association professional can possess. It can be challenging to implement new ideas knowing that volunteers might not be able to juggle their time to fulfil all commitments.

The only way to truly understand the role of a volunteer is to become one. Volunteering for AC Forum has been the best mirror for us to reflect on life as a volunteer verses that of a paid professional. As a technology glitch recently 'outed' us for reading Board documents shortly before the meeting, our empathy for the hard-working association volunteer grows ever more by the day.

The Peculiarities of Association Leadership

For ESAE, **Zsuzsanna Bódi**, Director of the European Network of Living Labs (ENoLL), explains what makes association leadership so special, as the individual leading an organization has to have a high-level set of skills allowing him/her to navigate this peculiar – but rewarding – environment.

Association leadership is like being the captain on an ocean liner. You have the boat available, the destinations defined, a crew to work with and for you, the owners – who are also your clients – to satisfy and the responsibility not to hit any icebergs and reach the mainland even in stormy waters.

An association leader should be able to navigate diplomatically but firmly between all of the organization's stakeholders, usually consisting of the executive team and the strategic partners, with a strong drive to execute and deliver, alongside with an empowering and engaging attitude.

The person taking on this role needs to be eager to stay up to date with the activities of the association members, understand their current priorities and actual needs. Being bold enough to address new challenges and take an innovative approach towards governance, change management, staff performance, and the organization's progress toward success metrics is key. An energetic, strong leadership ensures that an association goes in the right direction, while making sure it has enough resources to meet its goals.

COMMUNITY BUILDING

Leading an association also means continuously building a community, therefore engagement and a networking-based mindset are crucial to forge new collaborations: they are the perfect broker for peers and members across the entire ecosystem. This intermediary function requires strong mediation and communication skills, as well as an open mind for pivoting.

Rome was not built in a day and neither are associations. Time and a nurturing environment are needed in order to grow and mature. The board, executive team, external stakeholders will feel welcomed, especially if they are empowered and they will find

their mentor in their leader. Synergy, mutual respect and trust between the association's board and staff are essential in order to represent the organizations' and its members' mission and vision in a symbiotic and natural way.

Moreover, the association leader must also assume a coaching role. The aim is to create an atmosphere and organization culture, where all contributors get visibility and recognition for their actions once the set goals are reached.

PECULIAR LEADERSHIP

The above listed skills and competences could be recommended for most professionals in leadership roles. However, what makes association leadership peculiar is that your stakeholders are also your clients. In this regard, strong soft skills are required, such as representation, negotiation and networking competencies.

Due to the diversity of stakeholders there is also some required flexibility in being able to wear different hats – sometimes simultaneously – and quickly adapt to diverse scenarios. These clients or members have different expectations and levels of involvement, nevertheless depending on the associations' value proposition and governance model, equal attention should be dedicated to them. Advocacy activities for the association and the members have to be harmonized and the common goals of a wider community expressed.

Communication is key in most sectors and for associations providing the right visibility for the members is essential. Organizations led by leaders with solid negotiation skills result in in-depths benefits for the community – they can solve potential conflicts smoothly.

For exponential growth, strategic networking is also paramount. Collaboration with peers and professional networking can amplify knowledge exchange and joint value co-creation.

STRATEGIC THINKING

Together with the association Chair, an essential task for the association leader is to be able to hear out the different suggestions and needs coming from the stakeholder/client side, structure them and formulate a common goal and message that can be efficiently represented by all the organization's ambassadors and executed by its staff.

This can be achieved with a well thought out strategic plan, agreed on by the executive board, based on consultation with the members and accompanied by a strong business plan.

Association leadership requires the ability to find a perfect balance: after all, you always have to navigate between your members, staff, stakeholders, while operating your day-to-day duties.

In the case of my organization, the European Network of Living Labs, the client/stakeholder-centric approach was an original asset, as the living labs themselves were originally set up to create trusted environments where the different multi-stakeholder boards can come together to co-create innovative products and services, while having the 'end-users' in the driver's seat during the design process.

On a personal level, growing into the role of an association leader has been a long journey - which has not ended yet - with several milestones in my personal and professional career development, opening up new horizons.

I believe that in order to become a great association leader it is essential to have a "roll up your sleeves" attitude, to walk the talk and to have a support system around you. Taking the time to think outside of the box will be rewarding and generate innovative solutions.

Writing about open waters, captains and ocean liners and looking back at the beginning of my professional path, being hired as Association Director of ENoLL, it did feel like being thrown into the icy ocean, being surrounded by sharks. Nevertheless, after overcoming the first shock and getting comfortable with the continuous challenges always popping up, I have become stronger, learned how to surf the waves and to enjoy them even! This wouldn't have been possible without my amazing team and the support of our executive board and members.

Zsuzsanna Bódi is the Director of the European Network of Living Labs and a Member of the European Society of Association Executives (ESAE). For more information about ESAE, with which Boardoom has an exclusive partnership, visit www.esae.eu



How to Develop Your Own Leadership Style



For IAPCO, **Annalisa Ponchia Baccara** analyzes the entire ecosystem of capabilities that association leaders need to make sure their organization is both sustainable and future-proof.



There is not a school or university where you can learn how to become an association professional, you can take a Master or attend some good courses, you can gain certification, but the vast majority have learned on the job. A job you may be hired for directly from within the organization, or from a company professionally serving associations. Whichever the case, you will find yourself *leading the leaders*, who in most cases are 'volunteers', a factor that tends to complicate your professional life, in the context of a continuously changing landscape.

When you are an association professional the goals of the association become your own, as you are hired to make sure they are met: growing educational portfolios, developing membership acquisition strategies, staying meaningful and remaining a leading force in your sector, maintaining traditional revenue streams and identify new ones, and so on.

You are in a superior position and most qualified to support and advise the leadership on how to implement numerous programs and activities. The requirements, as well as expectations, are often to be an expert in any field and facet of association management, for which you must continuously grow your expertise, at a fast pace.

AN ENTIRE ECOSYSTEM OF CAPABILITIES

Depending on the size of the organization and the team managing it, you may need an entire ecosystem of capabilities. How your strategic plan and implementation approach are developed will have a major impact on how your organization can control and minimize the risk to which it is exposed, while competition for what associations traditionally have offered is rapidly increasing.

Your role as a leading professional has become more complex and as such requires increasingly a keen understanding of business, strategy, education, and technology. This new complexity calls you to run "learning" as a business and to promote it as such to the multiple stakeholders involved.

What essential competencies and capabilities do you need to build? And where do you get your training from? Professional development opportunities and the use of best practices, identified through a peer reviewed collaborative process (normally achieved within the same organization), are excellent but it is important to gain knowledge outside your association environment, learn from other sectors and specialized experts.

With the right coaching and support, you will advance your skills in delivering advice constructively, learn how to foster creativity and innovation in your team, accelerate your leadership goals and make a high-impact contribution to your organization.

LEADERSHIP STYLE

Effective boards and overactive volunteers tend to overcome decision-making biases, rather than optimize resources and talents, and make proper concessions and trade-offs. This is a difficult balance to reach and maintain, especially when they are your clients or those hiring you. Associations are often isolated silos and professionals may become hostages of the board and the leadership.

To escape this ploy, develop your own leadership style, learn effective dialogue, boost your capacity to change and move to a higher level of a personal leadership path that ensures you remain inspired and resilient for the future.

In summary, while you are proactively focusing on growth and innovation for your organization, there are sensitive areas you must properly address:

- Governance - You will want to strike a balance between control and empowerment, between brand identity and adapting to different cultures and perceptions, between engagement and risk management.
- Legal issues - when operating for an organization you must be aware of potential legal risks to which the association is exposed.
- Finance - strive to maintain control and transparency over your financial operations, through clear and timely reporting and accounting.

Expertise is gained over continuous benchmarking and knowledge exchange, take any opportunity from high-level education (masters offered by universities and business schools - or even the MiniCourses Boardroom launched before summer) to networking and membership to associations of this sector, possibly by volunteering yourself in one of these.

You have a chance to shine no matter what the environment, it is your job to recognize it and make it happen.

This article was provided by the International Association of Professional Congress Organisers, author Annalisa Ponchia Baccara, CMP, CMM, Director of Innovation & Customer Experience & Director of International Congress Development, AIM Group International. IAPCO represents today 137 companies comprised of over 9,900 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 40 countries. info@iapco.org \ www.iapco.org



Leadership in Times of Ever-Evolving Member Value

Renata Lerch, the marketing expert of Boardroom MiniCourses, argues that the most successful associations are run by agile leaders, who put members' needs first as they constantly search for innovation and differentiation.



Along with all the negative impact, COVID-19 brought to associations an opportunity to rethink value and reevaluate member needs. Professionals from all fields, levels, geographies and industries have been highly affected. More than ever, members need support from their associations to expand their professional network, find new solutions for their career development, and reinvent their roles.

Associations' traditional model to deliver membership services has been dramatically shaken. Competitors, for-profit or not, are offering innovative digital solutions to networking, education, conferences and career progression since demand is booming! New companies are popping up from garages everywhere and can transform the market overnight with novel technologies and innovative products. Associations need to become a lot more

focused on rebuilding their capabilities. The consequences of not acting are dire.

As an association leader, you're now facing a new world that requires an ever-evolving thinking. Leaders have a pivotal role in steering the pursuit for value creation and digital innovation.

VALUE CHAIN FRAGMENTATION

In the past, people would take pictures with a Kodak camera, develop them through Kodak franchises and store and distribute them in Kodak albums. These days, people take pictures through cell phones from Apple, digitally store them in an Amazon cloud and share them through social media platforms like Instagram.

This value chain fragmentation has forced organizations to rethink their business models in order to deliver the most value

summits like The Global Peter Drucker Forum, to advance their cause and increase outreach. Many are leveraging digital partners to provide seamless conference experiences. We've even seen acquisitions such as PMI, a not-for-profit association, acquiring Discipline Agile Enterprise to expand their body of knowledge and product portfolio to offer their members and certificants proven Agile frameworks.

Leaders need to innovate beyond the status quo to respond to the challenge.

THE USE OF AI & MACHINE LEARNING TO DIFFERENTIATE

Digital transformation timelines have been accelerated by COVID-19, resulting in associations facing machine learning and AI-powered competition. It's no longer enough to just digitize the channels your organization serves members with. Competitors are leveraging automation, data and algorithms to unleash entirely new product lines and member segments, and to completely redesign seamless user experiences through the entire value chain, including service fragments served by partners.

Playbooks are outdated, pre-COVID member data alone can't deliver future trends. Associations need to combine surge, member data and AI to build products and services from predictive trends. Surge analytics allows organizations to track real time demand fluctuation, revealing new behaviors and multiple new opportunities.

These different angles of on-demand data enable teams to understand what customers and members ultimately need and are trying to accomplish in real time, independently of current solutions available in the market.

Innovation and differentiation that go beyond just product and service upgrades always stem from member needs, not current solutions.

Even though technology enablement is pivotal to associations' survival, it's still the role of the leader to orchestrate how their organizations are empowered. The most successful associations I've seen are run by leaders with an agile mindset, supported by corroborating operations. A leadership that provides clear vision, frame member-centric objectives and guide staff to interpret and use technology to enable innovation will always be the differentiator to design the future.

In addition to her role as a Marketing Expert for Boardroom MiniCourses, Renata Lerch is a hands-on leader with international experience in Fortune 500, consulting, advertising agency and not-for-profit associations. She has managed global marketing and market development teams for over 20 years. She is the founder of Integrated Niche, a global and Agile Marketing think tank.
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to their members and customers. The level of partnerships and cooperation we've seen for many years in the manufacturing supply chain has now been vastly extended to the services sector, intensively reshaping associations' competition and member experience expectations.

While the bar has been raised, it has also opened a world of new opportunities for associations to develop new services, co-branded products and membership benefits!

Successful not-for-profit organizations are pivoting, and tapping into SaaS (software as a service) companies to provide digital networking services powered with AI, like Lunchclub, an AI superconnector that makes introductions for 1:1 video meetings to advance your career. Others, like Brightline, are tapping into Massive Open Online Course (MOOC) platforms like Coursera to distribute their courses globally, and thought leadership



The way
associations meet
may have been
altered radically,
however the true
value of events
has remained
unchanged.

Medical Like No Other

While the new CCH – Congress Center Hamburg is due to reopen next year, Hamburg is systematically building on its cluster industries and some amazing infrastructural features. As a result, the destination has emerged as a top location for medical conventions.

Words Rémi Dévé

In the past decade much of Hamburg, one of Germany's most prosperous cities, has revitalized and reinvented itself. CCH – Congress Center Hamburg is part of this regeneration and – in spite of the unknown COVID has brought to the shores of the city – the soon-to-be-open venue has been busy helping its clients navigate these uncharted territories, rescheduling events, creating a COVID-19 catalog of measures to make sure people meet in the safest environment possible, and developing initiatives that support hybrid meetings.

Together with Hamburg Convention Bureau, the CCH – Congress Center Hamburg is also working hard at profiling the city as a medical hub. *"As the chosen location for medical conventions, Hamburg has, for more than a decade now, highlighted its prominent role as a centre of medical science, underscoring the outstanding collaboration between all key players in our city,"* explains Heike Mahmoud, Chief Operating Officer CCH – Congress Center Hamburg.

In this context, together with the University Medical Center Hamburg-Eppendorf (UKE), Asklepios Kliniken and other scientific institutes, the CCH – Congress Center Hamburg has brought – and will bring – numerous scientific and medical events to Hamburg, substantially contributing to the status of the Hamburg metropolitan region as an important super-regional science hub.

It won't come as a surprise, then, that the first convention planned for the new CCH – Congress Center Hamburg was a medical world convention with high international participation: the World Congress of Endourology and Uro-Technology has committed to Hamburg and rescheduled the event from August 2020 to September 21-25, 2021. In 2021, Hamburg will also be a key destination for neurosurgeons from around the world with the European Association of Neurosurgical Societies (EANS).

Other high-profile events include ENDOCLUBNORD, the International

Forum for Endoscopy. As Germany's largest live event, it has been a regular customer of the CCH – Congress Center Hamburg. This year it will be held online as a virtual, Internet-based event, featuring a new, more comprehensive and more attractive program structure.

Other returning customers include the German Interdisciplinary Association for Intensive and Emergency Medicine (DIVI), which aims to support science, practice and research in intensive and emergency medicine. The DIVI Congress, which drew a crowd of 6,000 attendees last time, will also this year take place as a digital event for the first time. The 21st Congress of DIVI is scheduled for December 2021 at the CCH – Congress Center Hamburg.

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Your Health as a Priority

If the way we do business events has been profoundly transformed in the last few months, as the corona virus has been spreading all over, the why we do it hasn't. In this regard, digital technology is all good, but our industry is getting somewhat tired of exclusively online solutions and is more than ready to meet again in person, providing safety requirements are met. Living up to the reputation of a city that offers top expertise and services for international business, Geneva has managed to stand high in everyone's preference as a destination exactly because it can offer what our sector needs at the moment, safe personal contact.

Words Remi Deve

BENDING OVER BACKWARDS FOR VISITORS

Known throughout the world as the UN's European headquarters and the head office of the International Committee of the Red Cross, Geneva every year attracts thousands of people to conferences, conventions and meetings.

Due to its international nature and multi-cultural tradition, the city offers a privileged location for globalized companies: over 140 multinationals are established in Geneva and around, not to mention 36 international organizations (IOs), over 300 non-governmental organizations (NGOs) and 200 diplomatic missions, thereby making Geneva a truly cosmopolitan city.

CLEAN & SAFE

Today, with more than 100 venues and hotels registered as safe spaces, special sanitary measures implemented and - last but not least - a traditional *savoir faire* in hosting international events, Geneva, the "Capital of Peace", is fully ready for organizing your next event. In fact, the Clean & Safe label, supported by Switzerland Tourism, ensures that Geneva venues, hotels and service providers are taking all necessary measures to protect guests, from social distancing to implemented hygiene rules. According to it, Geneva's service providers are responsible for ensuring that the safety protocols are implemented and complied with.

Geneva's event organizing professionals are surely no strangers to big meetings, especially since the congress infrastructure has the largest capacity in Switzerland. Both HotellerieSuisse and the Expo Event Swiss LiveCom Association have drawn up specific safety protocols and guidelines to be adopted when holding business events in hotels, convention centres and other locations.

Combine top-level infrastructure with the close collaboration between the Geneva Convention Bureau and the city's local industry leaders, and the result is a powerful network where associations can actually acquire knowledge, expand their network and even change policies on the spot since the city is crawling with government offices.



ASSOCIATIONS TRUST GENEVA

In reality, live events have already started taking place in the city. The Joint Meeting 2020 of the Swiss Society for Infectious Diseases (SSI) and the Swiss Society for Hospital Hygiene (SSHH), was successfully - and most importantly safely - carried out from 2nd to 4th of September at the congress centre Palexpo with 270 participants and 80 exhibitors, with organizers and attendees alike considering all conditions fulfilled and the face-to-face exchange particularly valuable.

Beginning of October, the Maritime Transport Efficiency Conference and Exhibition (MTE-Conference) was also organized during two days by MaxComm Communication at the Geneva Hotel President Wilson. The first edition of this conference brought together 130 leading personalities from the shipping industry, technology developers and NGO's from all over Europe. The event took place with plenary sessions, parallel sessions and an exhibition area. The participants exchanged knowledge face-to-face with their peers while respecting all sanitary measures, making the event a real success.

Such conferences can only demonstrate that the city is more than ready and properly equipped to receive future association meetings, always in compliance with all necessary safety regulations. Until 31 December 2020, Geneva offers CHF 100 for every hotel booking of 2 nights minimum.

[More information on Geneva as a congress destination](https://www.geneve.com)
geneve.com

Voices from Basel

Handling Crises & Opportunities

As Switzerland's third largest city, with just over 200,000 inhabitants, Basel covers an area of only 37 km². The city nonetheless boasts a lively social and cultural life and one of the world's most productive economies. Until recently, Basel was also home to a thriving exhibition and congress business, which is now facing the question as to what happens next.

The region's appeal stems both from its unique location at the point where Switzerland, France and Germany all meet - with direct access to all major transport routes and the world's oceans - and from its long tradition as a science and research centre. This is doubtless one reason why so many life sciences companies have settled in the area, the best-known being the two pharmaceutical companies, Novartis and Roche, which are headquartered here. Their presence has generated a veritable boom in business tourism over the past few decades.

Of the 1,423,486 overnight hotel stays registered in 2019, an estimated 65% were for business. And the many meetings and trade fairs staged in Basel during a normal year also add to the count. With venues like the Congress Center Basel and Messe Basel, the city is able to host major international congresses with more than 5,000 participants, including the European Aids Conference EACS and the OSCE Ministerial Council.

How is such a pivotal destination handling the current situation? We looked into this question with three insiders. As Director of Basel Tourism and the Convention Bureau Basel and President of Switzerland Convention & Incentive Bureau SCIB, Daniel Egloff has dealt extensively with the impact of the corona pandemic. Silvia Decker, Director Business Development & Marketing at the Congress Center Basel, has similarly seen major changes in her day-to-day work over the past few months. And we also spoke with Christian-Claus Roth, Co-President of the International Pharmaceutical Congress Advisory Association IPCAA. He lives in Basel and is in constant contact with representatives of companies and organisations that stage conferences.

After a relatively relaxed summer, case numbers are rising again throughout Europe. What does this mean for you and your customers?

Daniel Egloff: Since none of us know how long travel restrictions and limits on

participant numbers will last, uncertainty in planning is the biggest problem for conference organizers. In Basel, we are compensating for this with our partners by minimizing or neutralizing the extra space requirements, the cancellation and rebooking conditions and the additional costs for protective measures.

Silvia Decker: Most of our customers have mastered a steep learning curve in adapting to the new situation, and the entire industry is undergoing a phase of creative discovery and development.

International travel has been vital for the city and the companies based here. How is teamwork functioning with people working from home and Zoom meetings?

Christian-Claus Roth: The current development is certainly positive viewed over the short term. I was amazed at how flexibly people reacted and how well everything is working out. But, over the long term, it's becoming increasingly difficult to maintain the team spirit.



I think that the solution in future will be a mixture of the two forms - home-based and office working.

How do you rate the opportunities offered by virtual congresses? Are they a viable alternative to analog meetings?

Christian-Claus Roth: Basically, it's the same as for working from home - while many things work well digitally, the human component is lacking. Physical meetings will remain important in future because humans are social beings who need contact. Live conferences will most likely take on a new significance, necessitating higher-quality content and emotions. Technology can connect up those who cannot attend in person, and this also helps solve other social problems, including the reconciliation of work and family life.

Daniel Egloff: The event industry was poised for tremendous change prior to corona, due to sustainability issues and digital developments. While the

current situation has accelerated this change, I feel that we are still only at the outset. The future will also bring enormous growth in interactivity and the transfer of emotions via digital channels. I don't think that virtual formats will fully replace live events, however. After all, the theatre didn't entirely disappear when television was invented.

What is set to remain of hybrid and virtual event formats in future?

Christian-Claus Roth: Once we have the pandemic under control, I think that hybrid formats will become established. Technology can provide certain types of learning content with a greater reach. We won't want to dispense with this in future, and will combine it with on-site conferences.

Silvia Decker: Content on demand will certainly be retained, since this makes for more relaxed networking. People can spontaneously decide to continue their conversations and catch up on the conference session they have missed in their hotel room afterwards.

What do you think business tourism will look like in future?

Daniel Egloff: We must be realistic. We won't achieve the record figures of 2019 again so quickly, because people will travel less. But our region's overall economic development also plays a role. If new companies arrive or existing ones expand, this can generate a clear boost.

Silvia Decker: Greater emphasis will be needed on networking and interaction in the congress business. The live component will become a multi-layered experience. This is a major opportunity for a destination like Basel with so much to offer.

More info

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A Major Conference Meets A Major Destination

Never in the history of gathering and conferencing has there been so many undetermined factors when organizing an event. Due to the challenges the pandemic has presented, the number of attendees, the choice of the right venue, keynote speakers and the very format of a conference are often undetermined until the very last minute. However, some destinations like Taiwan and its very active Kaohsiung City Government and Bureau of Foreign Trade have risen past these issues and were prepared to host the 59th ICCA Congress 2020.

Words Vicky Koffa



Already confirmed as the host city since 2017, due to the great collaboration and organizational skills of the local host committee that included MICE stakeholders such as hotels, venues, transport operators, catering services, public associations and school groups, Kaohsiung managed not only to overcome all obstacles, the city was successfully able to bring to life what was probably the most significant congress in the history of ICCA. Themed Transforming Global Events Together, the conference generally

focused on the future of global business events, making sure to showcase the waterfront city's urban transformation.

The congress model is veering from its traditional model, morphing into a virtual one that was well-adapted to this year's unique challenges. Prior to the event, ICCA President James Reese explained: *"This will be a case study from which we will all learn, and will help shape the pathway, the future of international meetings. We*

chose a hybrid congress because we recognize that each member has unique circumstances. So, the hybrid solution allows every participant to be part of the Congress in a way of their own choosing."

The 2020 ICCA Congress took place at the Kaohsiung Exhibition Center (KEC) in a hybrid format this year to include all ICCA members from around the globe. As part of the Congress, the business events community was involved in a six-week online pre-Congress "Road to Kaohsiung" programme, identifying major trends, key strategies, new ideas, formats and technologies for the future of global events.

THE KAOHSIUNG PROTOCOL

The combined knowledge gained from the 2020 ICCA Congress resulted in the Kaohsiung Protocol, a framework of ideas and strategies for the future of business events. This, in fact, is the first time in ICCA history when a formal protocol was named after the host city—a great win for Kaohsiung. *"The culmination of this six-week program of collaboration, education and knowledge share will be the Kaohsiung Protocol, a blueprint for our industry, the guiding light for the future of international association events,"* said ICCA President James Reese in his welcoming message to the Congress.

"This has tremendous impact because ICCA 2020 in Kaohsiung is a key driver behind the protocol, which will provide guidelines, best practices and key trends for the industry. Essentially, this Congress is making history, setting a new benchmark and inspiring a different way of thinking with many discussions focusing on habit of mind and problem solutions," said Tai-Hsiang Liao, Director General of the Kaohsiung City Government Economic Development Bureau.

He went further, saying that *"it is expected that future international event organizers in Taiwan, and even globally, will look to ICCA 2020 when designing their programs and content, thinking more deeply about ways to include a wider audience when many are not willing or unable to travel, considering a variety of solutions, such as digital or physical, to better engage participants and virtually showcase the destination's culture, talents, and infrastructure capacity through innovative solutions and content planning."*

MEET TAIWAN GOES BEYOND THE CONGRESS

In an effort to support the convention and exhibition industry of Taiwan during these difficult times, MEET TAIWAN also organized the 2020 ICCA Master Camp just prior to the ICCA Congress. With the objective of cultivating professionals proficient at bidding for international conferences, the camp this year focused mainly on the fact that the future of business meetings will heavily consist of hybrid events, and Taiwan is ready for it.

As international conferences are one of the best methods to promote a city worldwide, Kaohsiung was able to demonstrate the competitive advantages that its urban transformation brought via

the ICCA Congress. For instance, in Kaohsiung's local program, *"to create a sense of togetherness and connection, we planned a Global Connect session in which we remotely united delegates in Kaohsiung and those from other regional locations through music. In a hybrid collaborative session delegates were guided to select chords and input words for lyrics; everyone's ideas were submitted through an online platform and were arranged by professional musicians into our final ICCA Song, which was played for everyone at the end,"* explained Mr Liao.

SAFETY BRINGS DELEGATES

It goes without saying that the hybrid ICCA Congress spared nothing when it came to absolute safety. The organizers planned measures and guidelines since April 2020, when the Central Epidemic Command Center (CECC) in Taiwan announced public gatherings were permitted under certain conditions. *"We put measures into every step of the delegate's journey, from pre-meeting communication and training, to onsite. Prior communication meant delegates knew they were coming to a safe and well-organized event. Our preventative measures and rules were comprehensive, spanning from transportation and venue planning to dining arrangements,"* reassured Mr Liao.

Pre-meeting measures included travel history checks on all staff and delegates, plus explicit communication about the prevention guidelines and staff training for standard procedures to follow in the case of identifying delegates who did not comply. During the event, it was obligatory to check delegate body temperatures at the entrance, properly ventilate the venue, forbid self-service food and provide extra-spaced seating, hand sanitizer and surgical masks.

Although the number of international guests for the physical meeting was limited due to travel restrictions, participants were still able to actively participate in the virtual meeting. Despite all of the challenges, a record-breaking number of participants was achieved in 2020.

"Delegates and staff clearly saw how seriously we treated this matter and that we took great effort to ensure they felt safe, so they were still able to enjoy the event as much as possible," said Mr Liao. The experience and knowledge gained from planning and carrying out a new meeting format such as the first hybrid ICCA Congress will certainly help Taiwan attract other major events in the future.

Contact

www.meettaiwan.com

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



Strength in Numbers

Canada has long had a reputation as a leading destination for business events related to advanced manufacturing, digital tech, and life sciences.

Rapidly growing knowledge hubs, spanning the country from coast to coast, to coast, help attract associations looking to explore learning labs, testing sites, and academic hubs, as well as tap into the country's wealth of knowledge.

Words Lane Nieset

In 2020, as one conference after the next was canceled due to the uncertainty surrounding the pandemic, Canada looked for a way to tackle the current situation while preparing for future challenges and keep the economy rolling. By tapping into the resources of Canada's supercluster expertise, the country debuted the Made In Canada Project - an opportunity for business leaders, manufacturers and researchers to come together in response to the pandemic.

When the Made in Canada Project was initiated in March, over 6,000 companies reached out, and over 2,800 project proposals were submitted through the Next Generation Manufacturing, Digital Technology and Scale AI Superclusters. Relying on each supercluster's area of expertise, projects ranged from new technological tools to help monitor health to the invention of disinfection robots.

"Our five superclusters were created in the most Canadian way, with an abiding spirit of collaboration, to bring together experts in digital tech, next generation manufacturing, artificial intelligence, protein industries and ocean sciences to help Canada become a global leader in the innovation space," explains Virginie De Visscher, Senior Director of Business Development, Economic Sectors, Destination Canada Business Events. *"While certain sectors, like tourism and hospitality, have been severely affected by the pandemic, there are other sectors like life sciences, advanced manufacturing, and digital technology that are thriving despite the pandemic."*

NEXT GENERATION MANUFACTURING

When the pandemic started, practically none of the PPE (personal protective equipment) used in Canada was manufactured in the country, but in just six months, local manufacturers retooled and now they produce 50 percent of the national supply. *"It made sense that when the pandemic hit, that we needed a national response to address things like vaccine development, PPE manufacturing, and that we connect with our superclusters for their input and ideas,"* De Visscher explains.

Toronto-based Myant, an innovation hub of over 80 engineers who design and develop wearable technology, created a textile-based monitoring system for patients and frontline healthcare workers that utilizes "smart garment" technology to read and collect biometrics from the wearer's body through sensors. The line of connected clothing, which utilizes textile computing technology, has been in the works for the past decade, and phase one of clinical trials started this past October. The Next Generation Manufacturing supercluster has also funded projects from Advanced Intelligent Systems, A&K Robotics, Clearpath Robotics, CrossWing, and GlobalDWS to create large-scale disinfection robots to help ensure the safety of students in schools or employees in offices.

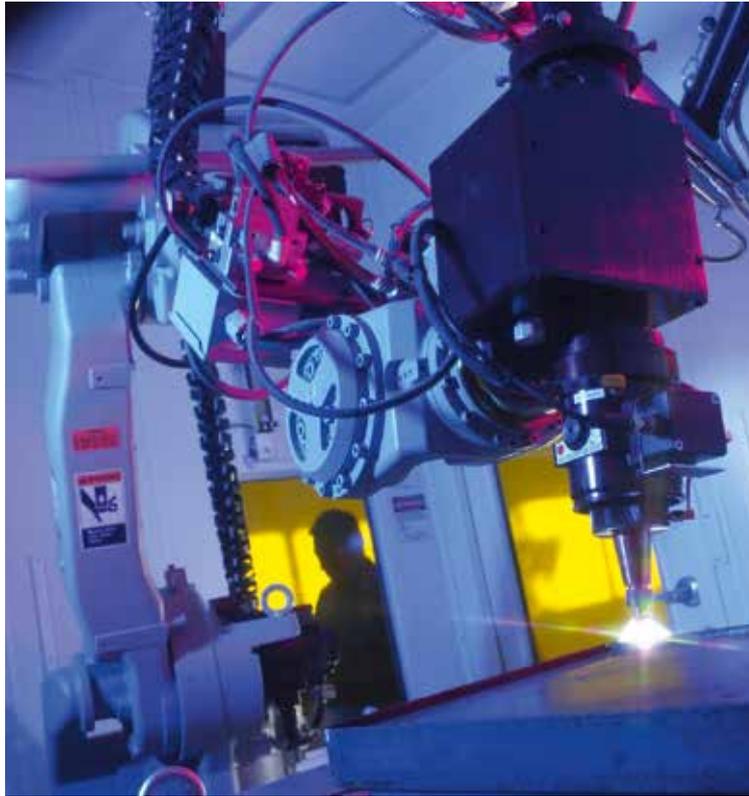
"Not only are these projects vital to the fight against COVID-19, they represent incredible examples of Canadian ingenuity that can change the way the world operates," explained Navdeep Bains, Minister of Innovation, Science and Industry at Government of Canada, in an article

on LinkedIn. *“These technologies have broad and exciting applications across sectors, and can be scaled up to create jobs and compete in the global market.”*

DIGITAL TECHNOLOGY

The Digital Technology supercluster has received over 600 project proposals alone, including The Starling Minds Project, which delivers personalized mental healthcare to frontline healthcare workers through a variety of digital and interactive tools. Led by Vancouver-based platform Starling Minds, with assistance from the University of British Columbia (UBC) and Genome BC, the \$2.5 million project will offer healthcare organizations engaging, cost-effective digital mental health tools that can help workers handle stressors (both personal and professional) that are heightened by situations like COVID-19. *“By leveraging collaborative innovation we can create and deliver life-changing technologies to address the psychological impacts COVID-19 has had on our healthcare workers, our communities, and workforces, now and for future pandemics,”* explained Sue Paish, CEO of the Digital Technology Supercluster.

The supercluster is also working on the first global platform that encourages healthcare organizations to collaborate and improve the diagnosis and treatment of infectious diseases. Spearheaded by Spectrum Mobile Health, the project is a joint effort with Alberta Health Services, Enso Strategic and Creative Partners, Horizon Health Network, Massive Change Network, National Collaborating Centre for Infectious Diseases, Nova Scotia Health Authority, Saskatchewan Health Authority, Unity Technologies, and Vitalite Health Network. The goal is to connect hospitals so they can view guidelines of institutions across the globe that they can adapt or adopt, as well as facilitate communication with frontline workers through mobile devices and computers.



SCALE AI

Canada is home to a number of international AI companies, from Deepmind Technologies, Google’s London-based AI division, to the Microsoft Research Montréal Lab. It’s no surprise, then, that this sector is booming in terms of innovation post-pandemic. Montreal-based home care software platform AlayaCare, in collaboration with Polytechnique Montréal and Bien Chez Soi, has developed AI tools to help identify those who may be infected by COVID-19,

while The Montreal Port Authority and CargoM (the Logistic and Transportation Metropolitan Cluster of Montréal) are utilizing an AI-based solution to help ensure the prioritization and distribution of essential goods like medical equipment and food (items crucial during a crisis) passing through the port.

By financing these types of projects and start-ups, Canada is not only boosting its role as a global leader in the innovation space, it’s also becoming a hotbed of knowledge that can be a resource for companies and associations across the world. While some events may be on pause or cancelled, Canada’s superclusters are using this time to improve their industries and offer an

even stronger incentive for associations visiting (in person or virtually) in the future. *“Our role remains what it has always been and that is to attract global business events to Canada,”* De Visscher explains. *“We understand the path to purchase for the business events market is lengthy, and so we remain committed to being in the international marketplace, supporting our industry partners, and we will continue to share stories of Canadian innovation and sector strengths so that when the time is right to meet in person again, Canada will be top of mind.”*

To learn more about Canada as a conference destination,

visit www.businesseventscanada.ca or email businessevents@destinationcanada.com



Tourism & Digital Economy Join Forces to Shape the Future

Hailed as one of China's Best Tourist Cities and a famous National Historical and Cultural City, Hangzhou is the political, economic and cultural centre of the Zhejiang Province. From rich Chinese traditional culture to high-tech business events, Hangzhou presents a wealth of interests for the meetings industry professionals.

Words Vicky Koffa

In recent years, the digital economy industry of Hangzhou has been constantly growing. Technological innovations are on a high in emerging sectors like such as the Internet, cultural creativity, financial service, health care, and new energy. This surge has inevitably attracted related top national and international conferences to the city, including the APSARA Conference, 2050 Conference, Netease Future Conference, and Money20/20, which in turn means that business tourism has recently boomed.

SPOTLIGHT ON ECONOMY, CULTURE AND TOURISM

Showcasing what the city can really offer, on September 17th & 18th, the "2020 Culture and Tourism Summit of Hangzhou & Meeting Industry Fair of the New Economic Destination" was held in Hangzhou, sponsored by Hangzhou Municipal Bureau of Culture, Radio, TV and Tourism. Under the theme "New Challenges, New Scenes, and New Integrations", it comprised of multiple parts including the main summit, parallel forums, an investment and financing wine party, and a meeting industry fair. 100 CMO's

of China's new economy enterprises, 20 PCO's from Beijing and Shanghai and 20 PE/VC institutions participated in the event as conference buyers. In the one and a half days of the summit they had an in-depth business exchange with 120 local suppliers.

In the opening ceremony of the summit, the much-anticipated "Top Ten Scenes of Hangzhou Digital Economy Tourism" was announced, featuring world-famous technology companies or business centers/parks like Alibaba Group (China) Co., Ltd., Hangzhou Hikvision Digital Technology



HANGZHOU

Co., Ltd., the Cloud Town & Hangzhou City Brain Co., Ltd., Xiaoshan Hipark, Turing Town, Alibaba Cloud Industrial Internet Co., Ltd., Inno & Entre Town, Zhejiang Dahua Zhilian Co., Ltd., Xiaoshan Robot Town, and Wasu Digital TV Media Group.

THE SMART ALIBABA CENTER

Alibaba is a world-renowned technology company founded in Hangzhou. It offers three diverse visiting opportunities, the Visitor Center of Alibaba at its headquarters, QINCHENGLI Mall, Tai Ji Zen Garden, FlyZoo Hotel, and other unique attractions. Alibaba's Visitor Center represents the style of the company, its culture, industry, and products.

As a new retail experimental field in smart commercial space, QINCHENGLI Mall relies on the big data and AI technology to upgrade the production and circulation process of commodities and form a display of new fashions through deep integration of online, offline and logistics services. As the first smart hotel in the world, Fly Zoo Hotel boasts 290 rooms, the fitness centre of the future and other facilities. Technologies like facial recognition check-in, smart elevator, Tmall smart butler, robot food delivery are all on offer, reflecting the latest smart applications.



STATE-OF-THE-ART TECHNOLOGY SOLUTIONS IN HIKVISION

Hikvision is an intelligent IoT (Internet of Things) solution and big data service provider, focusing on comprehensive security, big data service and smart business. It is committed to building a smart city and digitized enterprise sector through by use of Cloud and Edge services and Information Technology in all its forms.

Covering an area of 4500 square meters, the Hikvision Exhibition Center design focuses on the concept of "light". For example, the device located in the hall - which links to the big screen presenting 'the dance of light' - is called "The light of heart mirror" and helps convey to the audience the philosophy of the company and the theme of the whole exhibition. It vividly paints a city empowered by high-tech, including among others smart home experience, road safety driving guaranteed by vehicle-road collaborative technology, AR smart scenic sights, "take and go" easy shopping area, efficient smart factories and urban operation centers.

A DIFFERENT KIND OF TOWN

The cradle of picturesque towns in Zhejiang, home to Hangzhou City Brain and the permanent venue of "Cloud Computing Conference", the Cloud Town boasts five big industrial sectors. Cloud Industry, City Brain, Intelligent Manufacturing, Space

Information and Biological Medicine forge the first town in China's digital economy and tourism. Already Hangzhou's "golden name card", Hangzhou City Brain enables urban managers to better allocate public resources, make scientific decisions and improve governance efficiency.

The town offers three routes for visitors, covering Cloud Town Exhibition, Museum of Inspiration 2050, Herbal Garden, City Brain Base. The latter, in particular, presents the new mechanism in which Hangzhou government explores the development and construction of Hangzhou City Brain and its industrial application, and the process, achievements and future of collaborative innovation among the government, enterprises and research institutions through the Innovation Base.

Diversified industry empowerment, professional collaboration and extensive research carried out between the new economic advantage industry and the conference industry are showing Hangzhou's unique strengths in different sectors, innovation, and development potential and portray it as "A Destination of the New Economy".

More information on
www.micelangzhou.com/en



An Event With A Purpose – MTL Reunion

Is your association all caught up with everything technology has to offer for your next meeting? Are you perhaps the kind of association that pays more attention in what a destination itself has to offer, even at times of the pandemic? What if you can get the best of both worlds, i.e. make full use of advanced technology for your virtual events all while benefiting from local academia, business, research and innovation? Montreal and its number one conference centre, the Palais des congrès de Montréal, seem to tick all the boxes on the list.

Words Vicky Koffa



The way associations meet and exchange knowledge may have been altered radically due to the medical crisis, however the true value of what an event is all about has remained unchanged. Bringing the right event to the right place, where delegates can find useful relevant networking and business opportunities and tap into the innovation provided by the chosen destination, is still the true goal.

Montreal has always taken pride in being a city of innovation and creativity in various sectors, with imagination leading to research and eventually to ground-breaking discoveries. International travelling restrictions have not allowed many associations to witness this first-hand, but the Palais des congrès de Montréal is proposing the next best thing. Combine that with its in-house technology and flexibility for virtual events, like the Palais Média Propulsion, and its Palais+ business restart program consisting of worry-free event organizing and hosting packages, and you end up with a tailored solution for all needs.

IN-HOUSE EVENT WITH INTERNATIONAL APPEAL

On 28 October the centre's team organized a major virtual event on the premises, the MTL Reunion, combining online and in-person attendance. The aim of the event was for everyone to become acquainted with Montreal's capabilities both in technology and knowledge and to get major influencers and organizers from the industry to speak about our new reality and the future of events.

"MTL Reunion was an international hybrid event aimed at reinventing our industry. It brought together event organizers and international associations from all over the world. The day's conferences addressed the current state of the industry and aimed at finding new ways to do events. It was a spark of inspiration to help restart business and demonstrate that the events sector can transform itself," said Robert Mercure, President and CEO of the Palais des congrès de Montréal.

The convention centre saw a gap in the industry as far as virtual events and the future of events goes and decided to portray what it can offer while providing a free of charge platform for information and ideas sharing. Mercure explains that *"the Palais des congrès de Montréal decided to use its expertise to rethink how*

we do things. MTL Reunion was also an opportunity to raise awareness about hybrid events, which everyone is talking about, without necessarily knowing how they work."

Renowned names from the industry and local innovative entrepreneurs - take James Rees, President of the International Congress and Convention Association (ICCA), Carina Bauer, PDG of IMEX Group, Sherrif Karamat, CEO of PCMA and Andy Nulman, co-founder of Just For Laughs comedy festival, for example - were invited to talk about topics like the future of conventions, the sustainability and inclusivity of innovation and even the state of aviation in Canada.

"What mattered to us was to address the whole community of stakeholders involved in major events, and in the process share the Montréal experience, a city known for its creativity. We firmly believe that all participants benefited from this and felt reenergized by all the new ideas," continued Mercure. Indeed, the topics were to everyone's interest and left participants with renewed incentive on what's to come for our industry and a wealth of information about the true use of virtual meetings.

MISSION ACCOMPLISHED

The Palais des congrès de Montréal used this initiative as a response to the danger of idleness this pandemic is bringing upon the meetings industry. A reunion of this calibre could not but be a wake-up call and a rekindled motivation for event organizers, especially coming from a destination like Montreal which has a great deal to deliver.

"The purpose of MTL Reunion was to help the industry get back on its feet, and not be afraid of changing how it does events in order to adapt to today's reality. Since we managed to revive the flame in the minds of event organizers and give them ideas that will help them rethink future gatherings, we consider this mission accomplished for the Palais," Robert Mercure concluded after the event.

The Palais des congrès de Montréal technology is at your service:

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More information on
congresmtl.com/mtl-reunion

Empowering Regional Hubs

We now know that when a crisis hits, things evolve rapidly; measures are put in place almost daily and industries like ours need to adapt in order to keep up. For the ever active and innovative Business Events Sarawak (BESarawak) merely adapting is not enough; the primary goal continues to be making a positive lasting impact on local communities through business events, even if that means doing it during the time of a pandemic.

Words Vicky Koffa

When the 55th ICCA Congress came to Sarawak in 2016, the destination raised the bar of expectations when it comes to hosting major events like this, not only from an organisational point of view but also for the content and support the Bureau provided. Carrying on and expanding from the earlier theme “ICCA Global Tribes”, Sarawak is playing host to the 59th ICCA Congress Asia Pacific Regional Hub 2020, themed ‘Tribe Legacy ICCA’ this time. This theme is aligned with Kaohsiung’s theme of “Transforming Global Events Together”, where the main ICCA Congress is held.

Sarawak was an obvious choice for this event, as it is no stranger to emphasising the importance of the broader value of conventions, which goes beyond direct delegate expenditure. Noor Ahmad Hamid, ICCA Regional Director Asia Pacific, said: “BESarawak used this Regional Hub as the platform to showcase the Legacy study from the 2016 illustrious event. They are also able to bring along all key stakeholders from the national

convention bureau to the state government in providing full support. This unique narrative places them ahead of other competing destinations, as they truly understand the complexity in destination branding and working with international associations space.”

Amelia Roziman, Acting CEO of BESarawak, confirmed that this year’s theme “*highlights why it is now important to associations to grow their legacy impacts and how it is significant to growing their sector and also their opportunities, such as securing investments and discovering new partnerships.*” Indeed, Sarawak’s programme takes a deep dive to look at what’s underneath the iceberg, since tourism impact is simply the tip. “*Part of the agenda is a Tribal Wisdom session, with influential Sarawakian speakers who are versed in legacies to share inspiring stories of how they have turned around their community. On top of that, we have invited a speaker from BestCities who, as we know, are prominent when it comes to the legacies of business events and how our sector*

can transform economies and societies,” Roziman informed us.

SAFETY THAT GOES BEYOND WHAT’S EXPECTED

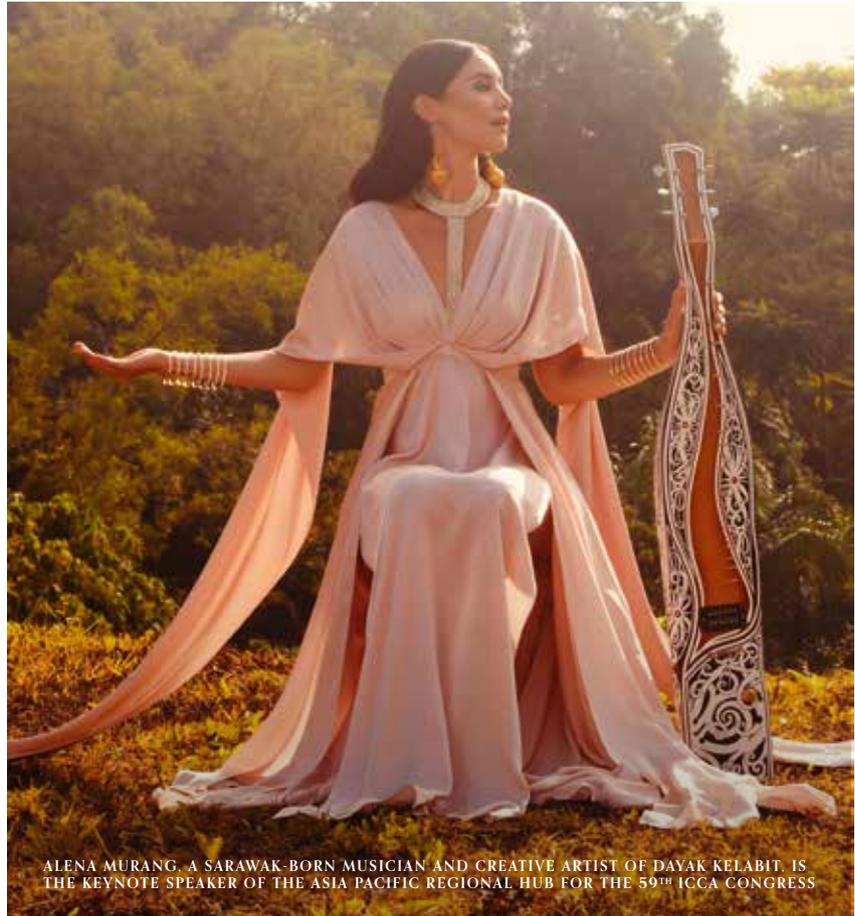
Content and legacy apart, Sarawak is trying to excel also in providing absolute safety for the people involved in this Congress. Despite the fact that the General Standard Operating Procedures (SOP) issued by Sarawak State Disaster Management Committee (SDMC) for organising business events are closely followed by the organisers, BESarawak went further to launch the Reactivation Guideline for Organising Business Events in Sarawak.

“*The Reactivation Guideline is a recommended framework proposed to aid all business event organisers, venue providers and relevant parties in organising successful and safe events that adhere to the prescribed precautionary measures, during COVID-19 transition phase,*” says Jason Tan, Head of Marketing, Communications and Project Liaison of BESarawak.

“The guideline is made available for external distribution and may be adapted by relevant parties according to the nature and requirements of their events, as per self-discretion. It will also be available for download from online sources and will be updated from time to time, in accordance with the latest developments to Sarawak Government policies.”

According to this guide, face masks and physical distancing of one metre, including seating arrangements, are obligatory at any type of events and activities at any venues, while temperature checks and hand sanitizing are available at entry points and throughout the space. All food and beverages must be supervised, individually served and distributed by designated catering staff with a strong recommendation for pre-packed food. Furthermore, isolation facilities must be made available on-site. Participants must download and register for contact tracing apps in their mobile phone and scan the QR Code before entering the event space, providing their details which if required, will be shared with public health authorities.

The extra safety measures have not left event organisers uninterested. *“95% of our business events are still ongoing with just 3 cancellations, as confidence is slowly being restored. We are setting an example to other destinations in Malaysia as to how business events should be organised. This has also given our planners much more confidence to organise an event in Sarawak because SOP and compliance are two very important factors.”* continues Jason Tan.



ALENA MURANG, A SARAWAK-BORN MUSICIAN AND CREATIVE ARTIST OF DAYAK KELABIT, IS THE KEYNOTE SPEAKER OF THE ASIA PACIFIC REGIONAL HUB FOR THE 59TH ICCA CONGRESS

LOOKING INTO THE FUTURE

Obviously, BESarawak has applied this innovative project to the Sarawak ICCA Regional Hub and it has been welcomed by organisers and delegates alike. *“Our main priority in staging any event before or during Covid-19 is the safety of our staff, local host and member delegates. The choosing of Sarawak also attributes to their readiness to comply and providing the safety measures as prescribed by the local health authority and beyond”*, says Noor Ahmad Hamid.

As travel restrictions still apply worldwide, the meetings industry focuses more on such regional hubs, and Sarawak is definitely building on this

opportunity. As Noor Ahmad Hamid says, *“To a certain degree, we are indeed giving more power to the region as many destinations are reopening, regional collaboration will be the key trend for the future.”* And in this same context, Roziman concludes: *“Sarawak is ready for business events. Contrary to belief, a destination that practices the new normal of business events can be just as creative and that’s what we want to highlight as well.”*

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Navigating the New Normal

Boardroom talked to Christine Barrabino, Head of Monaco Convention Bureau, about the future of meetings, what the Principality has put in place for safer conferences... and how they can, *in fine*, help associations achieve their goals, whichever way they will want to meet.

Interview Remi Deve

What's the situation in Monaco as of today, end of October?

Today, we can welcome events, no matter the format - a conference, a congress, a symposium, etc. - and they all must implement a health protocol to be validated by the authorities. Every professional event, organized in a hotel or at the Grimaldi Forum for instance, must ensure that it strictly follows the rules issued by the Principality - approval is given on a case-by-case basis.

We are talking here about 1000 participants in the same place at the same time. The total number of delegates may be greater: we recently hosted an event that brought together 1,600 people over four days, but the participants never were altogether in one single location.

Unlike some destinations, the majority of our events have been postponed, there have actually been very few outright cancellations since March. The months of September and October were still somewhat busy: whether at the Grimaldi Forum or in offsite venues, it was certainly not that calm! This has actually made us optimistic: we feel that people want to meet physically despite everything. Nothing beats the human, physical interaction.

Let's play the devil's advocate here: face-to-face meetings have a future after all?

I am convinced that our sector will restart as soon as it is safe to be on the road again. We just don't know when this will be possible, which is what makes our job so difficult at the moment. A vaccine will surely really allow us to take the next step. I remain personally confident that an improvement in sanitary conditions is not so far away, and that the event machine, as we know it, will get back on

track in 2021 - which is just around the corner.

Rightly, some associations are busy preparing their events in 2022 and beyond. What would you tell them about the added value for them to come to Monaco?

While Monaco may have suffered from a misconceived perception in the past, this has definitely changed. The Principality is now seen as a destination that can make a difference, that has built on its clusters to offer a competitive edge that is hard to



be found anywhere else. We'll continue to work on our differentiating factors in key industries such as healthcare, sustainability, finance, or IT so that we add value to the associations that choose us as their preferred host. Associations are looking for partners in destinations, people who can understand their goals and missions, not just providers of hotel rooms and event space. In Monaco, we are really here for them: understanding what they want to achieve is key to develop a long-term relationship based on trust.

I also think we can make a difference in terms of experience. With the rise of the experience economy, we can offer something authentic to organizers and delegates alike. We are also an affordable destination - and much more than people think. For those who know us already, we have to make sure they come back. I believe business will start again on a national level, before taking off internationally.

Some say this crisis might bring opportunities for convention bureaus: with the rise of regional - and smaller - meetings, destinations can be free from the logistics of large conferences and concentrate on the intellectual value a destination can bring.

There is indeed a real opportunity to rethink the relationship we have with our clients. The pandemic reinforced the idea that we really have to be the privileged interlocutors of associations. It is a form of partnership that has grown stronger over the past months. This was already the case before, but the fact is we have been able to demonstrate we can support, facilitate, be flexible in ways that were not possible not so long ago. This has really shown association planners they can count on us in these difficult times.

Beyond that, it has been the very essence of business events that has

been put on the line. Which meeting is essential for my professional development? What can possibly justify my traveling, taking a plane, spending 3-4 days away from my office? It always comes back to the same thing: if the content is top notch and the networking opportunities well managed, then the trip is worth it. And it is precisely in these areas that we can help make a difference in Monaco.

How do you see the future of meetings, then?

Hybrid meetings are here to stay because associations have discovered that, thanks to those, they can increase their reach and they can widen their audience, opening up to potential new members. So, we are currently working on those, so we can accommodate them the best way possible.

In addition to the *Monaco Safe* label which guarantees the organization of an event under the best sanitary conditions, Grimaldi Forum Monaco, for instance, offers now a range of innovative event solutions that combine face-to-face with virtual participation. The venue allows participants to attend live or rebroadcast events with the possibility of interacting live and can have speakers participate either live or through a recording. They also provide important measurements on the impact of hybrid events, such as statistical studies.

More information

www.monaconventionbureau.com

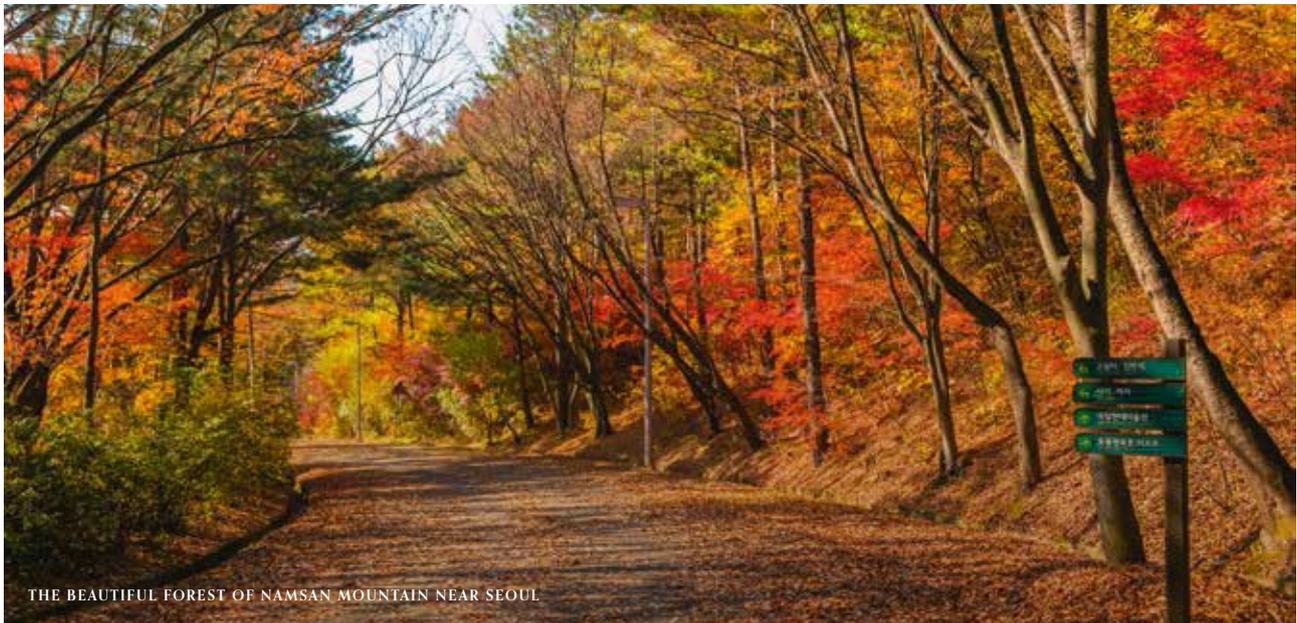


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Strategies to Ensure Long-Term Success

When the number of COVID-19 cases rose in March 2020, Seoul, like most cities, experienced a serious decline in tourism as one event after the next was cancelled. Seoul had long been seen as a “Bleisure City”— and even ranked the 10th best in Asia Pacific last year — but the pandemic caused a shift in strategy and an acceleration toward creating sustainable energy for present and future survival.

Words Lane Nieset



As everyone is looking for ways to navigate the “New Normal,” a push toward digital was one of the ways Seoul Convention Bureau (SCB) continued strengthening partnerships in the meetings industry, despite the lack of face-to-face events. Earlier this spring, the bureau launched the #Stand_Strong_Together campaign to

offer a message of hope to the 300-plus Seoul MICE Alliance (SMA) members, as well as other partners and organizations around the globe. The campaign kicked off with a video of a large incentive group that visited the city in late February, when COVID-19 was just starting to spread. SMA members posted videos on their

social media channels to inspire positivity during quarantine and create a sense of unity that they can tackle these tough times together. And with safety measures in place, Seoul was able to maintain its SMA Networking Workshops, as well as host a round table to talk about current issues and prospective measures or actions.

"This year, we faced a challenging situation that almost cancelled the workshops due to the pandemic. However, we saw the needs and advantages for the SMA members for participating to these workshops even more because it was a difficult time for them," explains Don Byun, executive director of Seoul Convention Bureau at Seoul Tourism Organization. *"We have received a lot of positive feedback from our members telling us that talking and sharing during these challenging times and the possible or potential solutions brought the encouragement and strength to think about getting through the crisis together."*

FUTURE FORWARD

To sustain the local meetings industry and help prepare for future events, Seoul Convention Bureau restructured social media channels to make the content more personalized and cater to the needs of organizers and participants. For example, they introduced partners by showing successful examples of events held since the pandemic started, and began offering virtual tours of event venues that weren't yet reopened. To ease concerns of participants, SCB highlighted footage of teambuilding experiences and displayed imagery of the diverse event venues in the city.

Through an online event held in collaboration with the SMA, the bureau also created two illustrated videos propelling the "Stand Strong Together for the Future" message and portraying how everyone is preparing for the "New Normal." One showed participants taking part in activities like kayaking and temple stays, while the other showed the zero-contact business events culture that will soon be commonplace in the industry post-pandemic. As Jihyun Kim, a director of MICE Planning Team at Seoul Tourism Organization, explained: *"The joint campaign that we waged with SMA members along with*

the follower events offered us a great opportunity to come together and strengthen our sense of solidarity. For a rapid recovery of the meetings industry, we will continue to provide support in marketing efforts at home and abroad and enhance cooperation with SMA members to make Seoul's business events industry more competitive and flourish."

Seoul recommenced events in June, and from July through December, Coex, one of the country's most renowned venues, plans to host eight international exhibitions and conventions. One of the first large-scale events, the two-day Seoul International Dental Exhibition and Scientific Congress 2020 (SIDEX 2020), brought over 4,800 attendees, and despite concern over the size, the disinfecting and safety measures ensured that there weren't any resulting COVID cases.

As events slowly resume, Seoul is looking at another way to boost business meetings: sustainable energy. The same mentality of "stronger together" also comes into play here, since each partnership helps strengthen the end goal of increasing sustainable energy initiatives. *"We are in the midst of the transition period and we expect the future will be the era of much detailed customization and close collaboration,"* Byun says. *"Seoul is fortunate to have great relationships set up with SMA members already and had invested more in these collaborative projects in recent years. We're dedicated in investing and revitalizing the industry, and will keep searching for opportunities to provide global-level services with our passionate players in Seoul's meetings industry."*

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Virtual Reality in Seoul

Taking advantages of the digitalization of events, SCB created a Virtual Seoul Platform, which showcases the city through 3D visuals of venues, landscapes and landmarks. Associations can choose from five venues that show different sides of the city, from a traditional palace to modern cultural complexes and artificial islands. Each of the venues features a conference hall, workshop rooms, a promotional booth, a VR theatre and a lounge area, and can be customized to appeal to the needs of an event. VR videos take participants on rickshaw rides to hanok villages or on tours to Seoul's partner cities, Gangwon and Gwangju.

"Though online events became a key factor in MICE industry which we hosted one ourselves, we are not planning on minimizing our effort to revitalize offline event," Byun explains. *"We believe we need to widen our perspective and prepare for more to digest all the needs in coming years."*

In September, Seoul took this 3D virtual meeting concept and put it into practice, hosting the 8th UIA Round Table Asia-Pacific, which attracted 121 delegates from 86 associations and offices – including Boardroom Chief Editor Remi Deve. As Jihyun Kim, a director at SCB, explains, *"The Virtual Seoul Platform is versatile that it has endless possibilities and rooms to be improved in the coming years by adding more venues or programs and become a universal source for organizing and hosting any business events."*

Where Medical Minds Meet

A globally connected city, Adelaide, Australia is home to the largest health and life sciences precinct in the Southern Hemisphere, Adelaide BioMed City. Located immediately next door to the Adelaide Convention Centre, this world-leading medical precinct has helped the South Australian capital emerge as an international medical conference capital, seeing a number of large medical associations choose to anchor their events in Adelaide.

Words Lane Nieset

Adelaide, South Australia continues to impress association planners, drawn by the city's ongoing transformation, innovation neighbourhoods, conferencing infrastructure and easy accessibility; the airport is just 15 minutes' drive from the CBD, offering connections to over 400 global destinations. The Adelaide Convention Centre (ACC) is the focal point for business events, conveniently positioned at the heart of the Adelaide Riverbank Precinct where the city's conference, educational, cultural and medical zones collide.

STRONG MEDICAL FOCUS

It is the latter - Adelaide's strong medical focus - which has been a driving force behind an increasing number of medical associations forming long term partnerships with the South Australian capital, including The Thoracic Society of Australia and New Zealand & Australian and New Zealand Society of Respiratory Science (TSANZSRS).

Located immediately adjacent to the ACC, the AUD\$3.6 billion Adelaide BioMed City brings together a number of research, education and clinical care facilities, placing thousands of medical experts, researchers and students on the Centre's doorstep. The precinct comprises the Royal Adelaide Hospital, the South Australian Health & Medical Research Institute (SAHMRI), and both the University of Adelaide and the University of South Australia's medical buildings. Soon to join BioMed City is the Australian Bragg Centre for Proton Therapy and Research (SAHMRI 2). It

is also home to the RAH Lung Research Program - Centre for Cancer Biology, where there are a number of projects underway in pulmonary disease, from basic cell biology to investigator-initiated clinical trials. The programme, which links the laboratory and clinical arms, features four labs in particular: the Chronic Inflammatory Airways Diseases Laboratory; the Gene & Cell Therapy / Pulmonary Vascular Disease Laboratory; the Lung Transplantation Laboratory; and the Interventional Pulmonology / Lung Cancer Laboratory.

The city's strengths in respiratory science particularly resonated with TSANZSRS, who following the success of their 2018 ASM in Adelaide, made the decision to anchor their event in the South Australian capital for a three-event term, starting 2022 and continuing in 2025 and 2028.

"Adelaide has a very strong respiratory science team. The medical precinct lends itself to offering technical hospital tours and respiratory unit tours to showcase what is happening in these areas. The fact that BioMed City is immediately next door to the Convention Centre, makes it very easy and cost effective to build these into event programs, enhancing the overall delegate experience," comments Stephen Noble, Manager Asia-Pacific, The Conference Company - PCO for TSANZSRS.

The ability of BioMed City to draw leading lights in the medical sector is also of benefit, making it easy for conference planners to source guest speakers locally. For non-profit associations, this

is particularly attractive as helps to extend budgets by saving on international flights.

Another key factor supporting the decision to anchor TSANZSRS in Adelaide was a high level of venue confidence, which was delivered by the 2018 event. This means that, instead of focusing on small details like venue operation, the client can direct their time and attention to innovating and growing their programme and event.

As the organizers explained, *“While Adelaide delivers a great value proposition, just as crucial was our previous experience of working with this venue. Their service was top notch and they went out of their way to support us and ensure our ASM was a success.”*

Noble adds, *“Confidence in delivery is something not to be underestimated: it forces you to start to think about a longer term strategy with an ASM rather than keeping it within year to year, and gives you the confidence to be a little more innovative with how you look at items such as program design to ensure you are curating content to help remain relevant to members.”*

PARTNERING UP

From a business events perspective, Adelaide is increasingly positioning itself as a hub for association partnerships, particularly within the medical sector. As Simon Burgess, general manager at Adelaide Convention Centre, puts it: *“Multi-year partnerships are certainly mutually beneficial as close contact enables us to build familiarity and knowledge of the event, which ultimately results in a more streamlined, in-depth service.”*

Across its three event term, the Annual Scientific Meeting for Leaders in Lung Health and Respiratory Science (TSANZSRS) will bring more than 3,000 delegates to Adelaide, delivering an estimated AUD\$8.9 million in economic benefit, and more than 10,000 bed nights at local hotels.

In addition to this economic impact, the unique partnership between venue, destination and association will help leave a lasting legacy in the city through knowledge exchange and collaboration, and engagement with members of organizations and institutions in Adelaide, as well as within the wider state of South Australia.

Burgess adds, *“In this current environment, it is so promising to see associations strategically forward planning for business events in the future and setting clear objectives of what they are hoping to achieve. We look forward to welcoming TSANZSRS back to Adelaide.”*

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COVID-Safe Conventions

As South Australia curbed the spread of the virus, the ACC reopened in August with a comprehensive, government-approved COVIDSafe plan. New dedicated measures include physical distancing protocols, including maintaining 1.5 meters from others at all times, along with guest traffic management and safe venue entry. The venue has also increased the frequency and intensity of cleaning and disinfecting high volume touch points, and implemented contactless payments, COVID Safe food and beverage service, and comprehensive contact tracing protocols, including advocating the use of the Australian Government’s COVIDSafe app. COVID Safe Marshals are in attendance at designated events.

The Centre is also adapting to the digital environment, taking advantage of its ongoing, major investment in technology to support hybrid events to extend event audiences and reach. As the venue navigates the early stages of recovery, it is expected to host over 200 local events from the time of its reopening in August through until the end of 2020. *“Like others, we’re starting slowly and working collaboratively with our Team Adelaide partners to help restore confidence in face-to-face events in the market,”* Burgess explains. *“The past few months have certainly demonstrated that dynamic, face-to-face events are even more important now than they ever have been.”*



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**Silke
Schlinnertz**

Head of Growth,
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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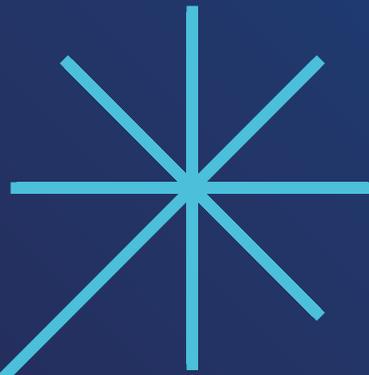
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