



THE ASSOCIATION  
MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

# Headquarters

NOVEMBER 2016

**FUNDRAISING &  
SPONSORSHIP**  
HOW TO GENERATE  
INCOME

**IBTM WORLD 2016  
SPECIAL EDITION**

**DESTINATION  
FOCUS**  
BRUSSELS  
THE NETHERLANDS  
RIGA  
IRELAND



# Financial security for your international conference – only in Holland

The Pre-Financing & Guarantee Fund (VGF) reduces financial risks, offers reassurance and is unique in its kind.

The VGF offers two separate schemes: a pre-financing scheme and a guarantee scheme. You can use either or both.

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The pre-financing scheme provides seed funding via an interest-free loan that is free of charge. A loan to cover initial costs is available up to €90,000.

## Guarantee scheme

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## More information

More information on the possibilities and terms & conditions of the Pre-Financing & Guarantee Fund plus an online application form can be found at: [www.vgfholland.nl](http://www.vgfholland.nl).

The VGF co-operates closely with the Netherlands Board of Tourism & Conventions. Tel: +31 (0)70 370 57 05 or e-mail: [info@vgfholland.nl](mailto:info@vgfholland.nl).



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- Because there is nothing comparable in Europe;
- Because we are lending money at no cost;
- Because we can offer the insurance that no one else can.



# MINIMIZING FINANCIAL RISKS WHEN MEETING IN THE NETHERLANDS

**Paul Gruijthuisen, Project Leader at the Pre-financing & Guarantee Fund (VGF), explains how the organisation can help provide some financial safety, should you wish to hold a congress in the Netherlands.**

*Interview Rémi Dévé*



**PAUL GRUIJTHUIJSEN**

***The VGF (Voorfinanciering & Garantiefonds) has been operating for quite some years now, but we understand its "energy" was renewed three years ago?***

The VGF was set up by NBTC Holland Marketing, the Ministry of Economic Affairs and some twenty convention industry partners in the late 1980s. The fund aims to lower the threshold for organisers of international conferences by minimizing some of the financial risks. The VGF offers two schemes to achieve this. On the one hand, organisers may obtain a loan, free of charge and without having to pay interest, in order to co-finance their initial expenses (marketing, promotion, down payments). On the other hand, the VGF stands surety once the conference budget has a deficit due to a disappointing number of attendees.

Up to a few years ago, these schemes were only known to a limited number of conference professionals. At the end of 2013, the VGF decided to enhance the fund's brand awareness, in order

to increase the number of initiatives to organise international conferences in the Netherlands. In order to promote awareness within the fund's three target groups (PCOs, representatives of convention venues & scientific associations) and to boost the number of applications, I was requested to start a number of initiatives. Over the past few years, the number of applications has tripled as a result of these initiatives.

***Can European and international congresses benefit from your expertise as well?***

The two schemes of the VGF are intended for organisers of multi-day international conferences in the Netherlands that focus on knowledge transfer. Currently, we receive most applications from organisers that are based in the Netherlands. But now we would also like foreign organisations to become more aware of the fund. Altogether, this is because our main target is to promote the Dutch convention industry.

In order to enhance awareness abroad and to make sure that foreign organisers will approach our fund, we are focussing our efforts increasingly on foreign countries. As such, we attended IMEX Frankfurt earlier this year, we are keen participants in some ICCA activities and we will be at ibtm world in Barcelona this year.

***Can you explain in detail your added values?***

We think we offer a highly unique tool on the international convention market. As far as we know, none of the other countries offers a similar combination that provides a loan free of charge as well as a financial surety if the conference suffers a loss due to disappointing attendee numbers.

We believe that we bring relief to those organisers that are in some doubt about organising an international conference, since they baulk at the financial risk. Besides, any organiser will be pleased to have a financial safety net in case the attendance level suddenly falls short of expectations which will result in a deficit on the conference budget.

***What are the action plans for the coming years?***

We need to focus on continuing to provide information to both the national and international convention industry, because scientists or scientific associations may decide at any time to choose the Netherlands as destination for a particular international conference. And that is when organisers should be aware that professional bodies in the Netherlands offer opportunities to minimise some of the financial and other concerns. This will allow organisers to concentrate on other matters, such as the substance of their conference. <sup>RD</sup>

*"We believe that we bring relief to those organisers that are in some doubt about organising an international conference, since they baulk at the financial risk."*

# THE AMBITION. THE SUPPORT. THE RESULTS. THE CONFERENCE. **THE HAGUE.**

**As an event organiser you will know that choosing a great destination does not guarantee the success of your conference. There is so much more to it: from putting together an exceptional programme and marketing the event to running flawless logistics until the very last delegate leaves the venue.**

So it may come as a surprise to find out that while your regular "great location" may not be able to help with all these objectives, The Hague certainly can. Not only does it offer captivating discoveries for most first-time visitors, but also gives a much appreciated support infrastructure for event organisers of all caliber and ambition. How exactly can we help? There are many ways in which The Hague and The Hague Convention Bureau can be of service, but first and foremost - we would like to offer a bit of context.

## **THE WIKI. THE HAGUE.**

It is likely that you are already familiar with our city as it is always in the news due to the work of numerous international organisations and companies which headquarter here. Home to The Dutch Royal Family, the seat of the Dutch government, and many famous

museums, The Hague has a deserving reputation of prestige, stature and influence.

At the same time, The Hague offers surprising and refreshing diversity. Historic and modern architecture harmoniously interlock in the gorgeous city centre. The inspiring international vibe complements the traditional Dutch way of living which is known for its enormous respect for social and environmental sustainability. You are likely to be even more surprised to find out that the city has a very playful side to it - with its beautiful sandy beaches, promenades, bars, restaurants and a vibrant cultural scene, something that all the visitors love to discover.

## **MARKETING FOR IMPACT**

With such an outstanding city profile, marketing your event in The Hague should not present any

challenges, and yet we know that event marketing is not as simple as that. Every organisation is different, every audience is different and every edition of every event also stands apart. In The Hague we have much appreciation of this diversity and enjoy the challenge of "customizing" our city to the unique needs of your delegates.

This translates into many possibilities at many different stages of the event cycle. Of course, we are eager to support you in winning the bid for hosting an event, should that be necessary. Without any doubt we are happy to provide you with all the marketing material you need to fascinate your delegates with the promise of visiting The Hague.

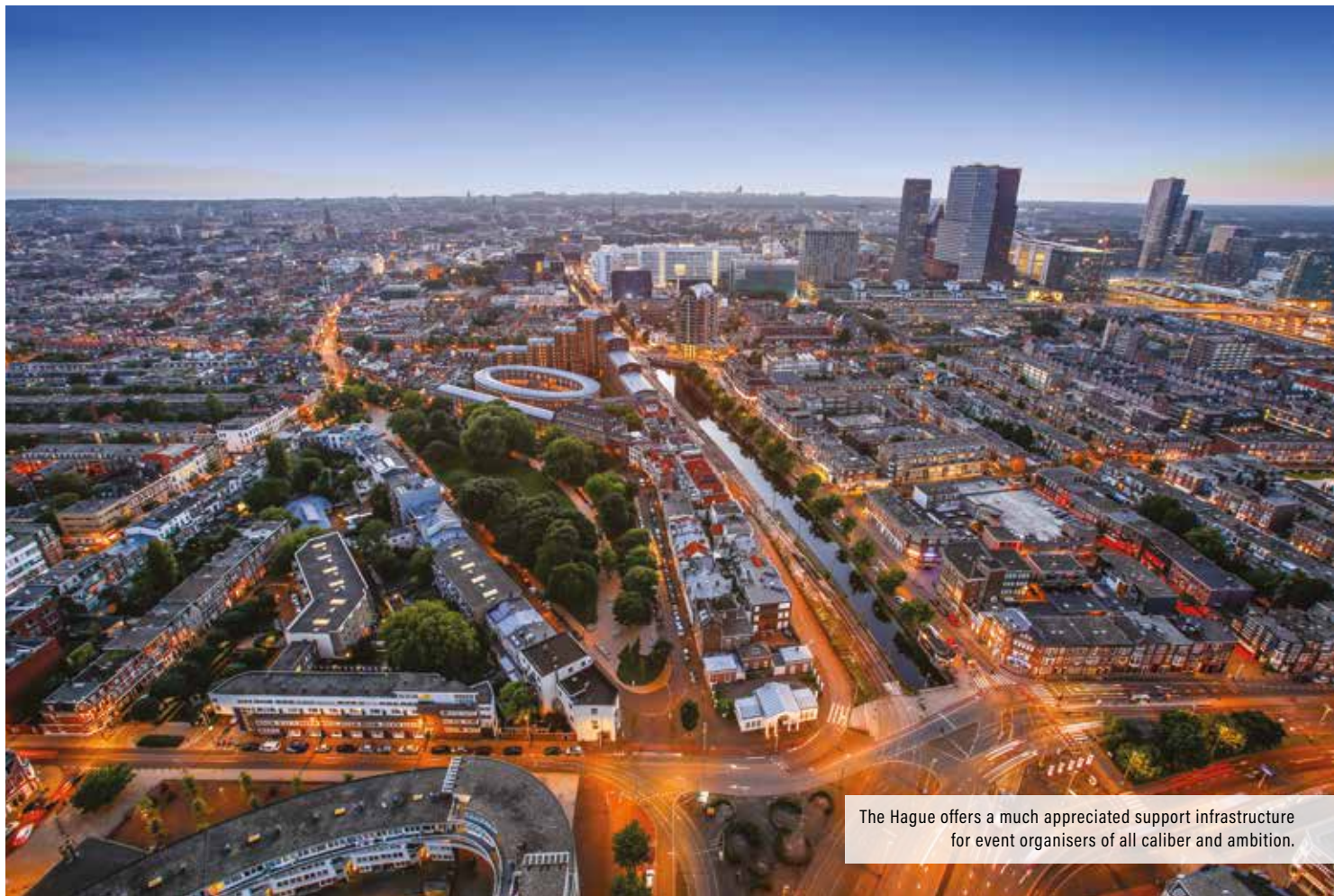
At the same time, we don't stop at pre-event marketing and strive to support you during the conference as



The Hague surprises with its beautiful sandy beaches and a vibrant cultural life.



Historic and modern architecture harmoniously interlock in the gorgeous city centre.



The Hague offers a much appreciated support infrastructure for event organisers of all caliber and ambition.

well as in its aftermath. Whether it is by giving visibility to your event and your brand on all the streets and corners of The Hague, or by supporting you with PR and marketing efforts, we help you to make a lasting impact on the city and within your organisation.

### CONTENT IS KING

They say that content is king, and this certainly counts for every content-driven event. While the responsibility and the expertise of putting together an exceptional programme for your conference rests in your expert hands, The Hague can offer more than just the perfect backdrop for your content.

The Hague has a well-developed knowledge infrastructure and is a hub to many clusters, including Peace & Justice, Energy & Renewables, Oil & Gas, Legal & Finance, IT & Telecom as well as Cybersecurity. We strive to facilitate connections and leverage the knowledge accumulated by companies and organisations operating within these clusters for the benefit of events that take place in The Hague. This serves to emphasize the importance of the event's programme, helps to increase its relevance in


*"The Hague Convention Bureau has been of great help in the organisation of our event. Their enthusiastic team has been involved from the start till the end and the conference therefore felt as a team effort. Our delegates have highly appreciated their added value."*

Jacintha van Beemen, Dutch Techcentre for Life Sciences

the media and enables the event to build a lasting legacy within the city itself.

### THE LOGISTICS OF SUCCESS

Flawless logistics and organisation play an undeniably vital role in the success of a conference. We all know that. We also all know that this is not easy to achieve and that every event will present its own challenges and puzzles to resolve. The Hague can be of great assistance in solving such puzzles, because here we work in a well-tuned partnership of venues, restaurants, hotels and service companies.

Together we make the city accessible, manageable, transparent, supportive and hospitable: truly the perfect destination for any conference with an ambition. 

### CONTACT

INFO@THECONVENTIONBUREAU.COM

+31 (0)703 618 888

THEHAGUECONVENTIONBUREAU.COM

# THEY CHOSE COPENHAGEN FOR THEIR 2016 CONGRESS

## **EHA**

10,685 DELEGATES

## **WOMEN DELIVER**

5,759 DELEGATES

## **ESMO**

20,522 DELEGATES

## **FENS FORUM**

5,976 DELEGATES

## **MONEY20/20**

3,800 DELEGATES

## **EAN**

6,000 DELEGATES

## **EURETINA**

5,926 DELEGATES

## **ESCRS**

11,750 DELEGATES

DO LIKE THEY DID - JOIN US IN COPENHAGEN.



# SUSTAINABLE BRANDS IN COPENHAGEN

**Sustainable Brands is the largest global community of forward-thinking brands and professionals: it brings together ideas and case studies for business that understand that sustainability is not just an environmental responsibility, but a key driver of brand value. This year's Northern European conference took place in Copenhagen in September and Headquarters was lucky enough to attend. Rémi Dévé reports**

Branded as the "capital of sustainable meetings", Copenhagen welcomed the Sustainable Brands conference with open arms. The event took place at Radisson Blu Scandinavia Hotel, part of Carlson Rezidor, known for the sustainable management of its properties around the world, and was staged – not surprisingly! – in a sustainable manner. Delegates were encouraged, among many other things, to drink tap water, to re-use towels in their room and use public transport and, even better, bikes that were available at the hotel.

Themed 'Activating Purpose', the conference allowed delegates to discover how brands and business leaders lead innovations with sustainability always in their minds to create scalable impact and profitability. If I had to pick one session (and there were plenty ones, short ones full of insights actually), it would be the one from Silke Krukow, Chief Behavioral Designer at Krukow, a company that develops and tests behavior change interventions. Silke shared practical insights on the art and science of catalyzing practical and lasting behavior change among consumers. Quite fascinating! It's been a few years now since Copenhagen is a major player when it comes to organise sustainable



meetings. It first came to the attention of the world when the destination hosted what was, to this day, certified as the world's first sustainable, international political summit, the United Nations (UN) Climate Change Conference (COP15), attracting more than 33,000 people. Copenhagen boasts a vast cycling culture, green city solutions, large supply of environmentally-friendly hotels (I got a good glimpse of the Crown Plaza Copenhagen Towers, branded, and rightly so the #1 green hotel in the world), venues and restaurants and an extensive clean tech cluster.

It thus made all the more sense for the Sustainable Brands conference to take place in Copenhagen. As KoAnn Vikoren Skrzyniarz, the founder and CEO of Sustainable Brands KoAnn Vikoren Skrzyniarz, said: "Sustainable Brands is a community of innovators focused on advancing the role of brands in shaping a flourishing future. The selection of Copenhagen as our conference destination is relevant in the sense that the city has been known for a true dedication to sustainable business practices for some years now, not to forget its impressive goal of becoming the world's first CO<sub>2</sub> neutral capital by 2025! All in all, Copenhagen represents the perfect location to convene an ecosystem of business leaders and organisations for conversations on sustainability!" 



KoAnn Vikoren Skrzyniarz



MORE INFORMATION ON  
COPENHAGEN AS A SUSTAINABLE  
MEETING DESTINATION  
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# HOW TO ATTRACT ASSOCIATION MEETINGS RIGA TAKES A STAND

**Subvention – is it the New Black of the meeting industry or should one consider it as the very last option for the destination to win an association meeting? Rémi Dévé writes**

Association meetings have been around for decades on now. But how did it change through the years and why it is getting harder for association planners and executives to raise funds, as well as for destinations to attract association meetings? If you look at what is easy to do, getting subventions or at least some kind of support from a destination is on top of the list.

It's no secret. Many destinations offer subventions and support programmes to attract (should we say even lure?) associations. The latest research conducted by The Right Solutions Ltd indicates

that subventions are playing, if not a large, but an important role when the associations make the decision as to where to take their next event. The 2016 BVEP Subvention Research shows that 50% of respondents acknowledge "significant influence in decision making" if there are offered subventions. The highest stake is direct (cash) subsidy – if you believe 75% from all respondents – followed by discounts on venues costs. Only 17% of the respondents admit that the possibility of a subvention doesn't have an influence on the selection of a destination.

Then, instantly raised question: is it useful to make a comparison of the total costs involved in several destinations or should the association planners blindly choose the destination that offer subventions because, indeed, there are subventions? Shouldn't it be wiser to base yourself on the general costs of your meeting(s)? Do, for instance, hotel rooms rates include breakfast, free WiFi and such, or the rates will be for the rooms only and there will be extra charges for other services? And if the Welcome Reception is "offered", will it be as good as if you had organised it yourself?

In the end, how will subventions impact the delegates of the event? Can associations rely on subventions, while there could be a hidden, often political agenda, not in line with your association's mission for instance?

And if destinations don't offer subventions, what could be done for them to still be competitive?

As Aigars Smiltans, Director of MEET RIGA, says: *"When associations are looking for the next destination to hold their meetings to, I think subventions should be the last thing on their mind! First things to be checked would be if the destination can indeed host their event, what the total costs will be – it is that simple. What I mean by this is that planners should be able to look at the bigger picture, and not see everything through the prism of what it will cost to the association itself. Is transportation affordable? Is the destination*







Christmas Market



Latvian National Opera



Riga Motor Museum

*easily accessible? What does an average meal or cab fare cost for instance? Because all this will have an influence on the decision of a participant to come... or not."*

**WHAT RIGA & LATVIA CAN OFFER:  
AFFORDABILITY VS. SUBVENTIONS**

As a MEETings destination, Riga offers a rich, vibrant and multi-layered culture that reflects various historical periods. The destination's main assets are affordable rates, combined with reliable, top-quality professional services and free WiFi at all hotels. Riga offers great value for money, plus there is newly upgraded meeting infrastructure with close to 100

hotels. In Riga and Latvia you can simply do more for less!

Additionally, Riga is a very walkable city: all the main conference hotels and venues are located close to one another. Delegates don't need to waste time on long transfers and can easily walk from one place to the other, while leaving minimal carbon footprint on the destination.

Then there is the safety and the reliability of Riga. Politically stable and calm destinations are the next best thing, and can bring inner peace to your meetings. As a MEETings destination, Riga is safe and

reliable – it hosted meetings of all sizes and formats during the Latvian Presidency of the Council of the European Union. There were indeed more than 200 official and political meetings along some 450 other conferences, corporate events and congresses... without one single safety or security breach.

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WWW.MEETRIGA.COM



# MEET RĪGA

Riga – perfect destination for MEETings!

What You need to know about organizing MEETings in Riga:

- We are a reliable and safe destination
- We offer affordable rates and great value for money
- We provide memorable incentive and event programs

Time to MEET in Riga!  
[www.MeetRiga.com/en](http://www.MeetRiga.com/en)



# RIGA INTERNATIONAL AIRPORT

**Riga International Airport is the leading airport in the Baltic States and the key air traffic centre in this region providing regular passenger traffic, cargo and mail transport on civil aviation aircrafts with destinations in the cities of the European and non-European countries across the globe.**

Riga International Airport provides both aviation (aircraft, passenger and cargo service), and non-aviation services (lease of premises and territory, parking, VIP centre services etc.). It serves both full-service as well as low fare airlines.

## RIX IN NUMBERS

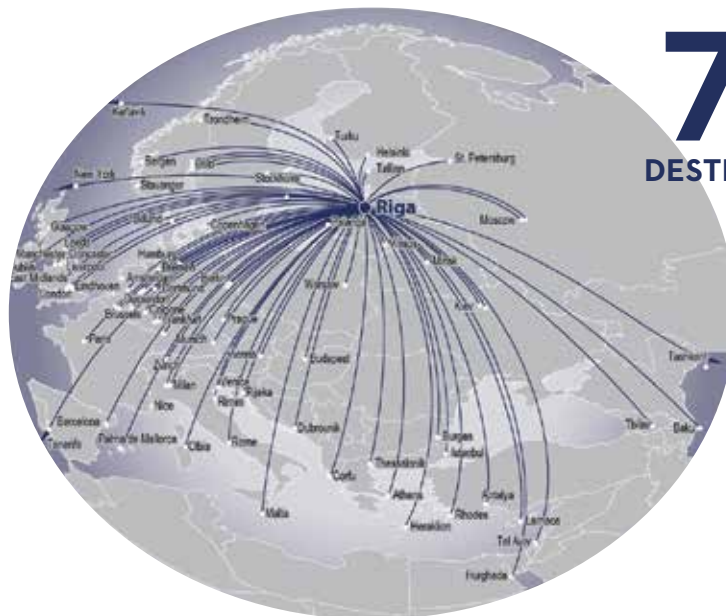
On the first half of 2016, the number of passengers served by the airport, has grown by 6.3%, number of flights has grown by 2.1%, whereas, the volume of handled cargoes has increased by 9.8%, in comparison with the first half of 2015. Besides, there has been a steep growth of transfer passengers, showing increase by 18.4% (transfer passengers reaching 27 % of all the passengers handled).

TOP 10 of the most popular destinations within the last five years includes such Scandinavian cities as Oslo, Helsinki, Stockholm and Copenhagen.

Within the last five years (2011 - 2015), 21.9% of all the passengers served by Riga International Airport have travelled to the Scandinavian countries, i.e., Norway – 7.5%, Finland – 6.6%, Sweden – 4.2% and Denmark – 3.6%.

During the first 8 months of 2016, 1.6 million passengers have flown between the Scandinavian countries and the Baltic States, with 45% being the passengers served by Riga International Airport. Most of the passengers have travelled to the capital of Norway – Oslo (27%) and the capital of Finland – Helsinki (25%).

Among the Scandinavian countries, the highest growth has been seen by the Norwegian city Trondheim:



**79**  
DESTINATIONS

+51.2% and Stavanger: +270%, comparing the data of 2011 and 2015. In comparison with 2015, growth in the number of passengers has been observed this year also in relation to other Scandinavian cities: Stockholm +10.3% and Helsinki +5.3%. Overall, growth in number of the passengers flying to/from Norway has grown by +3.4%, with the highest growth among the Scandinavian countries shown by Denmark +10.9%.

During the first 8 months of 2016, 52% of the passengers travelling to/from the Scandinavian were carried by the national airline airBaltic, 20% - by Norwegian airline and 10% - by Finnair.

## SUMMER SEASON

From the summer season of 2015, SAS Scandinavian Airlines has resumed operation of air traffic between

Riga and Stockholm, providing 17 flights between those two cities weekly in the summer season of 2016.

Overall, Riga International Airport provides on average 167 regular flights to the Scandinavian countries weekly in the summer season of 2016 (52 to Finland, 46 to Sweden, 39 to Norway, 30 to Denmark).

On the first half of 2016, number of the transit/transfer passengers to/from the Scandinavian countries accounted for 29.1% of the total number of the passengers travelling to/from the Scandinavian countries.

In 2016, several airlines have increased number of flights to various destinations in the Scandinavian countries. In the winter season of 2016, Finnair




increased the number of flights to Finland – from 17 to 19 weekly, while AirBaltic increased the number of flights to Denmark: from 22 to 26 weekly, and to Sweden: from 23 to 26 flights weekly. Whereas, the low fare airline Wizz Air has doubled the number of operated flights to Norway to 8 flights weekly.

Summer season of 2017 will bring several new routes to Riga Airport: SAS will launch Copenhagen-Riga service (12x per week), and AirBaltic will start flights to Gothenburg, Tampere, Stavanger, Geneva, Aberdeen and Catania.

Riga International Airport offers purchase of various additional services for the passengers, like, for instance, the Fast Track security check voucher, with which a passenger can bypass the queue at the security check.

A voucher can be bought any time prior to departure at "Welcome to Riga!" office for 10€.

RIX also provides a "Meet & Assist service" for groups as well as individuals. This service will make group attendants feel specially welcome upon arrival to Riga. RIX can take care of welcoming of the passengers up to full passenger handling, including baggage transportation to buses or cars in the parking area. 

**MORE INFO ON RIX AND VIP SERVICE**

T. +371 67207132  
WWW.RIGA-AIRPORT.COM

**WHAT'S IN IT FOR VIP GUESTS**

Riga International Airport takes good care of its VIP guests in a dedicated area. The centre is located next to the airport terminal – away from the hustle and bustle of the airport, allowing guests to enjoy themselves like they should at the aptly named VIP Centre.

Services of the VIP Service include execution of travelling documents, individual seeing-off and meeting, registration and receipt of the luggage, limousine service to and from the aircraft, individual waiting rooms, free parking for the period of service, Wi-Fi, TV, press, free access to VIP terminal, minibar services, vast choice of drinks and the possibility to order warm meals and snacks.

As far as meetings are concerned, the VIP Centre offers a conference room, for up to 60 people, and 5 additional function rooms, the biggest of which has 15 seats, but all with distinctive style and atmosphere. Riga International Airport VIP Centre offers lounges at the Schengen area and non-Schengen area.



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# JUST GIVING IS THAT WHAT IT'S ALL ABOUT?

**MARCEL A.M. VISSERS**  
EDITOR IN CHIEF

I have an opinion on just about every topic in the meetings industry but I don't actually know that much about fundraising and sponsorship. I was indirectly confronted with it when Headquarters Magazine organised an Association Ball to raise money for charity. The idea was to have participants donate to give young (underprivileged) people (students and young professionals) in developing economies the opportunity to participate in conferences, training programmes and specialised meetings industry trade shows.

I think that everyone has already donated to a worthy cause at some point in their life. But how does this relate to the subject that is touched upon in this magazine? Either people are the "giving" kind, or not, or somewhere in between.

"Giving" is also a cultural thing. The UK and the Netherlands have a tradition of being very generous when people need help. Religion also strongly influences people's behaviour, in which case giving is called helping. Are these the characteristics we should examine more closely when talking about fundraising? I don't think so. I referred to JustGiving in the title, which happens to be a professional fundraising platform in the UK and which also works for the meeting industry. They talk about raising funds for needy causes relevant to the meetings industry. I can't think of any needy causes in our industry, isn't everybody doing well?

And, in my opinion, just giving implies giving without thinking. A connotation that I often associate with fundraising and sponsorship. Do people think about who they are donating money to and do they sufficiently check how organisations use the money that was raised? Perhaps I'm just imagining things and there are more good than bad examples?

MORE STORIES ON [WWW.MEETINGMEDIAGROUP.COM](http://WWW.MEETINGMEDIAGROUP.COM)

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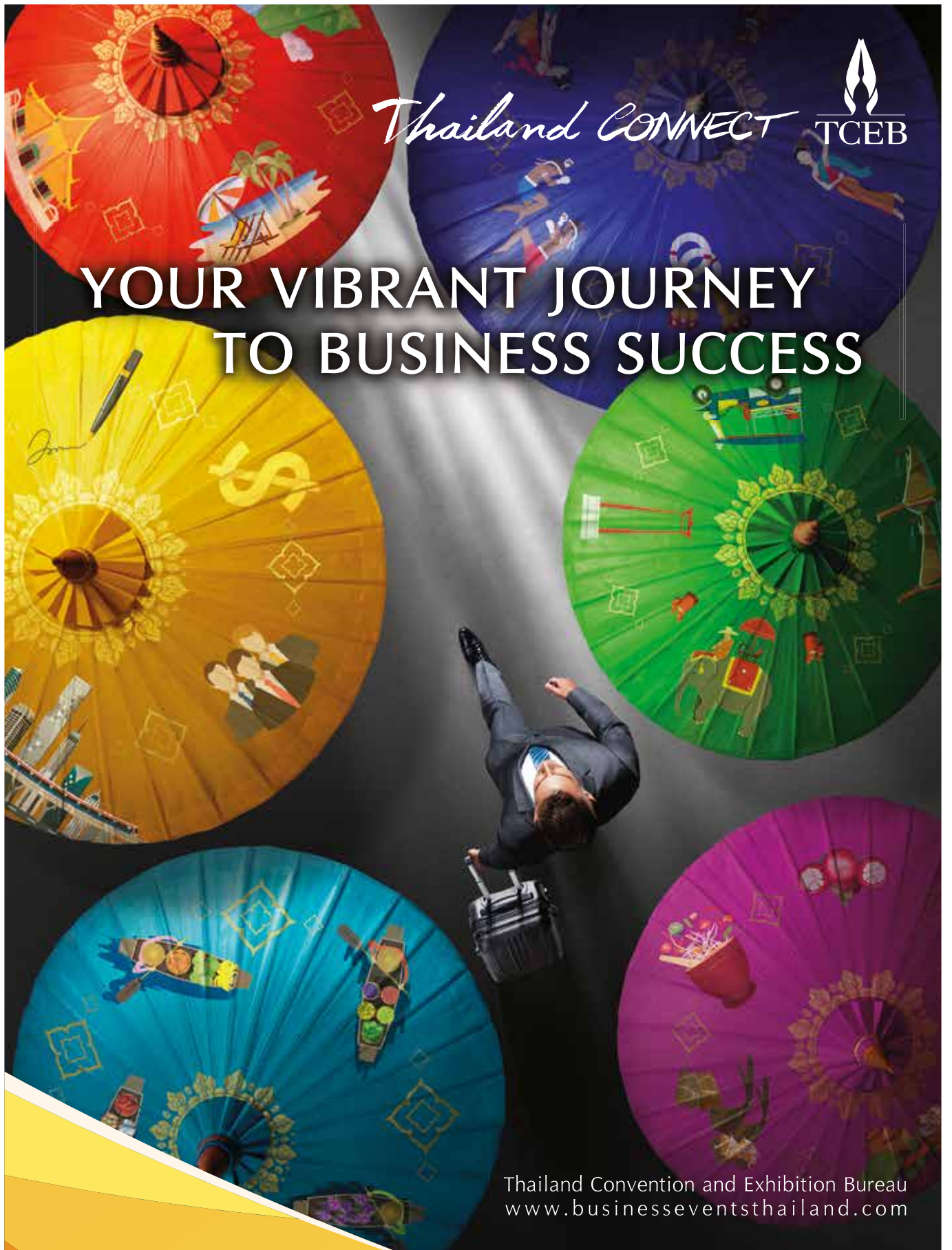


Vivian Xu

*Thailand CONNECT*



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1

## MOU IN ABU DHABI SET TO UNDERPIN CAPITAL AS MEDICAL MEETINGS HUB

Abu Dhabi Convention Bureau, a division of Abu Dhabi Tourism & Culture Authority, has signed a Memorandum of Understanding with the Emirates Medical Association (EMA) and Abu Dhabi National Exhibitions Company (ADNEC) in an initiative that is set to further establish Abu Dhabi as a thriving international medical meetings hub. The MoU aims to increase the number of international medical conferences hosted in Abu Dhabi, and foster a collaborative environment of lucrative and productive educational opportunities for medical practitioners throughout the region. The idea is to leverage the destination's state-of-the-art infrastructure and expansive facilities to bring knowledge and technology to Abu Dhabi and in doing so, to contribute to its long-term revenue growth.

[WWW.ABUDHABI-CB.AE](http://WWW.ABUDHABI-CB.AE)

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## THAILAND LAUNCHES NEW COMMUNICATION CAMPAIGN

Entitled "Your Vibrant Journey to Business Success", the new communication campaign launched by Thailand Convention & Exhibition Bureau (TCEB) builds on the success of last year's campaign: "Thailand CONNECT...Our Heart Your World", and aims to further strengthen recognition among the international business community of Thailand's status as a premier MICE destination at the heart of ASEAN and a leading global MICE destination with high-quality standards of service, venues, facilities and leisure opportunities. The campaign is in line with the Thai government's strategic direction to promote Thailand's MICE industry as a pillar of the national economy and builds on the strong legacy of its three fundamental pillars, namely Destinations, Business and People.

[WWW.TCEB.OR.TH](http://WWW.TCEB.OR.TH)

2

## NEW OPPORTUNITIES FOR BRAZILIAN TOURISM INDUSTRY

On the first day of IMEX America, the São Paulo Convention & Visitors Bureau (SPCVB) and the *Oficina de Visitantes y Convenciones de Guadalajara* signed a cooperation agreement aiming to take advantage of the similarity between the two destinations: both are important economic centres of their countries; leaders in the conference tourism sector and conventions in Latin America; industrial cities; and rely on a strong regional market. "The SPCVB has been consolidating the company's proactive actions in promoting tourism, its infrastructure and partners, placing São Paulo in a distinguished position in the business events industry. The agreement between Sao Paulo and Guadalajara, two different but complementary cities, will help to develop new opportunities to attract national and international events", explained Toni Sando, SPCVB CEO.

[WWW.VISITESAOPAULO.COM](http://WWW.VISITESAOPAULO.COM)

5

## MEXICO SETS UPS BUSINESS EVENTS ADVISORY BOARD

During a press conference at IMEX America, the Mexico Tourism Board (MTB) announced the members of a newly created Business Events Customer Advisory Board, which is aiming to position Mexico as the leading business events destination in Latin America. The board is comprised of international industry leaders from a range of backgrounds in the events industry who will provide guidance and leadership to MTB and the meetings industry. In addition to this, Mexican destinations will receive specialised feedback from international and national experts to assist in designing marketing strategies. The advisory board has been endorsed by the Professional Convention Management Association (PCMA).

[WWW.VISITMEXICO.COM](http://WWW.VISITMEXICO.COM)

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## PALACONGRESSI DI RIMINI JUDGED THE BEST ITALIAN CONFERENCE VENUE

BEA (Best Event Awards) 2016, the events and live communication festival, has bestowed an important award on the Event & Conference Business Unit of Rimini Fiera. The Palacongressi was voted the top location in the category of Italian conference centres and auditoriums. The jury, made up of experts from leading companies and agencies in the communication and events sector, examined various types of venues for meetings and events, from "unexpected locations" to sports and cultural spaces, and concluded that the Palacongressi di Rimini is Italy's most appealing, versatile, functional and top quality location in the meeting industry.

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## AUSTRALIAN AMBASSADOR HELPS SYDNEY LAUNCH NEW RESEARCH

New research by Business Events Sydney (BESydney) further demonstrates that business events, including international conferences and symposia, offer delegates unrestricted exposure to innovative ideas and opportunities to develop new knowledge and skills. Part of the *Beyond Tourism Benefits series*, the new study by the University of Technology Sydney (UTS) – *Conferences: catalysts for thriving economies* – also supported that these face-to-face networking opportunities can spark global collaboration, which in turn can progress into new products and services. The latest research surveyed delegates and organisers from business events held in Sydney in 2014 and 2015. The report concludes that there are four main dimensions to the legacy of business events, and each dimension comprises specific elements that contribute the real value of business events to communities: innovation, collaboration, sector development, and attraction of global talent.

[WWW.BUSINESSEVENTSSYDNEY.COM.AU](http://WWW.BUSINESSEVENTSSYDNEY.COM.AU)





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# INTERNATIONAL SOCIETY ON THROMBOSIS AND HAEMOSTASIS

## HOW TO SERVE MEMBERS BETTER

**Lisa Astorga, Director of Meetings at the International Society on Thrombosis and Haemostasis, discusses the new strategic decision of holding an annual global congress. The new format aligns with trends in global medical meetings and will allow ISTH to be more relevant in all regions of the world. Interview Rémi Dévé**



LISA  
ASTORGA

### **Could you briefly introduce the International Society on Thrombosis and Haemostasis to our readers?**

The International Society on Thrombosis and Haemostasis (ISTH) is a global not-for-profit membership organization advancing the understanding, prevention, diagnosis and treatment of thrombotic and bleeding disorders. The Society is dedicated to transformative scientific discoveries and clinical practices, the development of young professionals and the education of physicians,

scientists and allied health professionals wherever they may live. At the ISTH, we initiate and promote education and outreach initiatives, research activities, scientific meetings, peer-reviewed publications, expert committees and the development of standards allowing a common language and approach to basic and clinical science all over the world.

### ***We understand a strategic decision has just been made: to hold an annual global congress. Can you explain why, the reasoning behind the decision?***

This decision was made due to the increasingly rapid advances in science as well as laboratory technology and treatment options, and the greater need for global collaboration, knowledge exchange and education. An annual congress will allow researchers, clinicians and allied health professionals in the bleeding and clotting field to remain on the cutting-edge of science and deliver the best patient care.

The new annual ISTH congresses will fully incorporate the highly valued ISTH Scientific and

Standardization Committee (SSC) components, recognizing the value of the work of the SSC and its highly important applications and make it more accessible to the wider community.

The ISTH Council is confident that this decision highlights the ISTH's commitment to transformative scientific discoveries and clinical practices, exchanging information to drive innovation and progress in the field. It will allow the Society to serve all regions of the world, providing better and more frequent access to more researchers, clinicians and allied health professionals in the field, regardless of where they live.

### ***How will you decide where to take this congress to every year?***

We have implemented a formal rotation to better serve our membership and attendees. The ISTH Council spent quite a bit of time discussing and reviewing data and evaluating rotation models that would provide for more balance between Europe and North America, while adding more events in the rest of the world (ROW).





▷

The goal was to balance the approach that reflected the current membership while possibly seeding more growth in other areas of the world. Our final decision was to create a pattern that would cover the following regions of the world not only more regularly but more representative of the current membership and Congress attendance. This rotation is to be intentionally strategic through such a rotation, while enabling advanced planning in advance for bidding regions and scheduling of related societies.

**What does it mean practically speaking? More in-house work, more outsourced activities for instance?**

We have a Strategic Meeting Management Plan (SMMP) that was ISTH Council approved a few years ago that essentially brings most operations in-house. We have a transition plan over five years that addresses this in systematic processes. In the past the Society has worked with different PCOs and the leadership thought that by bringing the management of certain elements such as speaker management and communications, that there would be more consistency and continuity from meeting to meeting. Looking at the program format


We are starting to see more of a move to Evidence Based Education and continual professional development (CPD) and performance improvement (PI) to measure the impact of education

for example, this is now a discussion of the entire ISTH Council with input from the Local Organizing Committee (LOC) and not a standalone decision of the LOC which may have sometimes lead to the inconsistencies from meeting to meeting. We all agree that this better serves our members and attendees.

**What are the trends, according to you, regarding medical meetings? Is the competition more and more fierce? How do you stand out?**

Yes, competition is more and more fierce as the monies available to those attending meetings is decreasing. They really want to make sure they are selecting those meetings that are most relevant to them and provide cutting edge and applicable information that they can take back to their practice or lab and implement.

**In general, what are the “trends” in the association world?**

We are starting to see more of a move to Evidence Based Education and continual professional development (CPD) and performance improvement (PI) to measure the impact of education. We then are seeing a growing focus on adult learning outcomes – aligning session formats to the audience, and the type of information being presented, to a desired outcome or impact. 



[WWW.ISTH.ORG](http://WWW.ISTH.ORG)



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- **2007** World Dog Show
- **2008** 17th International Conference on AIDS
- **2010** 13th Congress of the International Society for Peritoneal Dialysis -ISPD-
- **2011** FDI Annual World Dental Congress
- **2015** III BASE Forum Inter-American Development Bank
- **2016** 20th World Congress of Cardiology -WCC-

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# FINDING ADDITIONAL FUNDING THE MESSAGE IS THE SAME

**There has always been perceived divide between dues income and non-dues income in membership based organisations.**



Paying dues is, obviously, the way our members get the benefits of the organisation. We have to convince them of the value of membership to get them to join, and then continually remind them of the value they are getting to get them to renew each year.

Non-dues income, which includes such things as sponsorships, subscriptions, exhibit participations, etc., is different because these people and companies also want to show their support for our organization but it's more of an external thing, and it isn't the same kind of investment that membership is.

Really?

Sponsors, exhibitors and subscribers want exactly the same thing for their contributions that members want for their dues – they want value. They want a return on their investment. They may seem to have a different motive than members but they don't.

So, increasing your funding through non-member sources requires the same skills and techniques needed to increase membership.

## ● FINDING QUALIFIED PROSPECTS

Every organisation has an identifiable group of prospective funders, whether it's the employer community, a supplier community, public agencies, grant providers, which have an affinity for their group. Focus first on those with the biggest "stake" in your organisation's mission. If in doubt, go to their company website and see where their priorities are (and who the right person to contact is).

## ● FOCUSING YOUR VALUE MESSAGE

When approaching potential funders be ready to give concise and well-prepared explanation of exactly what you are asking for and exactly what the return on that investment will be. Use numbers that indicate monetary return, impact on your profession, industry or community (buying power of your members, influence on quality of life in a community, number of people who will benefit, etc.). Most of your prospects will have to justify their support of your organisation to someone else – give them the information to do that.

## ● USE TESTIMONIALS

Get other supporters and/or members to tell your prospective funders the value they have received from their participation or received via the participation of others like the prospect you are approaching.

HINT: The number of members you have and your organisation's retention rate can be HUGE testimonials!

## ● ASK FOR THE SUPPORT

Don't ask them to "give it some thought." If you believe what you've just said about the return (value) that the potential funder will get, then you have to tell them what level of contribution you seek and ask for it.

## ● DO APPROPRIATE FOLLOW UP AND RECOGNITION

To get supporters to keep giving, you have to let them know how much you appreciate their support. Recognitions need to be timely (i.e. immediate) and appropriate.

See? It's a lot like recruiting new members.

Work on your "value statement" for supporters and sponsors as much as the value statement you provide to potential members.



*Mark Levin*, CAE, CSP currently serves as Executive Vice President of the Chain Link Fence Manufacturers Institute, an international trade association, and as President of B.A.I., Inc., his speaking and consulting firm ([mark@baileadership.com](mailto:mark@baileadership.com) / [www.baileadership.com](http://www.baileadership.com))

# LESSONS LEARNED FROM THE SCIENTIFIC PROGRAMME OF THE EU PAVILION AT EXPO MILANO 2015

**One of today's myths that is shared by many policymakers across the globe is that Expo's are a waste of public money. Their mission was to educate citizens to new discoveries when Internet was not invented so they have become obsolete. There is nothing falser that this, as was proven by last World Expo in Milan in 2015. Text Giancarlo Caratti di Lanzacco, Deputy Commissioner General for the EU at Expo Milano 2015**

The business model of Expo's is no longer to educate visitors with gizmos, but rather to provide a meeting platform for selected purposes

## EVENT PLATFORM

The business model of Expo's is no longer to educate visitors with gizmos, but rather to provide a meeting platform for selected purposes. For the visitors, their wish is to have a unique multisensory experience that they will remember for all their life. For the businessmen, Expo's are great opportunities for meeting potential partners without having to disburse huge amounts of moneys imposed by world fairs. For policymakers, Expo's are instruments of soft diplomacy where policy issues can be discussed within informal and joyful setup. For its participation in Milano, the EU therefore adopted three differentiated strategies, namely for visitors, businesses and policymakers. In this article, I will focus on the latter and describe the main learned lessons for the EU<sup>1</sup>.

One of the main success factors of any Expo is the choice of the theme. This should be linked to global challenges and opportunities which R&D and Innovation can address. The theme of the Milan Expo, food (and water) security was very cleverly chosen since this a main cause of warfare and migrations from poor countries. But also the theme of the next two Expo's are addressing crucial issues. *Future Energy*, the theme of Astana 2017, is expected to give impulse to the transition from fossil fuels to clean technologies also with a view to alleviate climate-change impacts and transition to renewable energies, not just at the EU level, but also globally.

## 30,000 EXPERTS

At Expo Milan, the European Union organised 230 conferences, workshops and exhibitions in close cooperation with stakeholders from industry, NGOs or academia, attracting some 30,000 experts around the chosen theme. A significant number of events addressed science, technology, innovation, dissemination and education issues on various aspects of the theme. The objective was to draft a recommendation report<sup>2</sup> identifying research and innovation priorities for solving the challenge of food security and suggesting possible contributions from the EU. This provided four main recommendations for improving global food security.

These are our main lessons learned from this successful exercise. The process should start at least 15 months before the Expo opening with the establishment a Scientific Committee involving key stakeholders and top scientists from different disciplines. The chair should be a leading personality internationally renowned, preferably a politician and not a scientist. The Committee should be endowed with sufficient budget to organise scientific debates. Its main tasks will be to produce three documents, firstly a "discussion paper" identifying the key research themes linked to the theme. This shall be submitted to a conference at the beginning of Expo. A second document including the results of the scientific debates will be discussed at a conference around the end of the Expo. On this basis the Scientific Committee shall draft the final recommendation document to be widely circulated. 



<sup>1</sup>See also see <http://europa.eu/expo2015/scientific-programme>

<sup>2</sup>[http://europa.eu/expo2015/sites/default/files/files/Expo-Documents\\_1115\\_BD.pdf](http://europa.eu/expo2015/sites/default/files/files/Expo-Documents_1115_BD.pdf)



# APIMONDIA

The International Federation of Beekeepers' Associations, or APIMONDIA, goes way back, as early as 1893 actually. The first ever APIMONDIA congress took place in 1897 in Brussels. Take a trip to memory lane and see how things used to look like back in the days!



Bologna - scientific session



Roma - prize awarding



Roma - banquet



Madrid - Casa Sindical main hall



Madrid - participants in front of Congress Centre main entrance



Madrid - Opening Ceremony



Praha - General Assembly



Praha - Antonio Zappi-Recordati Apimondia Secretary-General



Praha - podium with national delegates



Praha - Antonio Zappi-Recordati and Jaroslav Svoboda President of the Congress



Praha - General Assembly



Praha - the Town Hall venue of the congress



București - First General Assembly of Apimondia

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# FUNDRAISING KEEPING YOUR EYES ON THE VALUE CREATION PRIZE!

**Fundraising is an objective inside the value creation chain. Don't get bogged down by the pessimism of so-called dwindling budgets, think boldly about value creation. This is what will attract the prize of more funds.** *Text Philip Springuel, President, ESAE, AssociationExecutives.EU*



**PHILIP  
SPRINGUEL**

Often seen as a necessary evil to fixing the bottom line, fundraising is much more than blindly chasing more members or squeezing more income out of existing services. There are only so many prospects to pitch the same story to, or new intranet services that members are willing to pay for. That approach invariably leads to slow growth, restless membership and dwindling funds. Rather than only retrench into cost cutting exercises, think boldly, turn the 'stretched budgets' argument around and focus on value creation that will attract more funds. The prize you seek is not just more money to help fund the organisation, but actually more value that attracts new interest and investment.

We are too often pushed to improve minor inputs such as payment recovery and operating costs, and asked to deliver 'more' member services. This might help the association survive in the short term, to keep existing members on board and bring the profit/loss equation closer to equilibrium, but done

We must be more resolutely focused on turning ideas and causes into valued assets that members, stakeholders and sponsors want to invest in


in isolation is simply a recipe for deferred disaster. In fact, cost reduction and overdelivery of services are ingredients for certain demise: with fewer funds available, a staff stretched to deliver, and no time to think about innovative value creation, you will soon be editing the press release about closure of your association.

If we allow the argument to end the debate, then our members and prospects are right: global trade and gross domestic product in most western nations have slowed on average, and there are alarming instances of retrenchment around the globe, putting a strain on available funds. With the European Union struggling, we are in a pessimistic environment imbued with only conventional thinking and waning ambition.

We must not allow that narrative to linger. We must be more resolutely focused on turning ideas and causes into valued assets that members, stakeholders and sponsors want to invest in. Faced with many fundraising challenges over the course of my career, I have always said that negativity can be turned around with bold vision. It is a time for all of us to think more optimistically. Funds are

available but they have not found - or understood, the value they chase!

When you are told there is no money to expand the newsletter, you need to say 'fine, let's drop the newsletter and do something better with your money.' If you can do that, you can turn the dynamics around, where your interlocutor is actually more likely to add funds!

Stay connected to AssociationExecutives.EU and our social media platforms, join our growing membership to learn more about how to create value and think boldly, and thus prepare your future fundraising success with the peer support you can expect from our Society. 

At ESAE, AssociationExecutives.EU, we hear from leaders of both small and large organisations, that fundraising is a fundamental preoccupation. So critical are both the psychological and economic barriers to improved fundraising, that we will soon launch a study on the subject that will seek your candid contributions and lead to a published study.

# ESAE, ASSOCIATIONEXECUTIVES.EU AWARD 2016

## AN INTERVIEW WITH MICHEL BALLIEU, 2016 AWARD WINNER

**In recognition of contributions to our European society, AssociationExecutives.EU, and to celebrate a track record of professional integrity, the “ESAE, AssociationExecutives.EU Award” was given to Michel Ballieu, the now-former CEO of ECCO - the European CanCer Organisation. Judged by peer ESAE members, executives and leaders of European associations, the annual award was presented in June 2016 at our European Association Summit (EAS), held each year in Brussels.**

*Interview Philip SPRINGUEL, ESAE, AssociationExecutives.EU President*



**MICHEL  
BALLIEU**

Michel has 45 years of professional experience. He has been an association leader and executive for non-profits, and a member of our European Society of Association Executives (ESAE, AssociationExecutives.EU) for many years. A strategic thinker and a mentor, he is now an independent association advisor focused on identifying and developing management skills for associations.

***Congratulations on winning this prestigious award. How does it feel to be so recognised by your own peers in the association management field?***

I was surprised! I was not expecting this award and had not thought I was the most active long-time ESAE member! I was honoured of course, and in accepting the award at EAS, I used the opportunity to insist on the importance of education. Our associations need and deserve professionals who are experts in their job, and ESAE contributes greatly to this with its Peer2Peer workshops programme and by supporting the Solvay Executive Master in International Association Management.

***You have been active in the European association management arena for nearly 20 years, how has the profession - as it is exercised in Europe - evolved over the years?***

It has definitively evolved in a good way. Today's associations are much more mature and professional.

We have progressively been developing more sophisticated management, being confronted to increasing competition, impacted by new rules and regulations, and facing more complex revenue generation.

This evolution of our environment requires a lot of engagement from our volunteers and staff, but it is part of the beauty of our jobs. In parallel, our associations have significantly increased our credibility towards stakeholders: our members of course, but also the regional politicians, the EU, the industry and even the public.

***How do you see AssociationExecutives.EU playing a role in the development and support of the next generation of association professionals?***

Education is key. Learning by doing is no longer sufficient. We executives and our staff at all levels need to grasp all opportunities to progress faster in our professionalism. ESAE is an easily accessible, affordable and efficient resource.

**You are known by your peers at ESAE to place a lot of emphasis on professional integrity. Could you describe what it means for you?**

Integrity is important to establish the credibility and the success of an association.

Associations exist to serve a cause, and we as professionals are contributing to that cause. Of course, we all are working to earn a living, but working for a cause gives sense to our professional life: we know that we are helping the world to be better. Integrity and respect should drive us in our relations with our volunteers, our sponsors and our

service providers, but also with colleagues and staff.

Associations are based on values, integrity should always be on the top of the list.

**What comes next for you?**

Though I've reached so called retirement age, I have launched a consultancy because I am passionate about the world of associations. It has been for me a second career for half my professional life, and I have enjoyed it so much.

With all this experience, I have understood how important it is to rely on a strong and qualified

staff. I have been very lucky to work with great people, but I also understood how difficult and how much work it was to find them. Recruiters in Brussels often confuse us with charities and so are rarely interested in a market that they consider unprofitable. That is why I offer help to associations in identifying qualified staff; a service I provide based on the lessons I have learned during my 18 years experience in association management and gained through the recruitment of 100 staff during my 45-year professional career. **HO**

FIND MICHEL BALLIEU  
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# RAISING MONEY AND GENERATING INCOME IN AN INTERCONNECTED WORLD

**When it comes to the matter of generating revenues, it would be accurate to state that the current economic climate has imposed some significant challenges and limitations upon association responsables tasked with attracting donations. Yet it is equally true to say that there are numerous developments that afford new opportunities for fundraisers, too.**

Technologically driven innovations such as digital payments, peer-to-peer (p2p) support, social media campaigns, and crowd funding initiatives are all recent – and potentially high-value – advancements that could play a crucial role in the way associations and non-profit organisations operate into the future. But has the new era of digital funding already arrived? Have these new approaches already begun to replace our existing revenue streams, or do they simply impose a different set of limitations: ones that make their widespread adoption impractical?

While it might seem tempting to look at the rise of social media as a question of “*revolution or evolution?*” for fundraisers, the reality is somewhat more nuanced. Existing data suggests there are reasons to be enthusiastic about embracing the digital market, but also that experience should prevent us from abandoning our old approaches completely – at least for the time being.

The digital economy is here to stay – but what does that mean for nonprofits, associations, and charitable organisations?

## **SOCIAL MEDIA: A REVOLUTION IN FUNDRAISING FOR ASSOCIATIONS?**

Social media was, for several years, the ‘*elephant in the room*’ in terms of fund raising. Organisations could see its potential to create revenues, but were unable to generate inflows in any meaningful volume. Certainly, these networking features provided unique platforms that enabled faster, wider, and more direct engagement with donors. But, at the same time, there were very few cases of associations being able to convert clicks into significant contributions.

This is the first obstacle that many fundraisers have encountered in the digital space, because increased

engagement does not always mean increased revenues. Fundraising for nonprofits is based on converting this engagement into a donation, yet social media has a tendency to promote the former, at the expense of the latter. Simply put: people believe their engagement is of equivalent value to a contribution. Unicef even ran an awareness campaign in 2013 highlighting this very issue, giving the wry promise: “*Like us on Facebook and we will vaccinate zero children against polio.*”

It is a problem with very real consequences. The anti-famine charity Heifer International created a viral campaign alongside an app that would allow easy, instant donations. Although the campaign reached 6.4 million Facebook users, they received only thirty individual donations. It does not take expert analysis to realise that, without any form of cash income, associations of all types will struggle to remain viable.

But this situation is now beginning to change. We can look to notable success stories of recent years, like the Ice Bucket Challenge viral campaign for ALS awareness, and get a clearer picture of the anatomy of a successful social media fundraising campaign. The Ice Bucket Challenge raised more than \$100mn worth of research donations, and the way it succeeded may be the blueprint for all nonprofits in the future.





## SUCCESSFUL SOCIAL MEDIA FUNDRAISING FOR NONPROFITS

The disaster of the Heifer International campaign, and the success of the ALS Association's, represent the two extremes of the social media experience for fundraisers. But why does one succeed when the other fails? The general consensus is found in two crucial aspects of the Ice Bucket Challenge, both of which come with very handy abbreviations: UX, and UGC.

User Experience (UX) and User-Generated Content (UGC) may be the secret ingredients to a winning fundraising campaign on social media, simply because they address the nature of the medium, and the needs of a campaign's constituents.

UX plays a crucial factor in improving the primary challenge facing every social media campaign: the inability to convert prospects into members and donors. When the Ice Bucket Challenge launched, there was no quick, easy way to donate. This identified by Facebook as a problem with their own service, and this led them to create the Facebook Donate button. The Facebook Donate button is a feature which allows members to contribute without leaving the site.

When it launched in 2015, the convenience factor of the service helped the Nepal earthquake campaign secure almost \$16mn of crowd-sourced funding within its first week. When fundraisers talk about the importance of convenience and user experience to achieving higher inflows, this is exactly what they mean.

## User Experience (UX) and User-Generated Content (UGC) may be the secret ingredients to a winning fundraising campaign on social media

Of the campaigns themselves, user-generated content is perhaps the most important component in this era of social media fundraising. Mass creativity equals a diversity of viewpoints, so harness your membership to amplify and reinterpret the message of your campaign, across every language and culture. Of course, the entire appeal of the Ice Bucket Challenge was that it was based wholly on UGC. It was this one factor which helped the campaign to build its own momentum: it turned engagement into contribution, and let prospects identify both themselves, and invite other associates within their own personal networks to participate.

### DIGITAL FUNDRAISING: IMPROVING YOUR EXISTING STRATEGY

Social media fundraising for associations is still, at its core, a volumes game. 2015 conversion rates may remain low, with just 0.8% of engagements resulting in a donation, but the unprecedented reach of social media means that these numbers can achieve significant revenues, when the campaign is right. And this is why associations of today are choosing to adhere to existing membership models – but augmenting the experience with online features. The average one-

off donation for a social media campaign is \$82; the averaged repeat subscription payment, \$22. When put in a context of millions of clicks, the 0.8% conversion rate suddenly appears far more sustainable for any nonprofit operating to a donor or membership model.

So, if the digital age has already created any significant impact, it is perhaps in the way it has taught us that the traditional approaches to fundraising are not only still relevant, but may indeed be reinvigorated by modern technology: improved upon, rather than surpassed. The complexities of the modern, global economy may create immediate challenges. But they may ultimately reveal themselves to be a force for a greater good: a catalyst that helps to inspire non-profit organisations to realise a new era of innovation. HQ

*This article was provided by the International Association of Professional Congress Organisers, author Frank M. Wächter on behalf of IAPCO Council member Alain Pittet, Congrex Switzerland. Congrex Switzerland is an internationally operating agency delivering integrated solutions especially for non-profit clients. IAPCO represents today 120 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.*

[www.iapco.org](http://www.iapco.org)

# ASSOCIATIONS & SUSTAINABILITY FUNDING YOUR PURPOSE

**It is becoming increasingly critical for associations to broaden their activities to incorporate initiatives that address the social and environmental challenges facing the world today.**

Associations are uniquely positioned to accelerate the mainstreaming of sustainability in a way that can enhance member value - opening opportunities for innovation, revenue generation, and the motivation and retention of talent.

While numerous associations are keen to start sustainability programmes, many struggle to get them off the ground due to the very real challenges surrounding funding. From our experience here are a few strategies you can employ to tackle these hurdles and amass the resources needed to fuel these great and much needed passions.

1

## HAVE A CLEAR PURPOSE

It's back to basics - but if the associations do not have a clear social vision and a well-documented purpose statement, then it will struggle to get the attention of funders.

2

## ALIGN WITH THE SDGS

If the association lacks the vocabulary to articulate its purpose or wants to tweak its messaging for greater impact, there exists a clear opportunity for alignment with the **UN Sustainable Development Goals (SDGs)**. It is a set of 17 aspirational "Global Goals" with 169 targets between them, including ending poverty and hunger, improving health and education, making cities more sustainable,

combating climate change, and protecting our forests and oceans. The SDGs are transforming the strategies of governments, corporates and NGOs, so supporting the SDGs can help associations speak the same language as (and align their values with) their potential partners and funders.

3

## COLLABORATE

Instead of going it alone, it would be worthwhile for the association to explore how it can partner with a dedicated sustainability NGO. For example, the **UN Global Compact** is actively looking to partner with associations who can give them sector-specific advice and guidance on key sustainability issues, greater and faster access to small and medium sized organisations and help them scale their work. In exchange the NGO can provide legitimacy and credibility for your initiative - a key enabler to getting funding.

4

## SPONSORSHIPS

Perhaps the easiest way to raise funds is to find a corporate member of the association keen on championing the organisation's sustainability initiatives. It is worth noting however that corporations are becoming increasingly selective and strategic in their sustainability sponsoring, so bringing on sponsors as partners and co-owners of a project is often a better way to get long-term financing.

5

## FOUNDATIONS

There are numerous corporate-run or independent foundations that support sustainability initiatives. The key to effectively engaging them however is to take the time to identify those whose purpose aligns with yours and to build up a relationship with them before asking for financial support. Organisations

While numerous associations are keen to start sustainability programmes, many struggle to get them off the ground due to the very real challenges surrounding funding




6

**CREATE SERVICES**

such as the **Rockefeller Foundation** have a mission of promoting the well-being of humanity throughout the world, and as such promote projects focused on resilience and inclusivity. Likewise, the **Children's Investment Fund Foundation** is an active funder of climate change programmes - on top of being a champion of child protection initiatives.

Perhaps the most sustainable of the options for fund raising is to integrate sustainability into the association's business model. For example, one could partner with an NGO to develop industry specific sustainability standards together with a certification and education program. Practical

initiatives that generate value for members as well as income for the association. 

*This article was contributed by Guy Bigwood, MCI Group Sustainability Director. As a thought-leader in Sustainability, he has held various association executive roles. For the last ten years he has been consulting and advising on the development and implementation of sustainability strategies for association, corporations and governments.*

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# QATAR

## A DESTINATION WITH A VISION

To be really honest, Qatar in general, and Doha in particular, were not destinations where, as a meetings journalist, I really wanted to go. Reports on the FIFA World Cup 2022 having been 'bought out' and legions of poor labour workers suffering in the scorching heat didn't not sound very attractive to say the least. When I travelled early September for a brief press trip at the invitation of Qatar Tourism Authority, I was surprised to discover a place with a vision, a destination with a strong strategy towards business events, both traditional and very open to the world. *Rémi Dévé reports*





It might well be only the beginning. Indeed, Qatar has a vision. If today they may still rely on oil and natural gas to fuel a growing economy, the ultimate aim is to transform it into a knowledge-based economy, with a strong position as an education and sporting hub in the Gulf. As a spokesperson at Qatar Tourism Authority explains: *"The MICE industry is aligned with other sectors in Qatar that the country's leadership has identified as national priorities. The Qatar National Vision 2030 prioritises education, environment, construction, sports and, naturally, oil and gas, which is why Qatar tends to host a high concentration of events in these fields."*

The epitome of this might well be Education City, which I was lucky enough to catch a glimpse of. Home to Doha's most high-profile academic and research institutions such as Carnegie Mellon University in Qatar or Northwestern University in Qatar, just to name a few, it is a huge area which is instrumental in making Doha a centre of excellence. The iconic **Qatar National Convention Centre (QNCC)**, opened in 2011 in the shadow of its impressive Sidra tree, is part of Education City, and boasts a hall for up to 4,000 people, a 2,300-seat theatre, 3 auditoria, 52 meeting rooms, and, last but not least, 40,000 sqm of exhibition space across 9 halls.

**VENUE HIGHLIGHTS**

Of course during my way too short visit, I could visit only but a few of the places Doha boasts so people can meet and/or which delegates can enjoy after a hard day's work at a conference. Below are my personal highlights.

In addition to the above-mentioned QNCC, **Doha Exhibition and Convention Center (DECC)** opened its doors last year in the city's financial district, and was designed as a blank canvas for

# 70

## THE NUMBER OF ADDITIONAL HOTELS TO OPEN IN DOHA BEFORE THE WORLD CUP

event organisers. One of the key features of its main 29,000sqm hall is a lack of columns, giving conference planners more flexibility. There are also 18 meeting rooms available split across four self-contained suites for up to 195 people, and no less than 9 five-star hotels at walking distance. Who could ask for more?

Speaking of accommodation, you would think that Qatar only caters to the rich and famous, but not at all! There are facilities for everyone. I stayed at **Crowne Plaza Doha - The Business Park**, your straight forward business hotel, but with a twist: in addition to 14 meetings rooms, its centrally located, globe-shaped Event Center has 3 ballrooms capable of accommodating up to 800 guests. On the other hand, at 300m high and with 360° panoramic views across the whole of Doha, **The Torch Doha** is like nothing I've seen before: for sports enthusiasts and business delegates alike, it's equipped with iPad in-room solutions and boasts meeting spaces for up to 300 people.

**The Sheraton Grand Doha** was recently restored to its former glory – it is the very first conference hotel in the city and was built in 1982. Set amidst 70 acres of an oasis-like resort, it boasts more than 3,000 sqm of space hosting up to 9,000 guests. Last but not least is **Marsa Malaz Kempinski**, which

screams opulence, luxury and excellent service. Located on its own secluded island, The Pearl, it will impress the most demanding visitors with its 281 luxury rooms, including 69 suites, two Presidential Suites and two Royal Suites. In terms of meetings, it features a superior conference centre spanning 1,100 sqm including two ballrooms and six more intimate meeting rooms. 

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**WHY QATAR?  
EUROHEAT  
& POWER IN DOHA**

Silke Schlinnertz, Head of Events & Operations at Euroheat & Power, explains why the 5th Global District Energy Climate Award will take place 24-25 October 2017, in Doha, supported by local host Marafeq Qatar: *"Our local host Marafeq had put together a great initial proposal together allowing Doha to be shortlisted for a site inspection. The site inspection gave me a glimpse of what Doha has to offer and provided a very enjoyable and memorable time. I'd like to thank formally Qatar Tourism Authority and their staff, who were very helpful and dealt with any enquiries promptly and efficiently. Both the local host Marafeq and Qatar Tourism Authority had an open ear for suggestions and have worked hand-in-hand to produce a high standard winning bid."*



Marsa Malaz Kempinski



Doha Exhibition and Convention Center



Sheraton Grand Doha

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# MACAO

## A BUSINESS EVENTS CITY LIKE NO OTHER

**Macao, branded “Your Business Events Destination”, is gathering momentum as a business events destination. The destination has indeed many assets up its sleeves and has placed greater focus on its Unique Selling Propositions. Rémi Dévé writes**

Facts speak for themselves. This year, Macao hosted the 11th Worldwide Chinese Life Insurance Congress 2016 and International Dragon Awards: the Venetian Macao welcomed some 7,200 members of the worldwide Chinese insurance and financial industry for a well-known awards ceremony. This event saw delegates from 17 countries gather for meetings, networking events, award ceremonies and sightseeing tours across the destination. This was the second time Macao hosted the event, the first being in 2001 (for more on this, see sidebar).

### LOOKING PROMISING

Next year already looks promising, as Macao will host the Asia Pacific Dental Congress, a unique achievement considering that the 2016 edition was held in Hong Kong. Other large-scale events lined up in Macao in the second half include the 9th ACM SIGGRAPH Conference and Exhibition on Computer Graphics and Interactive Techniques in Asia (with more than 5,000 participants expected), NU Skin Star Academy Meeting (with about 7,000 expected), and Jeunesse Global Greater China Conference (with about 10,000 expected). Macao is poised to receive even more major events in 2017, Asia Pacific Dental Congress (with more than 3,000 participants expected), China Expo Forum for International Cooperation (CEFCO) 2017 etc., demonstrating Macao's capacity to host large scale conventions.



**190,000**  
THE NUMBER  
OF SQM OF MEETING  
SPACE IN MACAO

The efforts made by the Macao Trade & Investment Promotion Institute (IPIM), the go-to agency for international meetings and events, and Macao's business events industry have obviously yielded fruit. IPIM initiated and now manages a series of supporting programmes to stimulate its conventions and trade show business, and strongly supports local associations to bid for international

conferences. It has, for instance, successfully launched Subvention Programs covering a minimum of 100 pax in a 2 day meeting plus 0.5 day corporate activity; or trade shows of more than 1,000 sqm. IPIM also offers a range of incentives ranging from covering the cost of accommodation, food and beverage, keynote speakers' participation, promotion & marketing etc.

## CASE STUDY

# WORLDWIDE CHINESE LIFE INSURANCE CONGRESS IN MACAO

One of the most important set of events in the calendar of the insurance industry – the Worldwide Chinese Life Insurance Congress and International Dragon Awards (IDA) – returned to Macao after a decade.

This year's gathering – the 11<sup>th</sup> Worldwide Chinese Life Insurance Congress and 2016 International Dragon Awards – was held successfully in August, at the Convention and Exhibition Centre of the Venetian Macao Resort Hotel. It welcomed more than 7,200 professionals from the international insurance industry.


In addition to the full co-operation provided by the Macao community and the city's relevant public departments and organisations, Macao's renowned infrastructure – in terms of hardware and software – was one of the main factors that made the city stand out among the bidders for these events. According to Richard Wu, Vice President of the 11<sup>th</sup> Worldwide Chinese Life

Insurance Congress and 2016 International Dragon Awards, Macao has in the past decade transformed itself as a destination city. Macao's self-improvement resonates with the theme of this year's set of events, and was one of the reasons why Macao was selected to host the Congress and Awards, said Mr Wu.

The Vice President of Convention & Exhibition Operations at the Venetian Macao, Gene Capuano, expressed his views about the future of the local MICE industry: *"Mega conventions drive the development of the local sector and propel the economy. These activities also encourage young people to cultivate an interest in the MICE industry, and to serve as talented professionals in order to replenish the industry. Additionally, the contribution to the local economy made by large-scale conventions like IDA should not be overlooked, as participants often go out on sightseeing tours, use taxis, eat at restaurants and such."*

## CLIMBING THE RANKINGS

Currently, Macao has more than 190,000 sqm of meeting space, and over 37,000 hotel rooms in the city with more international hotels development in the pipeline. The Parisian Macao and Wynn Palace opened in the last 2 months, with the MGM Cotai, Lisboa Palace, The 13 and others opening in the next few years bringing the total number of rooms to over 50,000. Macao now has one of Asia's highest capacity inventories for business events. Connectivity to Macao will be further enhanced with the addition of the Hong Kong - Zhuhai - Macao road bridge providing a direct road linkage to the Hong Kong International Airport.

According to the 2015 ICCA Statistics Report, 28 international association meetings were held in Macao, showing an increase of 5 events compared to 2014. As for ranking in Asia, Macao ranked 34<sup>th</sup> in 2013, 20<sup>th</sup> in 2014, and 21<sup>st</sup> in 2015. Worldwide, Macao ranks 93<sup>rd</sup> in 2015, moving up 8 places compared to the previous year. The rise in ranking has put Macao on par with cities like Auckland in New Zealand, Brisbane in Australia and Bordeaux in France. It proves that the destination is a rising star in the conferences and events world. 

## CONTACT

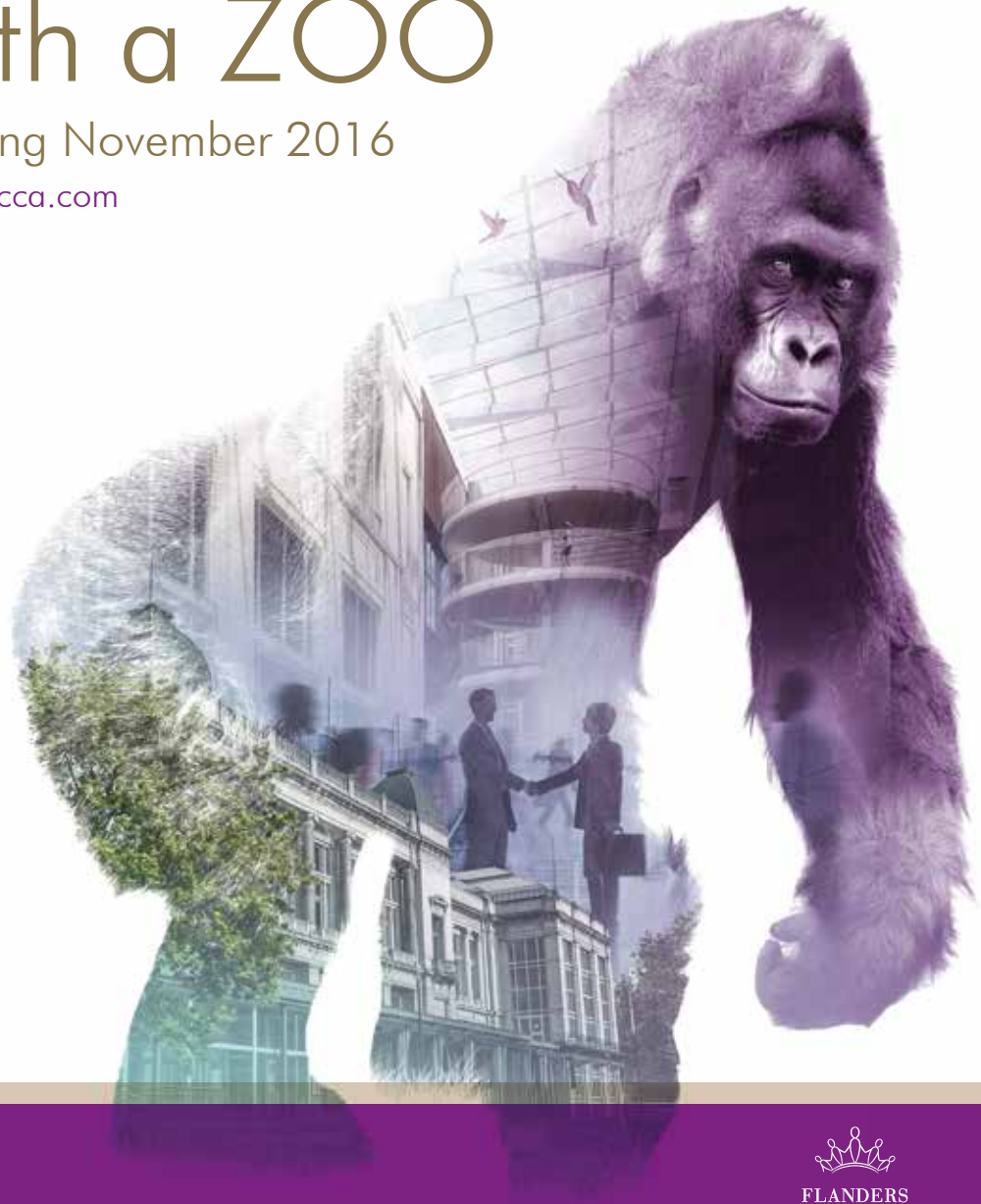
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# VELO-CITY SHOWCASED IN TAIWAN WITH GREAT FACILITATION BY MEET TAIWAN

**With strong industry expertise and profound experiences in organising MICE events, Taiwan is deemed as one of the leading MICE destinations around the world. Under the leadership of MEET TAIWAN, the flagship MICE branding programme empowers global MICE players with diversified resources and connections that can bring their ideal MICE events to live. Velo-city Global 2016 was the best example which showed Taiwan's MICE competitiveness to give big high fives to professionals.**

## **MULTIPLE MICE EVENTS FORMED THE GOLDEN TRIANGLE OF CYCLING INDUSTRY IN TAIWAN**

It is an internationally growing trend to have multiple MICE activities at the same time, which provides all-dimensional knowledge and exposure, and demonstrate the destination's full MICE strength to the world. Eyeing on this trend and Taiwan's world-renowned expertise in the bicycle manufacturing industry, MEET TAIWAN facilitated the mega team which consisted of Taipei City Government, European Cyclists Federation, TAITRA, and the Chinese Taipei Cycling Association to bring the three giants - Velo-city Global, the Taipei International Cycle Show and Tour de Taiwan - to Taipei in March. These mega events formed the golden triangle of comprehensive MICE abilities including exhibition and industry player interaction, which perfectly showed the leadership of MEET TAIWAN and shared the MICE resources, amplified the awareness and brought more MICE professionals to Taiwan.



## **TAIWAN: CYCLING AND MICE EXPERTS IN 360 DEGREES**

Thanks to MEET TAIWAN and Taipei City Government's joint efforts, Velo-city Global 2016, the European-based conference that aims to build a new lifestyle with cycling, came to Asia for the first time and made Taiwan sparkle in the global bicycle industry. From the growing cycling lifestyle, internationally-celebrated manufacturers, cyclist-friendly environment to the beloved bicycle-sharing system YouBike, Taiwan, the "Cycling Kingdom," has the strengths in every aspect to drive the industry to a higher level.

Apart from the above features, the close partnerships with key industry players and international bicycle associations and the bidding team successfully showed Taiwan's MICE advantages through a solid background research, competitive bidding strategy and strong lobbying network supported by overseas offices, which brought Velo-city Global to Asia, and

also highlighted the cross-organisational negotiation and coordination ability of MEET TAIWAN.

Walter Yeh, Executive Vice President of TAITRA and Managing Director of MEET TAIWAN, indicated that the outstanding collaboration of mega cycling events proved Taiwan's capabilities to organise international conferences and exhibitions of different scales and deep industry focus. The joint efforts made by MEET TAIWAN, several MICE venues, the central and local governments, as well as the event hosts, also represented strong vertical partnerships in the industry and helped Taiwan to become one of the best MICE destination in Asia. 



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# WHY MEETING IN IRELAND MEANS **MEETING WITH EXCELLENCE**

**There are many reasons to choose Ireland for your next business event. It's a beautiful Island situated on the edge of the Atlantic ocean offering daily flights to most European destinations. In Ireland, doing business is a pleasure!**

Here, we'd like to go through 5 reasons that meeting in Ireland means meeting with excellence. We hope you enjoy!

## **1 THE PEOPLE**

The best brand ambassadors for Ireland are its people. With their warm welcome, passion for life and genuine sense of fun, you and your colleagues will feel right at home. In Ireland, there's no such thing as strangers, just friends you've yet to meet!

## **2 THE REPUTATION**

Though it may be a small island, it has a big reputation! There are 1153 overseas companies based in Ireland, including 9 of the top 10 global software companies and more than 75% of the world's financial services firms. The nation is well educated and English-speaking and is also a member of the European Union.


## **3 THE DESTINATION**

Looking for a modern, cosmopolitan European city? Try Dublin. A bohemian, refreshing city of culture on the Atlantic coast? Try Galway. Looking for the Trendiest City in Europe for your MICE event, as voted by the MICE and Business Travel conference in Amsterdam? Try Belfast. Every Irish location offers something unique – you and your colleagues will be impressed by each and every one.

## **4 THE VENUES**

Every conference, big or small, will find an amazing venue in Ireland. From the Convention Centre Dublin (CCD), to the Belfast Waterfront Hall, the University of Limerick to Croke Park, every venue maintains a high-quality, commitment to good service and outstanding facilities.

## **5 WHAT MEET IN IRELAND OFFERS...**

Even before you decide on Ireland as your destination, Meet in Ireland will help you every step of the way. We can introduce you to approved DMCS or PCOs, liaise with convention bureaux on your behalf, and offer financial assistance in preparing and travelling for your bid, site inspections, and marketing. Our Programme Enhancement Fund is available to meetings, events, incentives and conferences. If you want to learn more, please get in touch! 



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\*: Location: Skellig Michael, as featured in Star Wars. Ideal for incentive groups and pre or post tours

## IRELAND'S VERY FIRST MEETINGS INDUSTRY FAIR - A GREAT SUCCESS

**You might think that with the great number of fairs and speed meeting events that our industry is saturated, but that might actually be wrong. The very dynamic Nicola McGrane of Conference Partners Ireland thought that it was high time that Irish cities, regions and service providers joined forces and participated in a huge Irish event in order to promote themselves to the Irish meetings industry and international hosted buyers. *Cécile Koch reports***

### RIGHT DIRECTION

It is true that Ireland as a country, and as a result, Ireland's meeting industry, is recovering enormously from the economic turmoil it went through. However, as the Irish Prime Minister stated in his opening speech, Ireland with its strong heritage, culture and intellectual knowledge, is driving Ireland's business tourism industry in the right direction. Paul Keeley, Director of Business Development at Fáilte Ireland, also emphasized in his speech the sheer immense hospitality of the Irish people. This was confirmed by my cab driver, who talked enthusiastically about the Irish people and their growth, and this growth was visually obvious to me as we passed numerous construction cranes during my cab ride through Dublin, indicating the city is definitely not at a standstill.

Nicola invited me to CONNECT16 when we met during the ECM Summer School in August, where we both were faculty members. She told me how she had driven throughout the whole country to all regions and cities to convince them to take part. Nicola had the idea that these cities and regions should form a real team and showcase themselves to the visitors in an unusual way – definitely not as standalone suppliers!

*"Ireland is a very united destination with a lot to offer international visitors, with its great mix of hotels, convention venues and visitor attractions."*

Nicola McGrane,  
Conference Partners Ireland



Nicola McGrane and Ellis O'Brien handing out the "Best Regional Presence Award" to Kerry.




Enda Kenny Prime Minister at the Opening

### AWARD & KERRY

In order to truly showcase Ireland on a region by region basis, Nicola organised a competition eligible for all the Regions to enter to win an award for "Best Regional Presence". Not only the stand itself would be evaluated, but also all the social media efforts, digital performance, and how hard partners had worked to bring ambassadors and buyers from their region to the event would also be considered. Nicola was embracing the whole thing with such a big heart that, of course, I agreed to sponsor the Award with Headquarters.

The winner turned out to be Kerry, because of the original way in which they showcased their regional products and interactive experiences, such as butter making and bodhrán lessons, not to forget the Dingle Gin, one of their local artisan products.

As Nicola said: "Overall, I think we have shown that Ireland is a very united destination with a lot to offer

*international visitors, with its great mix of hotels, convention venues, visitor attractions, adventure and entertainment options. Exhibitors really showed the experiential side to the destination."* 

### MEMBERS OF THE REGIONAL AWARD JURY

- Miriam Kennedy, Fáilte Ireland
- Cécile Koch, Headquarters magazine
- Ross Mooney, Google
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# BRUSSELS

## OFFERING MORE TO ASSOCIATIONS

**For the fourth consecutive year, Brussels was ranked Europe's #1 destination for congresses and meetings according to the statistics of the Union of International Associations. Planners choose Europe's capital city for a number of reasons, starting with its outstanding infrastructure, facilities and services. But Brussels offer more than this to associations.**

*Rémi Dévé reports*

There are a few good reasons why associations choose Brussels either to meet or to set up their headquarters in. Home to the European Commission, the European Parliament and all the other important EU institutions, boasting superb air, road and rail connections, Brussels is no ordinary convention city – in addition, visit.brussels and its convention bureau have developed some initiatives to make them feel even more welcome in the European capital.

MORE THAN  
**2,250**  
THE NUMBER OF  
HEADQUARTERS  
OF INTERNATIONAL  
ASSOCIATIONS IN BRUSSELS

In addition to being a truly cosmopolitan city, Brussels houses hundreds of international headquarters of scientific organisations and corporations, from healthcare multinationals and research centres to chemical associations and energy producers. At the last count made by the FAIB, the Federation of European and International Associations, there were more than 2,250 headquarters of international associations in Brussels. The city region also boasts four research parks and six technological incubators. Innovative areas of excellence include Life Science &, Biopharma, Sustainability & Clean Techs, ICT, Business Services, and Medias and Creative Industries.

In order to support the scientific and economic innovations, visit.brussels will extend its collaboration with the various Brussels specialized bodies in order to develop specific welcome packages – and thus make the European capital a destination like no other for association conferences.

Visit.brussels also recently launched their new "Association Bureau". The goal of the Association Bureau is to further improve the support available to international associations and to consolidate the global role of the Region in the work of these associations. By creating a 'one-stop shop,' a specific point of contact for international associations, the office will help guide associations to the right resources, training and contacts to help them reach their professional objectives successfully.

Last but not least, visit.brussels signed an alliance with Destination DC, Singapore Exhibition & Convention Bureau and Dubai Association Centre in 2015 to assist international associations to grow and to better serve their overseas members by using the cities as regional conduits to extend their efforts around the world.

### CONTACT

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# WHY BRUSSELS?

## GEEW & ESGE SAY IT ALL



### **NANCY BEAUPREZ, GEEW COURSE COORDINATOR:**

GEEW (Gastroenterology and Endotherapy European Workshop) organised in Brussels in June each year will celebrate its 35<sup>th</sup> Birthday in 2017. Based on broadcast live from 4 endoscopy suites at the Erasme Hospital to conference delegates accommodated in the Auditorium 2000 at Brussels Expo, it is the first congress of its kind in Europe which grew and grew over the years to reach 800 participants in 2015.

Gastroenterologists coming from 60 to 65 countries can comment endoscopic procedures performed by international experts in collaboration with the local staff through a 2 ways live communication and through GEEW App.

Despite all the advanced techniques of video retransmission (and new technologies offered by Internet), we want people to meet each other personally, talk and exchange new ideas, share with them new techniques and new accessories, enhance their knowledge in the endoscopy and endotherapy fields with up-to-date scientific evidence.

Brussels as a meeting-point has always found solutions to our logistics problem. In this line, our co-operation with visit.brussels is excellent and their presence onsite with their hospitality desk is undoubtedly of great value for the participants who wish to enjoy the city a bit more in the evening after long days of scientific sessions.

### **PROFESSOR JACQUES DONNEZ, ESGE CONGRESS PRESIDENT:**



The European Society for Gynaecological Endoscopy (ESGE) this year hosted its 25<sup>th</sup> Annual Congress and selected Brussels as the host city.

This is the Society's third time holding a congress in Brussels, the first time being more than 20 years ago. As Belgium is one of the pioneering countries in endoscopic surgery, Brussels was the logical choice.

Brussels provides easy connectivity for participants from all over the world. The congress venue, SQUARE-BRUSSELS MEETING CENTRE, is perfectly located in the centre of Brussels. Access via airport, train and car is easy and practical and hotels and restaurants are all located within walking distance of the venue.

Furthermore the ESGE Congress Organizing Committee would like to express its thanks for all the support provided by visit.brussels. The promotion video made with visit.brussels in particular was very well received and helped to promote a positive image of Brussels to the participants.

The congress was in fact very well attended with more than 1800 participants. Over 200 international experts provided participants with world class lectures, debates, live surgery, pre congress courses, plus opportunities to exchange ideas and practices. A new concept, the Forum, was introduced this year which provided additional possibilities for tailored sessions and workshops.

Continuous education is part of the philosophy of the ESGE and each day provided many training possibilities for the participants with practical training sessions. Participants also had the possibility to achieve GESEA certification Level I and Level II during congress.

The message this year was clear - BE Ambitious - BE Curious - Be in Brussels 







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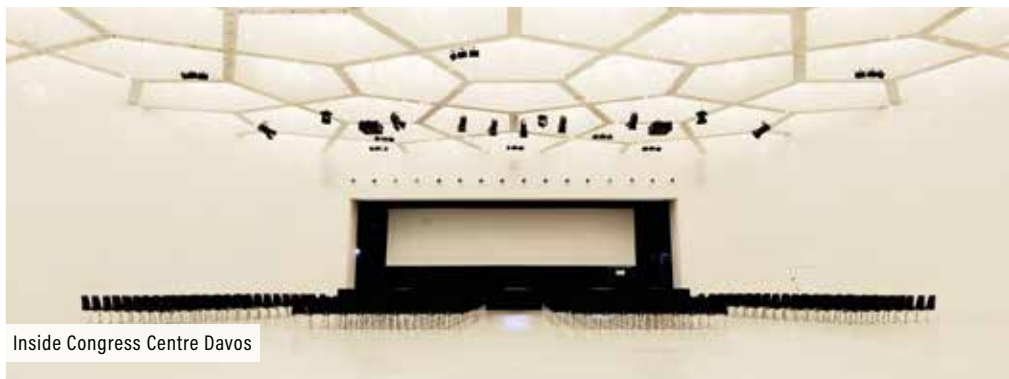
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Inside Congress Centre Davos

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WHERE COMMERCE, CULTURE, COLOUR CONVERGE

# KUALA LUMPUR CONVENTION CENTRE CONTINUES TO DRIVE THE BUSINESS EVENTS AGENDA

**To build more competitive advantage for Kuala Lumpur and Malaysia, the Centre has been focusing its efforts on strengthening collaboration with industry players. On the regional and international front, the Centre has been collaborating with the International Association of Professional Congress Organisers (IAPCO) and the International Congress and Convention Association (ICCA).**

Through its partnership with IAPCO the Centre aims to create greater awareness of Malaysia's multi-cultural diversity and compelling business events proposition amongst their 114 members across 40 countries. In line with this, the Centre will be hosting the IAPCO Council Meeting in September 2017, which will bring top professional conference organisers to Malaysia and expose them to the facility as well as showcase what Kuala Lumpur has to offer.

The Centre has been actively building awareness of the impact of business events and its benefits beyond tourism

## TOP EXPERTS

The Centre's partnership with ICCA, focused on an invitation in 2015 to the ICCA President, Nina Freysen-Pretorius to attend the Centre's industry association forum and to launch the Centre's Professional Development Grant in order to build awareness of the 55<sup>th</sup> ICCA Congress which was held in Kuching, Sarawak in November.

This annual industry conference rotates around the world and gathers the top experts and professionals involved in the meetings industry. Attracting such a prestigious event not only benefitted Malaysia, but also helped elevate the growing recognition of the value of the industry.

To further support the ICCA Congress, the Centre awarded a Professional Development Grant to three young local association executives, which provided



Business Engagement Session

them with an all-expenses paid opportunity to attend the Congress and interact directly with industry experts and stakeholders. This way, the next generation of local business events industry leaders and 'Malaysian Ambassadors' is steadily growing.

The Centre also hosted pre- and post- ICCA Congress site visits for journalists, meeting planners and ICCA members. Participants enjoyed an interactive experiential tour of Asia's only AIPC (International Association of Congress Centres) Gold Standard venue, as well as an immersion into Malaysia's multi-cultural diversity and the Kuala Lumpur City Centre (KLCC) precinct and its iconic attractions.

## LOCAL FRONT

On the local front, the venue has been working closely with the Kuala Lumpur Tourism Bureau (KLTB), InvestKL and Malaysian Association of Convention and Exhibition Organisers and Suppliers (MACEOS), to boost the growth and professional development of Malaysia's business events industry and align initiatives to national key economic areas and the Economic Transformation Programme.



Winners of Professional Development Grant

This has involved increasing cooperation to enhance the destination proposition in order to attract more international associations' conferences and conventions to Kuala Lumpur and to drive professional development and training for the industry supply chain.

The Centre has also been actively building awareness of the impact of business events and its benefits beyond tourism.

The Centre was recently awarded 'Certified Training Provider' accreditation from the Malaysian Ministry of Human Resources' Human Resource Development Fund (HRDF). This has enabled the Centre to initiate its Training Academy framework and it will run its first public Food Handlers Certification Course for the local hospitality industry in October this year. 

FOR ALL THE LATEST NEWS AND MORE INFORMATION ON THE CENTRE, VISIT [WWW.KLCCCONVENTIONCENTRE.COM](http://WWW.KLCCCONVENTIONCENTRE.COM)

# The New Era for MICE Industry of Hangzhou After the G20

Speaking of Hangzhou, people would think of an idyllic scene of life – “The sainted boat moves into the lotus-covered lake surface where tourists can taste fine wine with lotus fragrance in the golden wineglass.”

Taking advantage of this year’s G20, Business Events Hangzhou has launched a new slogan for Hangzhou MICE – “Hangzhou, Inspiring New Connections”. More extensive creativity, sharing and cooperation as well as more valuable MICE projects will be developed through “connection” It also can be an emotional bridge to connect professional services with maximum value.

**Bond the Buyers with Hangzhou’s Profound Humanistic Atmosphere and Build “Mythic MICE Destination” into a Key Word for Hangzhou**

Conference participants come to Hangzhou to pursue comfort and escape from the hubbub and the crowd. They may visit the West Lake for its winery yard and lotus pool, or drink fragrant wine beside a pond where elegant lotus flowers grow. Actually, it is a city full of gorgeous scenery that can help conference participants eliminate anxiety, draw inspiration, and find an unexpected solution for their bugbear..

**Connect with the Buyers through Thoughtful Services and Products, and Achieve Maximum Value**

The overall carrying capacity of Hangzhou MICE gradually gets enriched and improved after the G20. Different venues are available per customers’ actual needs. Furthermore, Hangzhou now has more than 200 domestic and international air routes.

It is expected that the city will have provided direct flights to 35 domestic and overseas cities by 2017.

In terms of experience, Hangzhou has always been devoted to launching characteristic, customized and personalized products. Hangzhou will carry out a series of FAM TRIP activities targeting industrial experts and buyers around the world. Hangzhou thinks what consumers think to meet their actual needs.

In terms of service, Hangzhou communicates with buyers by providing “warm” services this year. The “warm” services are offered in aspects such as catering, accommodation, transport, travel, shopping and entertainment. Hangzhou has developed the “warm” services as its core advantage to draw the attention of global buyers.

Offering a professional MICE system is Hangzhou’s commitment for conference participants. We provide “warm” services for establishing connections among the conference participants.

For achieving maximum conference value, Hangzhou should meet the participants diversified needs first.

**Achieve More Diversified Cooperation through Connection with the World**

Enjoying an exceptional advantage in building MICE destination, Hangzhou has always adhered to the principle of “bringing in” and “going out”. With a vision for international development, it has developed diversified connections with the overseas MICE industry. Business Events Hangzhou will work with local MICE service providers for their participation in IBTM WORLD and IMAX this year. Our number is K91 in the IBTM WORLD, waiting for your presence.

Hangzhou is making efforts to become one of the first-tier MICE cities. For those who are on a business trip, Hangzhou will bring them a “Go-As-You-Please” travel experience.





# POSSIBILITIES BEYOND THE PRESENTATION

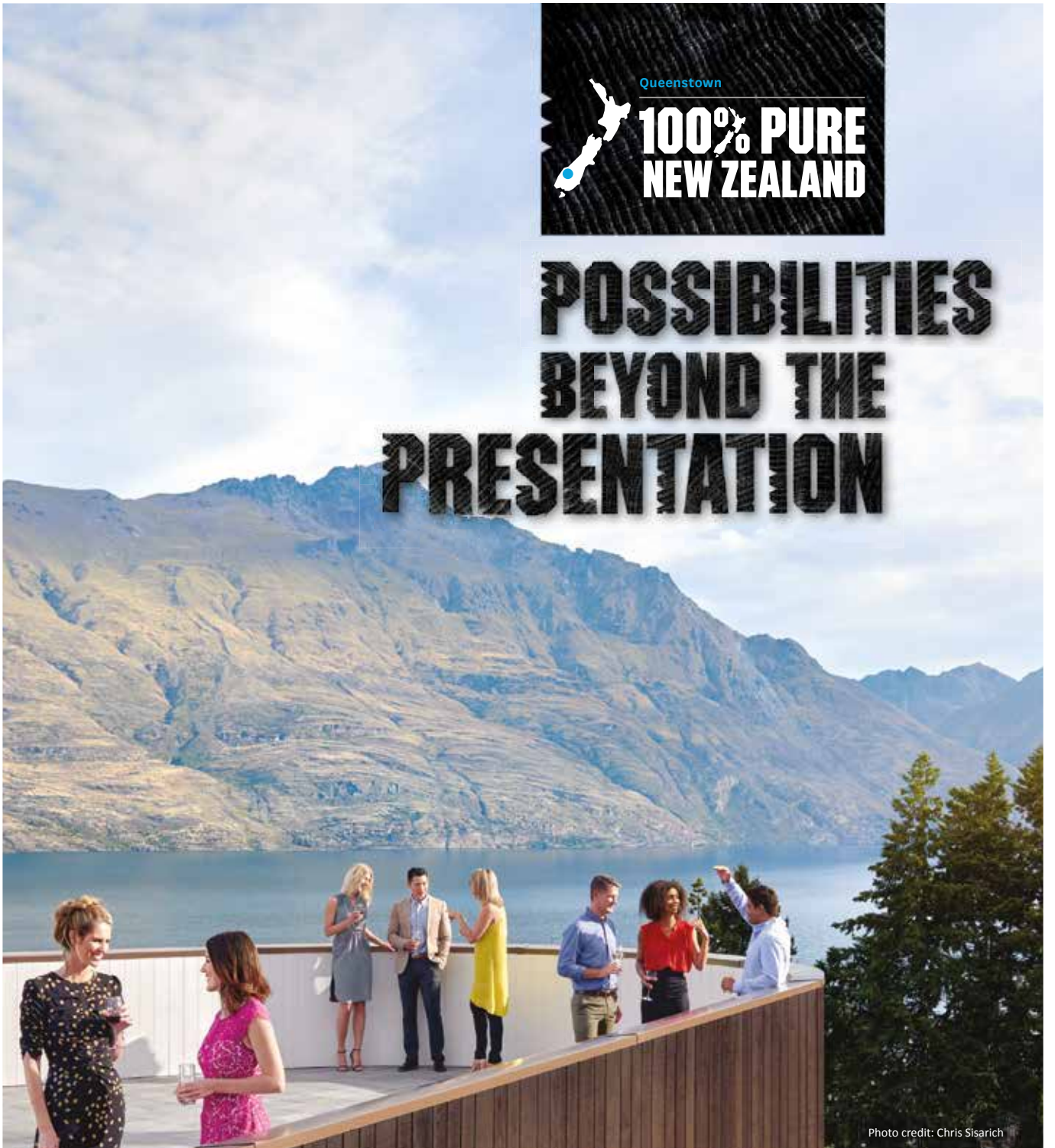
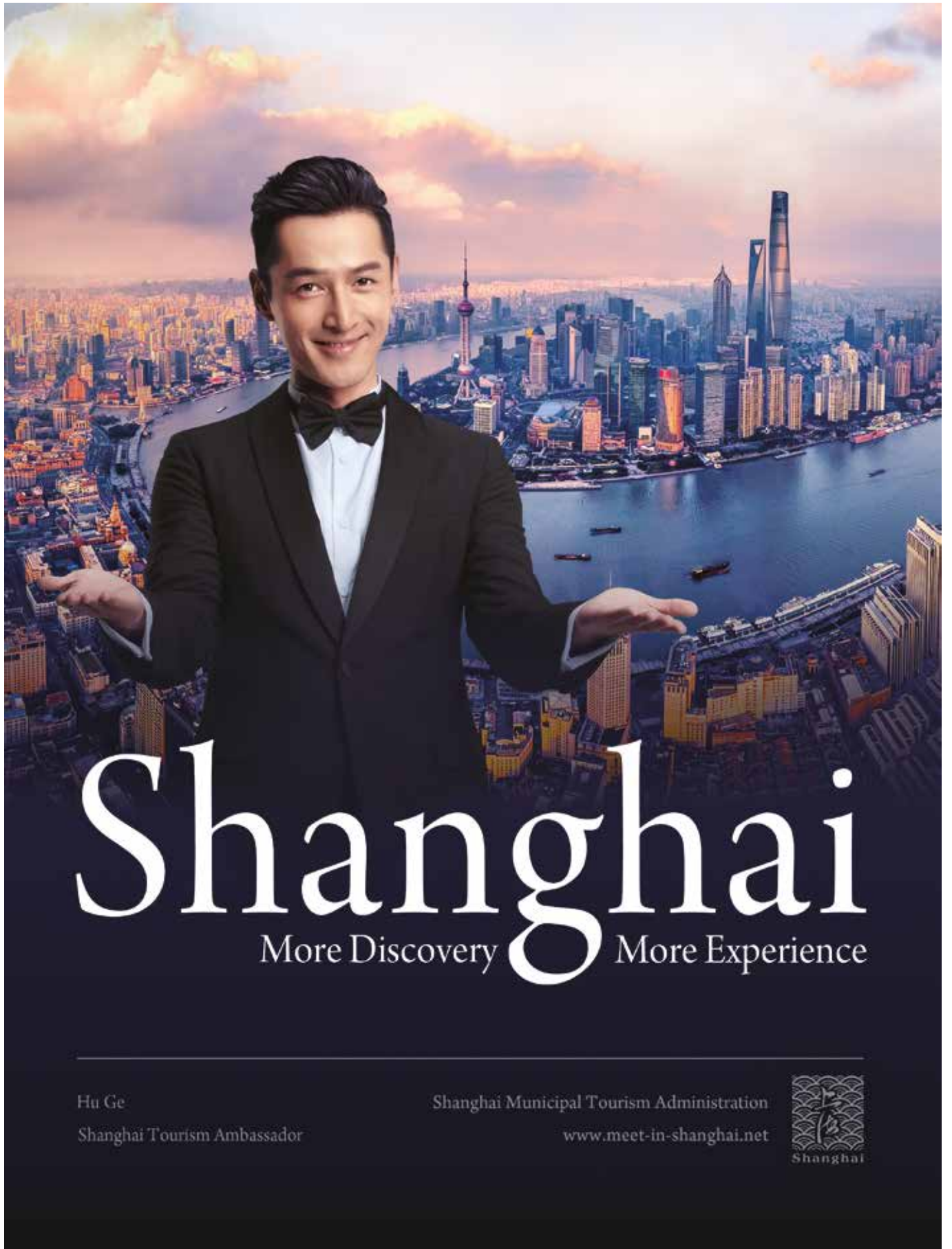


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# SETAC IN NANTES

**With 2,100 participants from all over the world, the Annual SETAC Europe conference held at La Cité Nantes Event Center on 22-26 May 2016 offered a good opportunity for the city to showcase its ability to welcome and organise association events in a smooth and efficient manner. Rémi Dévé reports**



The society of Environmental Toxicology and Chemistry (SETAC) is a not-for profit, global professional society established in 1979 to provide a forum for individuals and institutions engaged in education, research and development, ecological risk assessment and life-cycle assessment, chemical manufacture and distribution, management and regulation of natural resources, and the study, analysis, and solution of environmental problems.

If SETAC chose Nantes for the hosting of their 2016 Annual Conference, it is primarily due to the presence of Ifremer, the institute that, through its research work and expert advice, contributes to knowledge of the oceans and their resources, to monitoring of marine and coastal environments and to the sustainable development of marine activities. Ifremer has indeed been very active at a scientific level and for many years in the city. But this alone doesn't explain the success of the conference in Nantes.

As Delphine Delire, SETAC Communications Manager, explains it's the combination of the expertise to be found in Nantes, the professionalism of the teams at la Cité and the know-how of everyone involved that really made a difference. "The La Cité staff was extremely helpful and friendly

*both in the preparation of the meeting as during the congress. They were very efficient as well during the strikes where we needed to inform our members about the situation. We could feel that they were highly motivated to contribute to the success of the meeting"* stated Delphine Delire.

The 'whole-of-a-city' approach also was instrumental in getting SETAC to the next level. "The main players of the meeting enjoyed an invitation to a reception at the Town Hall with the presence of the mayor. Altogether, Nantes is a very attractive place, where many of our delegates enjoyed walking, with a lot of hidden gems waiting to be discovered. In addition, La Cité couldn't be better located, next to the train station, public transport and very close to the city centre. The good range of hotels nearby with competitive rates allowed many of our members to come." Delphine Delire continued. **HQ**

## LA CITÉ NANTES EVENTS CENTER IN NUMBERS

- 3 auditoriums with 450, 800 and 2,000 seats
- 6,000 m<sup>2</sup> of multi-purpose areas
- 30 meeting rooms
- Catering for up to 3,430 people
- An adjacent 4-star hotel with 105 rooms
- Over 1,000 rooms within walking distance from La Cité
- First French convention centre to achieve AIPC Quality standards Gold certification



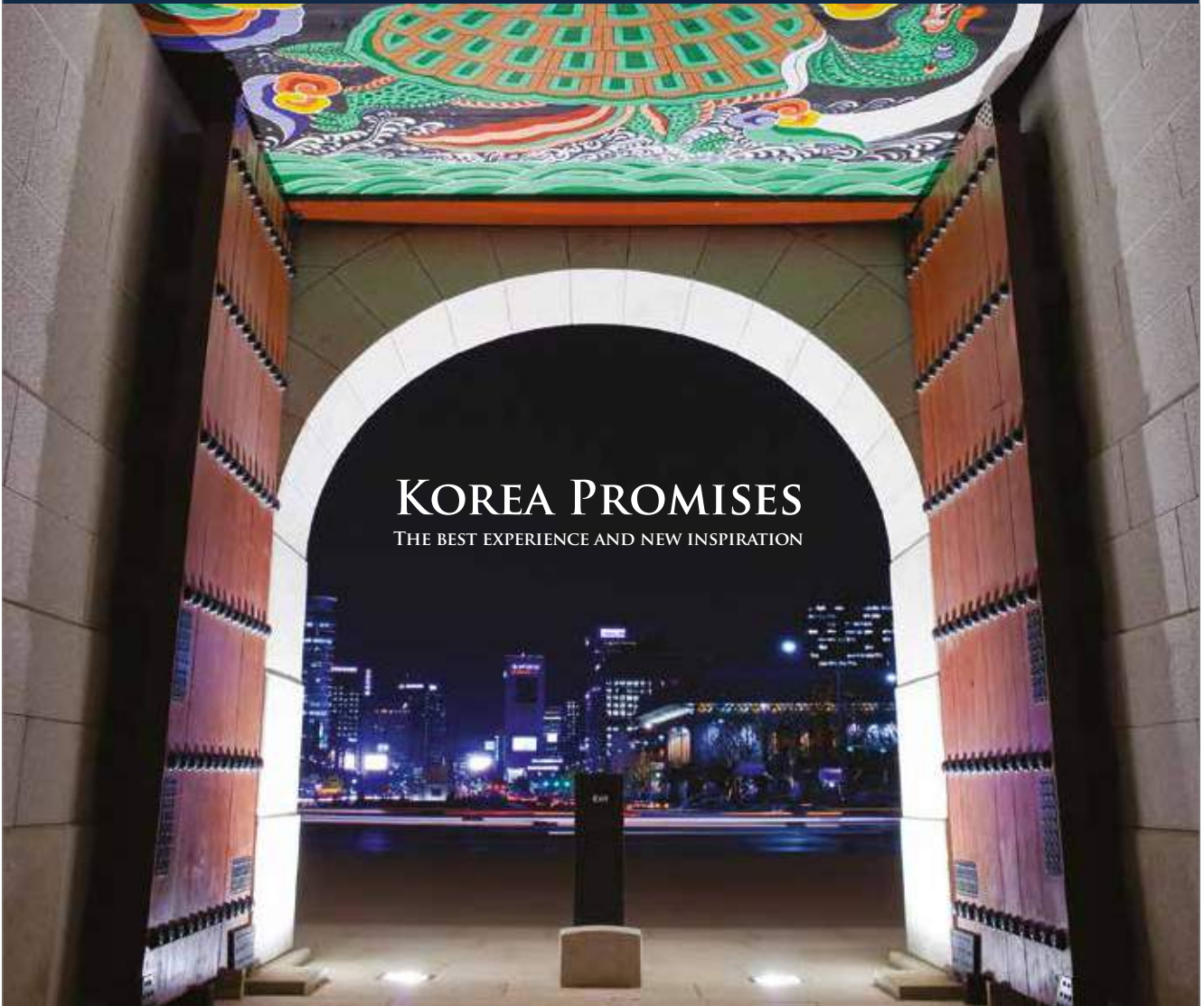
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# THE MEETINGS WONDERS OF TSHWANE

**The City of Tshwane is known as the 'Smart Capital of South Africa'. But it is also the impressive range of conference venues, choice of accommodation and logistic support that make the City of Tshwane the perfect place to host business events.**

In Tshwane, conference organisers and participants are spoilt for choice, with access to world-class international and boutique hotels and state-of-the-art venues. In total, more than 7,000 rooms and 400 conference facilities are available, catering for large and small events.

Tshwane's strategic location is also a boon – the destination is easily accessible from OR Tambo International Airport via the Gautrain or with flights from Cape Town directly into Tshwane's own airport at Wonderboom.

In the near future, event organisers will have another exciting choice of venue for their business events – International Convention Centre (ICC). Strategically located in Centurion, the ICC will be the largest on the continent and mark a new era for business tourism in Tshwane and the African continent.

## BUSINESS AND EVENTS ALIVE IN TSHWANE

Tshwane has a proven track-record as a premier conference destination, with several international and national trade missions under its belt. It has played host to a myriad conferences, exhibitions, meetings, major international sporting events. In 2018, it will proudly host the world's largest international choral music event – the World Choir Games, with some 25,000 expected visitors.

With its concentration of academic, medical, scientific and technological institutes, Tshwane is regarded as the knowledge capital of South Africa. An estimated 85% of all research and development in South Africa is conducted within the walls of the Council for Scientific and Industrial Research (CSIR), the Human Sciences Research Council, the National Research Foundation, the University of Pretoria, the University of South Africa and the Tshwane University of Technology.

With such a dynamic approach to innovation and technology, Tshwane combines characteristics that make it an ideal global meetings destination. It is




also home to several tertiary institutions such as the University of Pretoria, the Tshwane University of Technology and the University of South Africa.

With its large student population comes a forward-looking and creative mindset. The City of Tshwane has a young and vibrant atmosphere, with a cosmopolitan lifestyle to match. Visitors can expect a warm welcome from the city with heart. It is no coincidence that it was voted the most friendly host city of the 2010 FIFA World Cup tournament.

With a dynamic approach to innovation and technology, Tshwane combines characteristics that make it an ideal global meetings destination

## TSHWANE CONVENTION BUREAU AT YOUR SERVICE

Business travel and events are central to building Tshwane's local economy and sit at the heart of everything that the Tshwane Convention and Visitors Bureau (TCVB) does.

Planners can count on the TCVB for strategic support: they are guaranteed assistance with bids, site inspections and destination information. In addition, the TCVB is able to facilitate meetings with local suppliers, negotiate accommodation rates, help with venue sourcing and obtaining high-end incentives. The City of Tshwane lives by its motto of "igniting excellence", and the TCVB can do just that for any conference or event. 

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# THE MEETINGS AMBITIONS OF ROTTERDAM



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**Rotterdam is a city which is continuously innovating and engendering a climate of possibility and inspiration. Leading a team providing international top-level personalised service, Marie-Thérèse Marcusse, Manager of the Convention Bureau & Tourism Board at Rotterdam Partners, explains what makes Rotterdam an attractive association destination. Interview Rémi Dévé**



**MARIE-THÉRÈSE MARCUSSE**

**Rotterdam is not necessarily the first destination that comes to mind when you think about organising a meeting. Can you explain what the city offers to associations?**

With 630,000 residents and 180 nationalities, Rotterdam is a big city on a small scale. Skyscrapers stand proud next to antique buildings, creating an inspiring cityscape. It provides a culturally diverse environment in which visitors from around the world will feel welcome.

Arriving in Rotterdam is as easy as taking the high-speed train right under Schiphol International Airport. Within 26 minutes delegates are walking into the Main Hall of Rotterdam Central Station, from which they can walk or take a short tram ride to their hotel or conference venue in the city centre.

Within this unique compact city are three flexible international conference centres, various hotels of different categories, a varied selection of alternative venues for meetings and social events, and a wide range of cultural and popular attractions, most within walking distance of each other. The city centre has around 5,000 hotel rooms available, and in the wider region the total comes closer to 7,000. Interesting to know is that our venues and hotels offer the same service and comfort as other Dutch cities, but at better prices than other large cities. Rotterdam continues its development with exciting openings planned for the coming years, including the brand new congress venue Rotterdam Ahoy Convention Centre and several new hotels in the city.

Entrepreneurship and innovation are part of the Rotterdam DNA and the city is fast emerging as a hotbed for international businesses and innovators

Our goal is to be a partner to the event manager, the conference chair and the association executive. From requesting proposals and guiding the site visit, through the planning phase and finally at the delivery of the event, we offer free, objective and professional advice. Last but not least, we connect clients to our Network of Partners and to the Knowledge Ambassadors.

**Can you tell us about the academic and economical strengths of Rotterdam?**

Entrepreneurship and innovation are part of the Rotterdam DNA and the city is fast emerging as a hotbed for international businesses and innovators.

Rotterdam is showing strong performances in sectors including Maritime & Offshore (Rotterdam is the largest port in Europe, the 9<sup>th</sup> largest worldwide), Life Sciences & Health (Rotterdam is home to Erasmus MC, the the largest University Medical Centre in The Netherlands) and Agro-food (the Netherlands is the second largest exporter of agricultural products in the world, the Dutch production and logistics processes are concentrated in the Rotterdam region).

Congresses and meetings altogether are part of a larger proposition/economical performance. In Rotterdam, they include active collaboration between the local government, companies, knowledge institutions, incubators and financiers. Collaboration between the city, businesses and knowledge institutions can be seen in the many programmes and top facilities available to starting entrepreneurs. These include ECE (Erasmus Centre for Entrepreneurship), Rotterdam Science Tower, the Rotterdam 100 programme, RDM Rotterdam, The Erasmus MC (Life Science) Incubator, LabHotel and SuGu Club.

The presence of several top knowledge and research institutions in the city, such as Erasmus University Rotterdam, Erasmus Medical Centre, Rotterdam University of Applied Sciences and with Delft University of Technology in the direct vicinity is an important asset to the city and vital to its economic performance.

A very important and successful network, founded by Rotterdam Partners, is that of the Rotterdam Knowledge Partners. This network consists of academics, researchers and other experts working for knowledge institutes. These knowledge partners help Rotterdam Partners promote Rotterdam as a congress destination and attract more congresses to the city. Rotterdam Knowledge Partners both act as an ambassador and serve as example for colleagues at their institutes who also want to or could organise a congress.

## CASE STUDY

### WORLD DAIRY SUMMIT 2016

Organised under the auspices of the Netherlands National Committee of the International Dairy Federation at De Doelen ICC, the World Dairy Summit 2016 saw approximately 1,500 delegates from all over the world converge to Rotterdam in October 2016.

For decades the Dutch dairy sector has been in the forefront of developments in the global dairy sector. The entrepreneurship, innovation and international orientation that underpin the competitive position of the Dutch dairy sector made Rotterdam as the Summit destination an obvious choice. The Netherlands as a whole is a dairy country, and the Dutch dairy sector is an important part of the Dutch economy and its international trade, generating tens of thousands of jobs and billions in revenue.

Maarten de Vrij, Chair, Netherlands National Committee of IDF Organizing Committee, explains: "Rotterdam offered the right ambiance of dynamism,

*spirit of enterprise and internationalism that we wanted to communicate to our international dairy partners during the IDF World Dairy Summit 2016. For the Dutch dairy industry, Rotterdam is the doorstep to the world market. Once risen from ashes after World War II, the city combines an atmosphere of vital optimism and hardworking attitude with a good, modern infrastructure and the appearance of an international business environment."*


René Hanssens, who manages the Agro-food sector at Rotterdam Partners International Trade & Investment, said: "For Rotterdam, the Summit is more than just a three-day event: it connects the Dutch dairy expertise and the economic and entrepreneurial strengths of Rotterdam to global challenges in the dairy and food sectors. The presence of world-class knowledge institutions, international food companies and active collaboration between all relevant stakeholders make Rotterdam the ideal platform for this important event."

#### What are your own favorites of Rotterdam?

The skyline is a great source of inspiration for me, as it is a real life symbol of the city's drive toward the future. But the city is more than a skyline; right now the food scene is huge in Rotterdam, and what was already an interesting range of culinary choices simply exploded with the coming of the Markthal.

Rotterdam is also a family friendly city, with many attractions and activities which appeal to people of all ages: visiting the Euromast, or the Blijdorp zoo, or the Maritime Museum are good choices. The fact that we all live and work surrounded by water is also very appealing. Finally, the social and cultural environment in Rotterdam is a never-ending series of events and festivals, creating a vibrant setting

for any conference selecting Rotterdam as its destination.

Interested in Rotterdam and want to talk about possibilities for your event? Please visit Rotterdam Partners at IBTM World Barcelona at the Holland stand (#F30). 

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Markthal

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# PLANNING THE FUTURE OF DUBAI

**Leading the progress and change in the UAE, Dubai is planning a future that will put the destination at the forefront of innovation and creativity. With the newly-launched 'UAE Strategy for the Future' by Sheikh Mohammed, the United Arab Emirates will envision and actually create what Dubai will look like in a few years' time. Rémi Duvé reports**



A government roadmap to drive the UAE through its next phase of development, focusing on education, collaboration and strategy: this is what Sheikh Mohammed bin Rashid Al Maktoum, ruler of Dubai and Vice President of the UAE, announced in September. The idea here is to identify the needs and challenges of the future and then steering the nation's transformational growth according to them.

## FORWARD-LOOKING

*"As a nation, we have always been forward-looking and planning for the future, which has been a key driver of our success," said Sheikh Mohammed. "The UAE Strategy for the Future is our new approach to planning for the future by predicting, analysing and implementing highly effective action plans that accelerate development."*


Practically speaking, the plan is split into three phases – short-, medium- and long-term – and key sectors it concentrates on include healthcare, education, social development and the environment. There will also be a focus on building human talent, boosting international partnerships and developing specialised R&D labs to evaluate future challenges and opportunities.

The government is working to establish the country as a global destination for sustainability and the future through knowledge exchange programmes, annual conferences and strategic partnerships

## DIRECTORS OF THE FUTURE

Government departments will be required to develop plans for the future and produce reports on future scenarios to develop government policy. These will be led by new directors of the UAE Strategy for the Future in each department, the first such position anywhere in the world. The strategy follows a plan announced in April to make the UAE a centre for technology and innovation in areas such as 3-D printing for building projects – a subject Headquarters touched upon in our previous issue.

The government will thus work to establish the country as a global destination for sustainability and the future through knowledge exchange programmes, annual conferences and strategic partnerships with future-based forums, platforms and networks of

experts and universities in the UAE and abroad. We will follow this closely here, as Dubai is set to become a meeting destination like no other. 

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