



THE ASSOCIATION  
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BUILDING BRIDGES IN THE MEETINGS INDUSTRY

# Headquarters

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**PRODUCTS &  
SERVICES OF AN  
ASSOCIATION IN  
THE SPOTLIGHT**

**JAPAN : NEW IDEAS,  
INNOVATIVE MEETINGS  
PROFILE : INTERNATIONAL  
ASSOCIATION OF YOUNG  
LAWYERS  
GLOBAL STRATEGIES FOR  
ASSOCIATIONS**





# PRODUCTS & SERVICES OF AN ASSOCIATION IN THE SPOTLIGHT

**An association generally offers products and services to its members. Those depend on the organisation's purpose, structure and context. Most industry trade bodies regroup similar type of businesses or sectors within associations.** *Author Florence Bindelle, Secretary General, EuropeanIssuers and Vice President, ESAE*



**FLORENCE  
BINDELLE**

The main *raison d'être* of an association is to regroup the members to create a community of views and experts, represent their interest and educate them. Every organisation develops an adapted range of products and services: public relations activities, advocacy, lobbying, publishing, conferences and events, advertising and education courses or certifications. Most associations are non-profit organisations governed by bylaws and directed by officers who are also members.

## FUNDING STRUCTURE

The funding structure of an organisation will shape differently its development of products and services. For some associations funded by conferences it is crucial to maintain a high level of attendance whilst for those funded by membership the alignment of the needs and the service is of utmost relevance.

The range of services offered by an organisation should also be understood considering its mission and its membership base. For example, EuropeanIssuers was created in 2008 as the merger of two organisations to become the only European organisation representing companies whose securities are traded on stock exchanges. Its membership base is dual with both national associations and issuers, being EU companies quoted on the stock exchange, from all different sectors. It represents the largest part of their country's market capitalisation and have a strong base in the real economy.

EuropeanIssuers core service is deeply interlinked

with its mission. It is to advocate for companies quoted on EU stock exchanges. Its role is to anticipate and influence new regulations by promoting financial markets that serve the needs of companies and investors.

We observe that political advocacy and lobby on members' behalf (lobbying) are one of the pillars around which services are offered by associations. The organisations providing such services regroup members within an efficient and successful network of experts and prepare positions to influence EU policymakers through working groups and committees. The service includes responding to EU consultation papers; be represented at stakeholder and expert groups and organise meetings with EU policy makers. Directly interconnected are intelligence monitoring and communication services such as the participation in a network of experts, exclusive discussions with high-level representatives on legislative dossiers and sharing best practices with peers from other countries.



### PARAMOUNT COMMUNICATION

Communication and publishing activities with in print and online constitute another pillar of services proposed. Those include the association website explaining its aims and objectives, promoting the association's products and services and explaining the benefits of membership to prospective members. It can also serve to promote members' businesses and activities (for example, by means of an online listing

of members and description of their businesses) or other stakeholders business (providers of services to members).

Members newsletters or magazines whether produced in print or online contain news about the activities of the association, industry news and editorial features on topical issues. Some are exclusively distributed to members, while others are

used to lobby regulators. Some are used to promote members' businesses to potential new customers. Those information services are increasingly customer oriented to keep members up to date with first-hand information on latest regulatory changes.

Some associations continue to develop a printed membership directory and yearbooks which is very much appreciated in a digitalisation era. Some



provide research and surveys and pieces of analysis. Those publications also promote members' opinions or activities both to each other and to a wider audience. A typical membership directory contains profiles of each association member, a products and services guide, advertising from members, and editorial articles about the aims, objectives and activities of the association. The opportunity to be promoted in such media (whether by editorial or advertising) is often an important reason why companies join a trade association in the first place.

### EDUCATION & EVENTS


A last pillar is the education and event services. Those offer members the opportunity to network with peers, meet high-level policymakers or listen to key opinion leaders in their fields. In many cases, the conferences exist to voice member's views and be heard, to listen to the latest trends or to key players; to take a forward-looking approach and follow trends and/or to provide credentials recognising a degree of expertise for professionals. Some organisations exist only to develop standards. Those gatherings offer an ideal environment for members and others to meet and share experience. It creates also business

The range of services offered by an organisation should be understood considering its mission and its membership base

opportunities in the case of congresses offering exhibitions with service providers. It can also be a unique mean to disseminate science or promote the industry reputation.

In the current uncertain economic and political environment, the trend however is to see associations diversifying their offer of products and services. They combine the three pillars to stay relevant and meaningful. With the professionalization of the associations sector the organisations consider and anticipate future trends for their development of products and services.

Therefore, they can be ready to engage more with members and offer new products. Members pick

up limited number of associations memberships due to budget constraints. They analyse the ROI of their association memberships. It is important that associations carry out regular member satisfaction assessment to measure how it impacts them as professionals or company's business. To stay relevant what matters is the tangible value members recognize. To achieve that the organisation needs a clear vision, focus and top-quality people. 

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# GLOBAL STRATEGIES FOR ASSOCIATIONS

**Professional associations play a crucial role in the economic development of their respective communities, and as such, they are not immune to globalising trends. A 2016 study by the American Society of Association Executives (ASAE)\* highlighted the need for associations to take an increasingly global focus to bring value and strengthen the relationship between the organisation and its members.**

Developing effective global strategies can also create a more favourable impression among the general public and attract prospective members, furthering the value and reputation of the association in question. In this article, we discuss some ways in which associations can plan and develop services that are in line with a global (but also local) audience.

## **GLOBAL STRATEGIES FOR ASSOCIATIONS: TWO KEY PRINCIPLES TO BEAR IN MIND**

Effective strategy planning involves two fundamental principles: adopting business management practices and approaching their communications and management strategies globally but without overlooking the regional/local needs of the association's members.

Applying management principles and techniques does not equal adopting a corporate strategy, but rather retaining the association's identity while taking a rigorous and business-like approach to strategy research and development. In this regard, SWOT analysis, business mapping, field measurement, demographic analysis, assessment of current and desired impact of the association into the local community, and the creation of action plans are only some of the techniques available that can help associations develop a solid presence in both the international and regional arenas.

When it comes to creating global strategies for organisations, it is equally important to adopt robust and consistent practices both at a global and a local level, as most modern associations have two separate

audiences with distinct needs. The focus should be on quality rather than quantity and on making every effort to ensure that the association's product and service portfolio includes a local/regional focus. In short, associations should strive to develop a global vision that nurtures local identities and needs and that actually caters to the expectations of every one of its members.

## **EFFECTIVE MEMBER ENGAGEMENT FOR ASSOCIATIONS**

Strategic member engagement plays a crucial role in promoting an association's core values and message. Engaged members can act as "brand ambassadors" and become a key asset able to transform passive members (those who pay their fees but have limited or no involvement with the association) into loyal members who make extensive use of the organisation's product and service offer.

The Global Engagement Index report for 2016\*\* highlighted that continued, and positive member engagement relies on the organisation meeting a few fundamental criteria with regard to the services offered. The survey findings mentioned in this report reveal that successful member engagement needs to fulfill the following requirements:

- **A personalised and relevant range of products and services** exclusively available to members. There is no "one size fits all" when it comes to delivering engaging products and services that bring value to members. Some associations will benefit from developing and offering services that



focus on training (online courses, certifications, webinars, etc.), whereas others are more likely to take advantage of creating opportunities for networking, such as organising annual meetings, career fairs, conferences, one-day events, etc.

- A clear definition of the **benefits and values** involved in membership. Members expect that belonging to an association will have a positive impact on their careers, professional reputation, or help with their networking efforts. Therefore, member services offered by associations must be aligned with these expectations.
- **The quality of information and communication**, usually assessed to how personal, timely, up-to-date, and relevant communications between an association and its members are. Equally important is the availability of information in formats and channels that suit members' needs. In this respect, an association's digital strategy needs to be carefully planned, as members do not only expect to find valuable information on the website but also in social media, blog entries, printed or online magazines/newsletters, etc. In short, associations should diversify their communications strategy and try to reach members through meaningful information that is accessible, easily available and cannot be found elsewhere.
- The availability of **responsive and professional customer service**. Associations that have a nationwide scope should ensure that the needs of their members are catered to at local and / or regional level. Likewise, it is important to note that member support does not have to be limited to e-mail or phone, but can also include live chat options, FAQ sections, and how-to guides.

## INCLUSIVE GLOBAL STRATEGIES

In the 21<sup>st</sup> century, the member base of many associations comes from diverse cultural, social, economic, and geographic backgrounds. As a result, it is crucial to develop inclusive products and services that cater to a global and diverse audience.

Creating inclusive services can start with things as simple as using recognised international standards



that apply to dates, currencies, and written communications, and can extend to other aspects of the association's operations, such as developing an inclusive and research-based content strategy that takes members through an enjoyable digital content discovery experience.

Moreover, the Global Engagement Index report hinted at how conferences and events can be made more inclusive by focusing on accessibility, proximity to the attendees' place of residence, and ease of reach. Also by including female speakers and ensuring that presentations cater to different learning styles and do not alienate any section of the audience.

## GAMIFICATION FOR ASSOCIATIONS

Technology can help associations develop successful services that promote their core values at key events, such as conferences or special gatherings. These events strengthen relationships and build awareness about an organisation's goals, activities, and ethos, particularly when gamification strategies are in use, that offer clear value to participants and motivate them to achieve specific goals.

Common gamification strategies include tweeting about an event or uploading pictures and in exchange receiving virtual badges, free access to the association's publications, or discounts on relevant products and services. Creating event-specific mobile apps is one of the most effective ways of bringing gamification into an association's event, and so are Audience Response Systems that

facilitate direct interaction and live-polling between the audience and speakers/presenters.

Other ideas include planning immersive conferences that offer the audience an active role. This can be implemented through the use of speech recognition, 3D and 4D technologies, virtual or augmented reality sets, or motion gesture solutions.

Additionally, gamification can be incorporated into the association's digital marketing strategy by offering tailor-made challenges, virtual gifts and awards, featured leaderboards, or contests to members who share and interact with published content.

In today's globalised world, associations have a challenging task ahead of them: to reach and bring value to a diverse audience that has both local and global needs. This can be achieved using a multi-faceted approach to their product and service development strategy that involves focusing on engagement, inclusiveness, and by making the most of the new technologies. **HQ**

*This article was provided by the International Association of Professional Congress Organisers, author Frank M. Waechter 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 115 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries. info@iapco.org www.iapco.org*

\* <https://www.asaecenter.org/publications/108717-association-compensation-benefits-study-20162017-edition>  
\*\*<http://www.engagementindex.org/home>



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

## LETTER TO OUR READERS, **REJUVENATE AND STRENGTHEN**

I have an enthusiastic story to share with you. I enjoy working with talented **young people**. I admire their enthusiasm and their laidback style of communication. I am hugely inspired and motivated by young professionals and I like to think that I can do the same for them.

Combining fresh ideas and the power to break the waves with experience and familiarity in my opinion provides an excellent basis for achieving great plans.

This combination energises teams, fostering job satisfaction and inventiveness while also providing a solid foundation for the company. Since the radical restructuring of my own company, I feel that we have such a team!

The engine got a good servicing and now has the power and the dynamics to grow faster. I wholeheartedly embraced this opportunity for change and set about creating a working environment for seven young people. We now are a **multicultural team** that can't wait to offer quality, to innovate and to explore new horizons. I truly enjoy the pride that this team feels for each other, for our readers and for our clients.

I often hear people in the meetings industry say that we should **give the younger generation a chance**. But do we really? And if you do, then ask yourself *"How should we deal with young people?"* Management experts believe we should discuss *"How to become attractive to each other (the older crowd to young people and vice versa)?"*. As time goes by, older employees seem to become less appealing while the younger generation feel that they are not

appreciated, often expressing their discontent about managers who behave like schoolteachers.

My second conclusion about the meetings industry is that we should discuss leadership styles more. I myself firmly opted for the **horizontal management style**, in which the group, and not the manager holds centre stage. This leadership style aims to create more individual space and freedom, more involvement in the end result. But above all, it focuses on the employee's own and shared responsibility. This dynamic paves the way for an entirely different vision of each other, for a new kind of collaboration. Shaping a new company together, even though it was founded 30 years ago. It is possible and I feel very good about what is happening.

I also want to thank **Jesús, Vivian, Elise, Katie, Saïd, Vikas** and **Ghadisha** for the amazing kick-off with the new team. And to make sure our endeavor is successful, I intend to invest in the following:

- 1. Appoint more foreign representatives** to be closer to our readers and clients (Dubai, Australia and New Zealand and Boston for North America).
- 2. Reduce the number of printed copies** (one printed magazine for every association, supplemented with five online magazines). We are working with one of the leading digital media producers and the most advanced techniques for this.
- 3. A sizeable investment in the database**, which will further develop in a protected iCloud environment, where it will be enriched with plenty of data.

**DEAR HQ READER, DEAR HQ CLIENT, CAN YOU TELL SPRING IS COMING?**

# CONTENTS

## ASSOCIATION MANAGEMENT

02 / ESAE

06 / IAPCO

## FOR THE MATTER

12 / On the Radar

14 / Association Portrait

16 / Association Awards

17 / Association Insights

## IN THE WORLD

19 / Japan

24 / Dubai

31 / Tshwane

33 / Montreal

34 / Australia

39 / Finland

## EVENTS & FAIRS

26 / ECM

36 / IMEX



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# Monaco, a country where associations connect with great ideas

Monaco is attractive, and its many advantages in terms of welcoming visitors stretch far beyond the preconceptions and clichés.

Every year, the Principality hosts more than 500 professional events, including numerous conferences for associations, primarily in the fields of science and medicine.

The Prince's Government and all of the professionals in the sector work hard to be first-class partners for event organisers, carefully respecting the logistical, image and compliance criteria of each association.

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1

## AIME WINDS UP A SUCCESSFUL TWO DAY SHOW IN MELBOURNE

Exhibitors claim the quality of the hosted buyers and the delegates has been exceptional, with some exhibitors already seeing their return on investment on day one. Ian Wainwright, Event Director – Reed Travel Exhibitions, said AIME has experienced a successful two days, bringing together a diverse and quality-centric place for exhibitors and buyers to meet and do business on the show floor. The 25th annual Asia-Pacific Incentives & Meetings Expo (AIME) has been a successful event with exhibitors, buyers and visitors engaging in business, networking and activities on the show floor – closing out the show for the silver anniversary in 2017.

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

5

## QUITO TO HOST THE 2018 ROUTES AMERICA

Quito and Corporación Quiport, the concessionaire of the Mariscal Sucre International Airport, will host Routes Americas 2018. The event is the only one on the international calendar that brings together airports and airlines of the region seeking to develop new connectivity alternatives. The new was announced during the closing session of the 10th Annual Routes America forum that took place in Las Vegas, USA, in 2017. Last year's event was attended by 750 delegates from 85 airlines, 225 airports and 40 tourism authorities. Quito can expect a similar gathering of influential people in 2018.

Steven Small, brand director of Routes, said: "Ecuador is an exciting 'bucket list' destination and its capital is rich in history and culture. "Quito will make an excellent host city for Routes Americas."

[WWW.QUITO-TURISMO.GOB.EC](http://WWW.QUITO-TURISMO.GOB.EC)

2

## VALENCIA STARTS 2017 WITH GREAT NEWS FOR MICE

Valencia had a positive start to 2017 with great news for the MICE sector as the Valencia Convention Bureau has already confirmed several future events that will bring more than 2600 delegates to the city. Amongst them is the congress of the European Council of Enterostomal Therapy (ECET), which will be hosted in Valencia in 2019.

More good news is the continuous improvement in the city's connectivity. There will be no less than 23 new international air routes from Valencia for the coming spring-summer season, with a total of 300,000 seats. Besides, the Valencia Convention Bureau will be present for the first time at the Pure Meetings & Events workshop, held next week in Paris, as well as at the MIS Summit and the next MPI (Meetings Professional International) conference that will take place in March in Madrid and Granada.

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

4

## CTICC MAKES THE GRADE – AGAIN!

The Cape Town International Convention Centre (CTICC) has retained its 5-star status after receiving the highest grading by the Tourism Grading Council of South Africa for a meetings, exhibitions and special events (MESE) organisation. The centre received an overall score of 98%. In their report, the Tourism Grading Council noted that the CTICC has "outstanding service levels" and "well trained staff at every level and continuous excellent customer feedback". The centre had a busy start to the year hosting major international conferences and trade fairs including the inaugural UN World Forum on Data for Sustainable Development and the Cape Premier Yearling Sale in January followed by Investing in Africa Mining Indaba in February 2017. The centre is currently accredited with ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and OHSAS 18001 (Occupational Health & Safety Management). Additionally, the centre holds the SANS 1330 Certification of HACCP (Hazard Analysis and Critical Control Points).

[WWW.CTICC.CO.ZA](http://WWW.CTICC.CO.ZA)

3

## INTRODUCING SUNTEC SINGAPORE CONVENTION & EXHIBITION CENTRE

A leader in the MICE sector, Suntec Singapore Convention & Exhibition Centre is designed to cater to a diverse range of events. Its central location in the city is hard to beat. Over 1,000 shops, 300 restaurants, 6 museums and the world-class performing arts centre, Esplanade - Theatres on the Bay, are within walking distance of the event venue.

Suntec Singapore, with over 22,000 square metres of exhibition space and 15,000 square metres of flexible meeting spaces, is one of the key venues in Singapore for meetings, conventions and exhibitions. The Suntec City floor plan includes a column-free Convention Hall for up to 10,000 delegates, a customisable exhibition hall, a range of meeting rooms, a 596-seat theatre, and a multi-purpose ballroom that can accommodate 1,800 people.

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

6

## KOREA GEARS UP FOR BUSY YEAR OF BUSINESS EVENTS THIS 2017

Korea kicks off the year with several major international congresses and corporate incentive tours recently secured for 2017 – 2024. Early on, the Korea Tourism Organization (KTO) celebrated its 17 million mark of inbound tourists of previous year.

Among Korea's new bid wins are the 28th International Congress of Transplantations Society in 2020 at Seoul (5,000 participants), the 37th International Geological Congress in 2024 at Busan (6,000 participants), and the World Biomaterials Congress in Daegu (3,500 participants). Several incentive groups are scheduled to visit Korea on the first half of the year.

The largest convention expected in Korea this year will be the UIA 2017 Seoul World Architects Congress which will be held in COEX, Seoul. This event will be attended by approximately 30,000 participants, 5,000 of which are foreign delegates from 120 countries.

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



# INTERNATIONAL ASSOCIATION OF YOUNG LAWYERS

## NETWORK, CONNECT & LEARN

**AIJA is the only global association devoted to lawyers and in-house counsel under 45. Since 1962 AIJA has been providing outstanding international opportunities for young lawyers to network, learn and develop. Giuseppe Marletta, Association Manager, explains how the organization operates. Interview Rémi Dévé**



**GIUSEPPE MARLETTA**

***Can you describe the challenges you've had to face over the last few years?***

I have always found the variety/diversity of tasks an association manager has to perform the most beautiful part of the job, especially when working for small teams: taking care of finances, supporting the Board, managing a team, overseeing events, handling egos of volunteers and Board members... I am sure many of HQ readers can relate. Sometimes this is too much. On the other hand being able to contribute positively to the advancement of the association and, in my case, of the legal profession is truly rewarding. It's not a big corporation and you can see immediately the positive effects of a good project or a well-driven campaign!

I joined AIJA in 2012 and the main challenge at that time was bringing AIJA finances back to a decent level, after a series of problematic years. This required a thorough process of reviewing all our suppliers, some internal restructuring and a solid financial plan. AIJA is today not only a reputable organization in the demanding world of lawyers, but also financially rather solid. Since spring 2016 AIJA owns beautiful offices in a prestigious location in Brussels, with meeting space and working stations available for members who visit Brussels and meet their clients. An extra benefit that members seems to appreciate!

I initiated and completed a new business model for our events management. We used to outsource the

management of our events to a third-party service provider. After preparing a careful business plan, recruiting extra staff and a smooth transition, since 2014 we are now successfully managing our events. The insourcing of our event management is also greatly appreciated by our members (who, as mentioned, not only attend our events but also take an important and active role in their organization) and has a positive impact on the identity of our events and of AIJA as an association. It is attractive, also for potential new members, to experience top services from our own competent team who exactly knows the preferences and needs of our members.

The recurrent change of elected/Board members is also one of the main challenges for associations staff. Depending on their priorities (and personalities involved), it might be disruptive to have quick changes at President or Secretary General level and you feel you are wasting your time discussing, once again, the same issues.

All in all this is not necessarily a bad thing for association managers though because somehow it gives permanent staff the "power" of continuity and being the one around for a longer time.

Additionally, AIJA members are always looking for innovative solutions and smart ways to connect and network, which is not necessarily at our events. We just launched our new website which, besides looking

***Could you please present AIJA?***

AIJA currently has over 4000 members based in over 90 different countries. It is a highly international organisation, traditionally focused on Western Europe but in recent years with an increasing presence in Asia, the Americas and the Middle East.

AIJA provides a platform for rising stars from private practice, industry, governments and regulators to discuss legal developments, share experiences and network with their peers, in order to develop their profiles and practices. Many AIJA events are held in conjunction with national or international bar associations. They afford a unique opportunity to connect, learn and share. This results not only in long-lasting business relationships, but also in long-lasting friendships. AIJA members are active and enthusiastic.





54<sup>th</sup> Young Lawyers' Congress, Munich, 2016

fresh and modern, includes a set of sophisticated features on the membership area (called MyAIJA).

***We see AIJA organise many different kinds of events - can you explain?***

There are now around 20 legal seminars and conferences held annually in different parts of the world, each attracting an average of around 120 participants, and some many more. Each event is organised by and for AIJA members.

The showpiece of the AIJA year is the International Young Lawyers' Congress. This is AIJA's largest annual event and typically attracts over 700 participants from around 80 different countries, practicing in every field of law. The 2017 edition will take place in Tokyo on 28 August-1 September: the theme of this congress will be Artificial Intelligence and its impact on the legal profession.

***What is the decision process behind the selection of a destination/venue?***

Destinations of our events are most of the times proposed by our members. We receive a proposal

from a local organising committee composed of lawyers who explain why a certain location is the best one for holding one of our events. My team checks the proposal and follows up with the venue selection and negotiation of contracts

***Why are you based in Brussels? Are you looking to tap into "new" markets maybe?***


AIJA home has always been Brussels and, now that we bought our new premises in 2016, I don't think we'll change that easily.

We are definitely investing a lot of efforts in expanding our membership to Asia: this is part of our strategic plan and the reason why we are organising the 55<sup>th</sup> International Young Lawyers' Congress in Tokyo later this year. Besides Tokyo we are currently working on fostering our relationships with Bar associations and other legal organisations in China, Hong Kong, Korea and other important jurisdictions in Asia. Where markets are expanding and commercial transactions are taking place (especially when they are more challenging) you need lawyers. So Asia is now the place to be for us!

***Can you share your insights about the latest trends in the association community? In what ways do you feel "connected" with other associations?***

Undoubtedly our strongest connection is with associations working in the legal sector. There are about five association of lawyers and Bars working at an international level: we organize events together, share common values and see each other quite often during the year to align our respective agendas and monitor common projects.

An important area of cooperation is the protection of the rule of law, sadly threatened in many parts of the world. This is where lawyers need to step in to make a difference! And obviously together we are stronger.

AIJA team is attending a number of events organised by associations and for association executives: I strongly believe in peer education and what colleagues who face the same challenges have to teach us. 

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

# EUROPEAN ASSOCIATION AWARDS

## AND THE WINNERS ARE...

**For the first time in Brussels, the European Association Awards took place in a lunchtime ceremony at the Radisson Blu Royal Hotel on 24<sup>th</sup> February 2017.**

The awards honoured individuals and teams who worked to ensure their members' voices were heard throughout Europe. The award categories included Best Lobbying Campaign, Best Association Website, Association Leadership Awards, and Overall Best European Association (see sidebar). The ceremony was attended by over 250 senior association professionals from all sectors and industries.

It was an excellent opportunity to network with award-winning associations, reward hard-working teams and celebrate their achievements, as well as entertain members of associations and key stakeholders. The European Association Awards judging panel was comprised of highly respected professionals from European associations. In this regard, more than 25 judges scrutinised the

entries through a rigorous and transparent online judging process. The European Association Awards have quickly gained the respect and backing of the industry that they were designed to serve and celebrate. It was organised by the Global Conference Network (GCN) whose aim is to provide quality information and events for the global conference industry.

The European Association Awards follow the lead of the UK Association Excellence Awards, which have been developed to celebrate the best practices and excellence in all aspects of trade and professional associations in the UK. 

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### WINNERS OF EUROPEAN ASSOCIATION AWARDS

- Best Association Website: **European Aluminium**
- Best Use of Social Media: **Recruitment & Employment Confederation**
- Best Association Magazine or Publication: **FoodDrinkEurope**
- Best Association Newsletter: **AOSpine**
- Best Networking Event: **SolarPower Europe**
- Best Association Awards Event: **European Association of Communications Agencies**
- Best Association Conference: **Association for Financial Markets in Europe**
- Best Training Initiative: **The Law Society of Scotland**
- Best Lobbying Campaign: **European Association for the Study of Obesity**
- Best Provision of Industry Information and Intelligence: **The European Biomass Association**
- Best Association Supplier or Partner: **Conference Partners**
- Association Leadership Award: **Orgalime - Adrian Harris**
- Overall Best European Association: **WindEurope**





# MAKE YOUR EVENTS PART OF A POWERFUL VALUE PACKAGE

**Associations around the globe seem to be in a perpetual race to see who can provide the most “value” for members. Many believe they have to provide more products, services, and benefits than any other organisation. This philosophy would work if the most always win, but in the association world it doesn’t always work that way.**

The problem is that “value” is in the eye of the beholder, which means trying to overwhelm members/prospects with the longest list of “benefits” only matters if the number of benefits is the key to more value. That’s rarely the case. Many times members and prospects only need to see value in one or two things in order to get them to join or renew. The hard part is figuring out which benefits attract which members/prospects. What you need is a package of benefits that provides three things: effective messaging, flexibility and high quality experiences.

Even in today’s social media and digital age, don’t discount those “in-person” benefits/experiences as being a cornerstone of what attracts and keeps members. Yes, it’s becoming harder to find the right balance between the value members get by showing up and value they get whether they show up or not. What we, as association leaders, need to do is constantly remind members that they can get value from all of our products, programmes, and services. Here are a few things that organisations are doing to make their events a big part of their value message:

## FOCUSING ON THE NEW MEMBER EXPERIENCE AT EVENTS

New members, first-time attendees, and potential members should be among your highest priority participants at events. At the meetings of CLFMI (the association for which I serve as Executive Vice President), we not only make sure these high priority attendees are identified on their name tags, we also have a “rule” that during receptions and at other social and gatherings no two Board members can talk with each other if any of these members are present. Board members are assigned to seek out these priority attendees and introduce themselves to them.



## STRUCTURING THE “NETWORKING” OPPORTUNITIES

Most people agree that networking is the most obvious value of meetings and events but not everyone is comfortable going up to strangers at a meeting and striking up a conversation. More and more organisations are moving toward by facilitating networking using games, competitions, social media, and pre-event interaction to make the value of the event stand out even more.

## TYING SOME OTHER PROGRAMMES AND BENEFITS TO EVENTS

Try using some value messaging that circles back to your events e.g. in your publications and feature articles by speakers at upcoming events. Put video interviews with keynote speakers on your website. Even after the event, tweet out quotes from speakers and attendees for weeks afterwards, and start telling people this is the kind of value you can provide at all of your events. Statistics show that members (and prospects) who participate in events join and renew at higher rates than non-participants. While all of your products, services, and programmes should provide specific value, point out to prospects and members that attending events provides multiple values.



*Mark Levin*, CAE, CSP has three decades of experience as an association executive, and is also an internationally-known speaker and consultant to the nonprofit and association community. He currently serves as Executive Vice President of the Chain Link Fence Manufacturers Institute (CLFMI), an international trade association, and as President of B.A.I., Inc., his speaking and consulting firm. He can be reached at [mark@baileadership.com](mailto:mark@baileadership.com) or via his website at [www.baileadership.com](http://www.baileadership.com)





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# JAPAN

## NEW IDEAS, INNOVATIVE MEETINGS

**As one of the leading destinations for hosting international association meetings, Japan last year designed a new brand aiming at strengthening country as a whole as an attractive destination for business events of all kinds and format. In doing so, Japan National Tourism Organization (JNTO) wants to prove Japan is a location association planners can't do without.**

*Rémi Dévé reports*

### STARTING HERE

To highlight Japan's advantages as an innovative and exciting meetings and events destination, Japan has adopted the tagline: New ideas start here. Japan's unique culture and advanced technology, together with the opportunity for interaction with the Japanese academic, business, and industrial community, inspire participants and offer new perspectives and insight that propel the further evolution of science and industry.

With this tagline, the message is clear: coming to Japan brings visitors into contact with the imagination and intelligence of Japan's people and culture, which underpins the country's high quality, technological expertise, and creativity. Holding meetings and events in Japan enables participants to gain inspiration and flashes of insight that enable future business growth.

### BUILDING ON THE OLYMPICS

Japan is also building Olympics on the momentum leading to the 2020 Olympics that will be held in the country for the second time. The Games will enable the Japanese capital to join London, Paris, Athens and Los Angeles as part of an elite clutch of cities that have hosted the games more than once.

This is significant in terms of the construction strategy being adopted- the Olympics will be the first in modern times to make such extensive use of existing venues built for a previous Olympic Games. Moreover,

the country has also framed an organisational approach for 2020 that will see extensive use of existing venues and a relatively small number of new-build projects. Meeting planners will undoubtedly make good use of those venues.

Additionally, aiming to be the leading MICE destination in Asia by 2030, the safest country par excellence, Japan boasts one of the largest national memberships within many international associations, and has a world-class record of hosting successful international association events. With several industry clusters around the country, it's easy to find links that will help associations grow their membership and congresses boost their attendance.





# AICHI PREFECTURE & ITS CAPITAL, NAGOYA CITY

## WHERE TECHNOLOGY AND TRADITION MEET

Aichi-Nagoya is the capital of the third most populated metropolitan area in Japan, located in the very heart of Japan, just between Tokyo and Kyoto-Osaka.

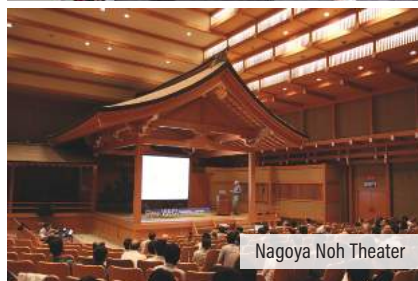
Served by CHUBU CENTRAIR International Airport, Shinkansen (the bullet train) and several express highways, Aichi-Nagoya is easily accessible.

It has long been a point of exchange and interaction, crossroads between the east, west, north and south of Japan. The geographic position is reflected on unique characteristics of the region. Traditional manufacturing technologies like automatic loom and Karakuri (automata) were nurtured in this area and have been passed down from generation to generation. It has led to the thick accumulation of cutting-edge industries including automotive, aerospace and robotics.

### 2 LARGE WORLD-CLASS CONFERENCES IN 1 EXCELLENT FACILITY

The main convention venue is Nagoya Congress Centre. It is located close to the city centre, easily accessible from the airport and hotels, and it offers spaces at affordable prices. It covers almost a million square feet and contains a 3,012-seat Century Hall, three halls (a 20,666-square-foot Event Hall, a 13,454-square-foot Shirotori Hall, and a 7,211-square-foot Reception Hall) and 25 meeting rooms. What's more, it's notable that Nagoya Congress Centre has hosted international conferences including "UNESCO World Conference on Education for Sustainable Development (2014)" and "The Tenth Meeting of the Conference of the Parties to the Convention on Biological Diversity (2010)".

It has long been a point of exchange and interaction, crossroads between the east, west, north and south of Japan.



©ITA/INTO



### 6 NOBEL LAUREATES

Indeed, Aichi-Nagoya is renowned for its knowledge. Nagoya University which has so far produced 6 Nobel laureates is regularly hosting conferences here in Aichi-Nagoya.

### RICH MEETING FACILITIES: HOTELS & UNIQUE VENUES

Hotels in Aichi-Nagoya are the best places for meeting. Five-star hotels such as Hilton, Marriott, WESTIN, CROWNE PLAZA, Nagoya Kanko and Tokyu, all offering world-standard hospitality to their guests, have a sufficient number of banquet halls, which are very suitable for meetings.

Here are three examples of impressive unique venues. The first one is "SCMAGLEV and Railway Park" known as the best place for a banquet. It is a museum showcasing real rolling stock including Superconducting Maglev and generations of Shinkansen. The second one is Nagoya Noh Theater with the seating capacity of 630. The all-cypress Noh stage is available as a stage for a lecture meeting, and the magnificent atmosphere of the theater will impress participants. The last one is Yagoto-san Koushoji Buddhist temple, a place where you can come into contact with Zen, a distinctive Japanese philosophy. There, sitting meditation and "Shakyo" sutra copying under the guidance of Buddhist monks are must-do's.



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# SENDAI

## BETWEEN SCIENCE AND CULTURE

The largest city in the Tohoku region, Sendai is known the world over for its expertise in science and culture. Home to over 20 universities and colleges, research institutes, museums and other higher learning facilities, Sendai is also known as the "City of Trees," thanks to its lush greenery.

Sendai International Center can welcome a conference of 6,000 participants and is the largest convention hall in the city. This center was home to the UN World Conference on Disaster Risk Reduction in 2015 when Sendai gained prominence as an international convention city. The meeting was attended by approximately 6,500 people from 185 different countries. During the meeting,

the Sendai Declaration was adopted and Sendai was recognized as a role model city for disaster prevention.

Unique venues in Sendai include the Umi-no-Mori Aquarium, where you can organize cocktails in front of large fish tanks, or the Chitei-no-Mori, Underground Forest Museum, showcasing remains from the Paleolithic Age.

The city also offers a range of hotels such as Sendai Akiu Spa Hotel Sakan where the G-7 Finance Ministers and Central Bank Governors' Meeting was held in 2016, or the Hotel Metropolitan Sendai, where international events are also frequently organized.



Sendai Mediatheque



G7 Japan 2016

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 International Association  
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# SHIZUOKA

## WHERE MEETINGS MEET NATURE

Located in the southeast part of central Japan facing the Pacific Ocean, halfway between Tokyo and Nagoya, Shizuoka has long prospered as the meeting point of east and west.

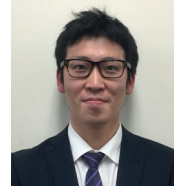
With Mt. Fuji, the highest mountain in Japan, in full view from pretty much everywhere in the city and an abundance of hot springs, Shizuoka is a very special place. Resembling sister city Cannes in France for its seaside location, mild climate and abundant sunshine, Shizuoka is also a major producer and processor of green tea, now popular around the world for its health benefits.

As for events, Shizuoka is home to 9 convention sites with the capacity for 1,000 people or more,

including Twin Messe Shizuoka, a centre for business and manufacturing conferences and exhibitions. Let's also mention Granship, Shizuoka Prefecture Convention & Arts Center, which can accommodate up to 4,600 people.

Conference hotels include Nippondaira Hotel (complete with an impressive grass lawn!) for up to 480 people theatre style or Hotel Century Shizuoka, an urban hotel for up to 1,100. There is also a wide array of choice for unique venues: at the Tokai University Marine Science Museum for instance, dinner parties can be held in front of an indoor 6-meter deep aquarium, the deepest as a fish tank made of acrylic glass in the country!

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# NEW UNIQUE VENUES

## TOKYO STATE GUEST HOUSE, AKASAKA PALACE



This neo-Baroque Western-Style building was built in 1909 as the palace for the then crown prince later to be Emperor Taisho. A national treasure for visiting state dignitaries, it has now just opened to event planners - there you can have an exclusive highest-level meeting or banquet.

## OSAKA OSAKA GEIHIKAN, (GUEST HOUSE IN OSAKA CASTLE PARK)



Originally built to host APEC '95, this other guesthouse was used to entertain the Imperial Family and prominent international guests. The traditional Japanese palace-style architecture offers planners an excellent and elegant alternative to urban venues.

## KITAKYUSHU KOKURA CASTLE



Built at the beginning of the Edo period, Kokura Castle provides an interesting contrast to the neighboring modern shopping and entertainment districts. The castle's grounds are a popular cherry blossom spot in April, and its tower can be used as a perfect setting for small events of about 80 people.

## OKINAWA FUKUSHUEN GARDEN



The Chinese style garden symbolizing a friendship between Japan and China is now available to hold receptions and meetings. Participants can enjoy the traditional Ryukyu dance performance on the stage and a gala event in the modern stylish restaurant.



**Japan.**  
Meetings & Events  
*New ideas start here*

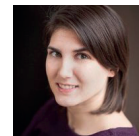
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# DUBAI RECEIVES THE BESTCITIES WITH ALL DUE POMP AND CIRCUMSTANCE

One of the major developments in the meetings industry took place about ten years ago, when high profile alliances were set up between suppliers.

*Text Marcel A. M. Vissers*

There are several success stories, as well as a few failures. The example of "The BestCities" has always given me food for thought. How dare a city call itself the best, I wondered? Why, for example, was Madrid admitted as a member in early 2017? After my visit to The BestCities Global Forum at the end of last year in Dubai, I think that I have identified a few reasons.

## THESE ARE LONG-TERM LEGACIES, WE ARE TALKING ABOUT LONG-TERM LEGACIES HERE

Steen Jakobsen, the Director of Dubai Business Events and our host, has always believed that strong and well-organised convention bureaus are the way forward. He delivered a very strong keynote speech in which he stated that "Dubai Business Events is delighted to be hosting the BestCities Global Forum. The city is the ideal backdrop for an event that

promotes innovation and legacy development, which are both crucial to associations' future success and growth. In recent years, Dubai Business Events has worked closely with several international association meetings to help develop long-term legacies, both for the emirate and the organisation. As legacy is also a core element of World Expo2020 Dubai, the Forum is the ideal opportunity for delegates to gain a better insight into the Expo team's legacy planning ahead of this prestigious global event." Dubai also relies on strong structures, combined with exceptional organisational flair. The 2017 Global Forum is a nice example of how to organise a convention. I felt extremely at ease thanks to our Forum Facilitator, Hazel Jackson. What a remarkable woman! The speakers' panel had been carefully picked. But the presence of about 30 executives from 23 international organisations also proved very innovative and fascinating, in my opinion. They included the World

Autism Organisation, the Alzheimer's Association, the International Astronautical Federation and the World Environmental Education Congress to name but a few.

## A FORUM THAT GIVES THE BEST OF ITSELF

One of the major qualities of the annual Forum is that it excludes leisure. The location always determines the next steps. In 2017, the event was held in the impressive JWwê Marriott Marquis hotel. The purpose of this four-day session is to generate opportunities for future collaboration with peers from around the world. I talked to various delegates and it struck me that they all agree that the alliance is very reliable. They often consider it a reference framework for evaluating conventions, and comparing destinations with each other. Ultimately, though, the idea is to see in which city an international convention will thrive. BestCities guarantees them high-profile services, which is why





**BestCities**  
GLOBAL ALLIANCE

When the world wants to meet  
we set the standard

The BestCities Global Alliance is an international network of 12 leading convention destinations around the globe. The members' convention offices all share the same commitment to offering special standards of service. Members include Berlin, Bogotá, Cape Town, Copenhagen, Dubai, Edinburgh, Houston, Madrid, Melbourne, Singapore, Tokyo and Vancouver.

**Information: the BestCities Global Forum will be held this year in December in Tokyo. Contact Jane Cunningham for further information: jane.cunningham@bestcities.net**

they have set such strict admission rules. But the Forum is also a great opportunity for associations to establish relationships with local industry contacts, along with the network of BestCities partners. The Forum also always invites prominent speakers, who are experts in a specific field. For instance, I was pleasantly surprised by **Oliver Martin, Partner at Twenty31 Consulting, who is a destination management expert and who had the following to say:** *"During my career I have worked with over 50 national and regional tourism boards, helping them to identify unique opportunities for their destinations and develop strategic branding plans for future success. In my Global Forum session, I want to discuss the links between tourism and economic development and how the attending association delegates and BestCities partner cities can work together and build potential lasting legacies for their international meetings and host destinations."*

In my opinion, he could have better highlighted the difference between tourism and the meetings industry in his presentation. Associations tend to not really like the word tourism, as it reminds them too much of leisure. What is important to remember is that both industries have a major impact on a country's or city's prosperity. Not just on the economic level, but in countless other vital sectors in society. HQ

## THE LATEST NEWS BESTCITIES WELCOMES MADRID TO ITS GLOBAL ALLIANCE

Earlier this year, the Spanish capital's Madrid Convention Bureau was accepted as the alliance's newest member and is expected to become a full partner in spring 2017. Why?

**BestCities Board Chair**, Jonas Wilstrup, the Convention Director of Wonderful Copenhagen Convention Bureau said: *"Madrid is one of the most established and vibrant conference destinations in the world and we are proud to welcome them into our alliance."*

The combination of the MCB's exceptional work by MCB, with Madrid's outstanding meeting venues, modern infrastructure and rich culture, make it the ideal candidate to join the BestCities family.

Madrid was ranked 5th in the world by the ICCA International Congress rankings and voted "2016 Best MICE Destination" at the 2016 IBTA Business Travel Awards, making the MCB one of the world's most experienced and successful convention

bureaus. In 2016, the city hosted 14,283 meetings, welcoming over one million delegates.

Some of the high profile events that will be coming to Madrid in 2017 include the Annual European Congress of Rheumatology ESMO 2017, the European Congress of Medical Oncology EULAR 2017 and the 54th European Renal Association and European Dialysis and Transplant Association congress.

**David Noack Pérez, Director of Madrid Convention Bureau** said: *"Everyone feels at home in lively and friendly Madrid. But it is also a safe and comfortable city where business and leisure are equally enjoyable. Its amazing artistic and natural heritage, cutting-edge transport network, quality accommodation, fine cuisine and the passion of our locals as they enjoy our city's day and night life make Madrid one of the most attractive cities."*

<http://www.bestcities.net/>

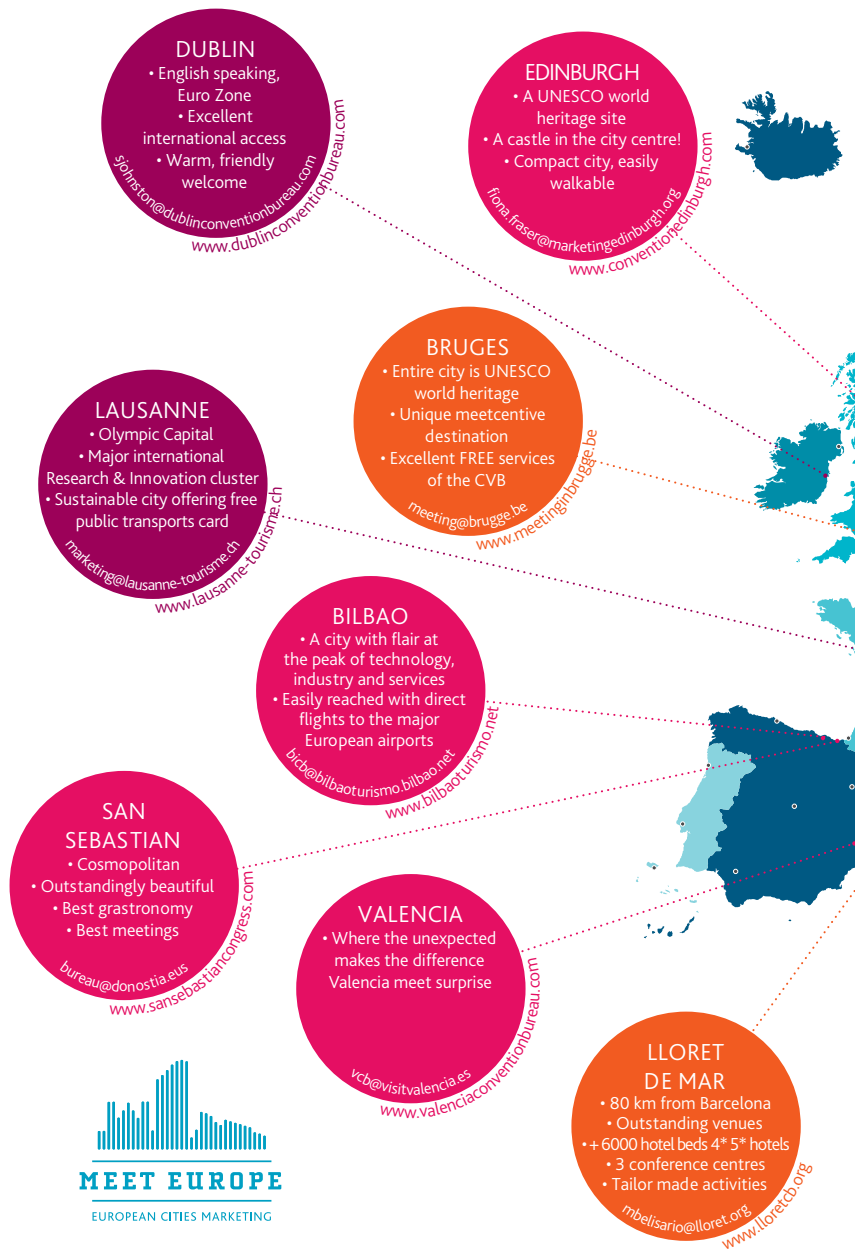
# SHOP AWAY YOUR FUTURE DESTINATION EVENTS WITH EUROPEAN CITIES MARKETING

European Cities Marketing hosted the 11<sup>th</sup> edition of the ECM Meet Europe Workshop in Brussels last November 2016.

This annual workshop is the "place to be" for European and International associations seriously interested in discovering new destinations where to organise meetings and events.

The variety of the locations represented – all members of ECM – offers an efficient one stop shop for busy events managers. Take a quick look and check on the map where you might take your next meetings!


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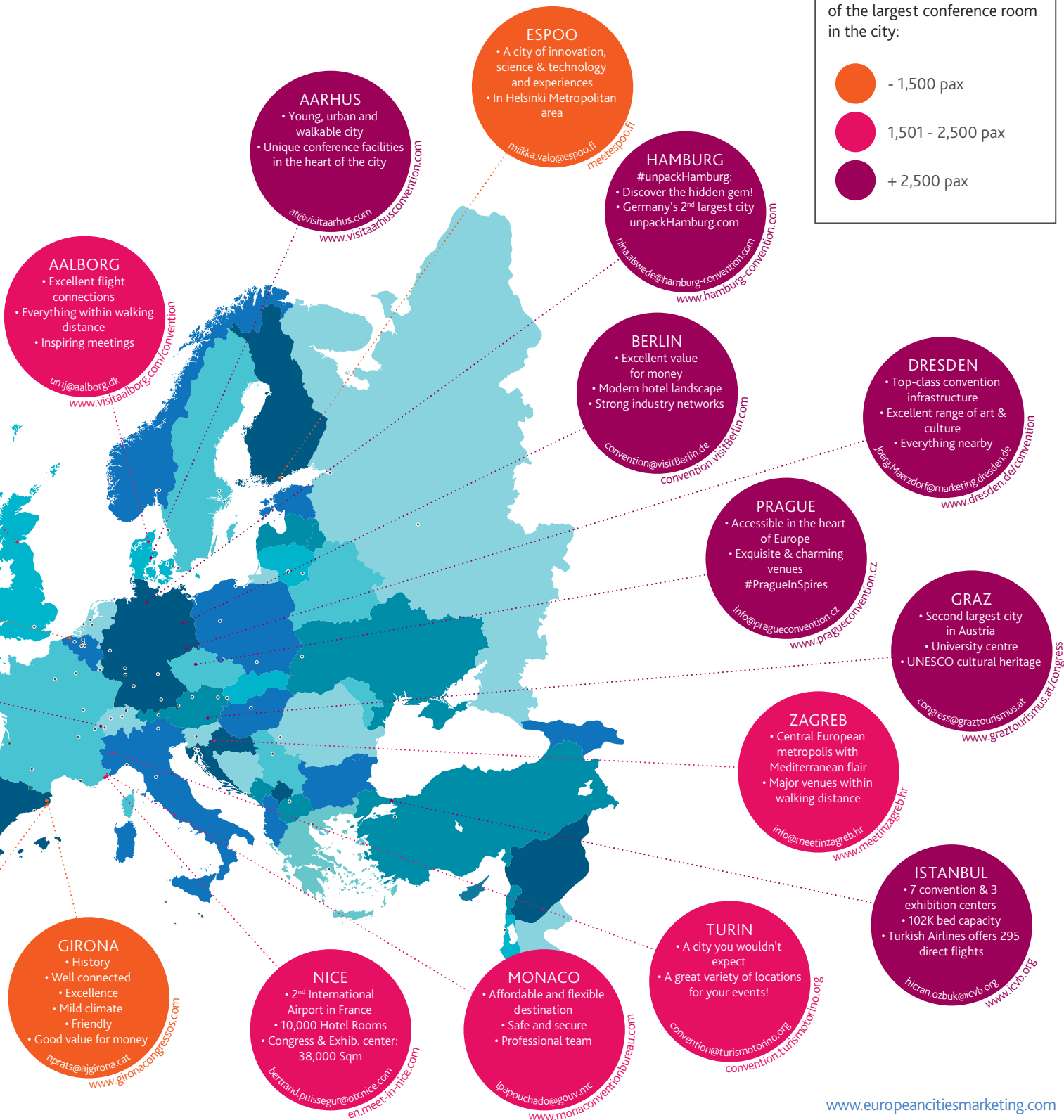


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## ECM SUMMER SCHOOL DRESDEN - THE BEST WAY TO START IN THE MEETINGS INDUSTRY!

This year will see the 31<sup>st</sup> annual ECM Summer School take place in Dresden, Germany, from 26th to 30th August 2017. With more than 15,000 events and 1.35 million attendees a year, Dresden is one of Germany's top ten convention destinations – and is increasingly attractive as a place for the Meetings Industry.

The ECM Summer School provides great insights into the structure and functioning of the Meetings Industry. It has always been the bridge to a successful career in the Meetings Industry, and has graduated more than 1,600 students. The programme, filled with up-to-date and cutting edge examples of European best practice, lay out a comprehensive framework to build expertise in one of the tourism industry's most lucrative sectors. It is perfect for those just starting out in the sector who want to get up to speed quickly and for those who are exploring its potential as a commercial and economic development tool.

The course content is both relevant and practical, and at the same time is incisive and cutting edge, all that thanks to the faculty made of skilled senior experts with a "tell it as it is" angle based on many years hands-on experience. They are all members/partners of ECM and give their time on a voluntary basis – a way of giving back to the Meetings Industry!

The ECM Summer School is tailored for staff of convention bureaux, hotels, PCOs, DMCs, airlines, conference venues, congress centres, convention centres, exhibition centres, suppliers of ancillary and other products. And from now on, future graduates from the school can earn credits towards the highly sought-after CMP certification!

Registrations are opened:  
[www.europeancitiesmarketing.com](http://www.europeancitiesmarketing.com)

## ECM TO DISCUSS 'DESTINATIONS FOR MEETINGS AND EVENTS IN A CHANGING WORLD' THROUGH IMEX POLITICIANS FORUM

The 15<sup>th</sup> IMEX Politicians Forum will be held on 16th May 2017 in Frankfurt, Germany.

It is an important opportunity for cities to invite their politician or government representative to join IMEX in Frankfurt on 16<sup>th</sup> May for an unmissable and increasingly influential event.



CEO Meeting  
Bern 2016

Since 2002, the IMEX Politicians Forum has brought meetings industry leaders together with representatives of governments and government agencies to provide a platform for dialogue and a focus for advocacy efforts. In recent years, the Forum has gained more momentum, reflecting a new awareness and appreciation of the importance of political advocacy among destinations worldwide.

For this year's keynote, politicians will hear from leading advisor, advocate and mentor on cities and businesses, Professor Greg Clark. He will explore the role meetings and events play in destinations in a world where globalisation, free trade, free movement and social order is undergoing critical change.

New this year, the UNWTO (The United Nations World Tourism Organization) will collaborate with IMEX on the National Government Discussion. A peer-to-peer chaired discussion for Ministers of Travel and Tourism, Economic Affairs and any portfolio related to the Meetings and Events industry will be organised.

The Politicians Forum is organised by IMEX in collaboration with European Cities Marketing (ECM), the International Congress and Convention Association (ICCA) and the International Association of Convention Centres (AIPC), under the auspices of the Joint Meetings Industry Council (JMIC). ECM strongly encourages its members to invite their politicians and take part in this event!


## THE MEETINGS INDUSTRY IS MORE RESILIENT TO CRISIS, WITNESS CEOs OF CAPITAL AND MAJOR CITIES DURING THEIR SPECIAL SUMMIT ON CITY MARKETING IN DIFFICULT TIMES

Europe has been witnessing new challenges, some different kinds of political crises and terror attacks. And, amongst their many effects, these have considerable impacts on the travel and meetings industry. In addition to public authorities responsible for tourism, destinations (namely Tourist Boards, Convention Bureaux or City Marketing Organisations) can take actions to reduce the effects on travellers

in order to limit the impact on the sector and speed up its recovery. During their last European Cities Marketing (ECM) meeting in Bern in December 2016, the CEOs of capital and major cities explored several aspects of crisis management through a wide variety of case studies. The ECM conference "To cry or not to cry – City marketing in difficult times" took place in the famous Kursaal Bern and was moderated by Bettina Bunge, CEO of Dresden Marketing Board and ECM Vice President Meetings Industry.

There is a clear collective awareness that ongoing threats impact the industry in many ways, and this adds new responsibilities. While certain destinations have received a lot of attention in this regard, the reality is that anywhere in the world may be targeted in future. The question now is not if it will happen but when and how to be prepared.

CEOs collectively agreed on the importance of having a proper crisis PR plan and work in a collaborative way with stakeholders and public authorities, thus creating or building trust. A good understanding of the crisis is key before assessing the situation and overseeing respective roles. Transparency and proactivity are undoubtedly the crucial elements to consolidate a positive communication and a quick return to normal is key to build resilience. Crisis situations have led in many cities to create different and innovative services to improve the customer experience. Intense PR actions have been deployed in cities who were hit, sometimes involving testimonies of people who are living there and can attest that life goes on.

Throughout the variety of examples, it was obvious that although business travellers follow the economy and travel less, the Meetings Industry is more resilient due to the slower delay of reaction. Through global travel stability and recovery, the Meetings Industry is leading the return to normal travel patterns following troubles. This is clearly a way to disrupt the goals of terrorist acts and strengthen the role we play in supporting the Meetings Industry objectives: encouraging and supporting global exchange and understanding. 



# SUMMER SCHOOL

EUROPEAN CITIES MARKETING

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# ALL YOU NEED TO KNOW ABOUT TSHWANE

**An African city of excellence, Tshwane is also the seat of government, where the world meets the capital of the Rainbow Nation, a term first coined by Archbishop Desmond Tutu to describe post-apartheid South Africa. Text Marcel A. M. Vissers**

Striving to become an international business travel destination of choice, Tshwane blends – perhaps like no other African destination – the depth of local culture and character with world-class technology and infrastructure – all against a beautiful backdrop of natural splendour and architectural diversity.

## ICCA, VENUES & CO

Last year was a first for Tshwane, as it finally made the much talked about ICCA rankings, a testament to the city wanting to be a key player in the meetings industry. In Tshwane, association organisers and participants are dizzy with choice, with access to 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 flagship venue might well be the rightly named Tshwane Events Centre, with the capacity, versatility and capability to host any national or international event – from 10 to 10,000 guests at a conference or gala evening to large scale trade and consumer exhibitions. In 2019, event organisers will have another fitting choice of venue for their events – the Tshwane International Convention Centre (TICC). Ideally located in Centurion, one of the most dynamic districts in the city, the TICC will be the largest on the continent and mark a new era for business tourism in Tshwane and the African continent.



imagination and intelligence of Japan's people and culture, which underpins the country's high quality, technological expertise, and creativity. Holding meetings and events in Japan enables participants to gain inspiration and flashes of insight that enable future business growth.

## KNOWLEDGE IN TSHWANE

Being South Africa's administrative capital, home to 134 foreign missions, 8 research institutes and 4 institutions of higher learning, Tshwane is an ideal location for knowledge sharing, discussions of high profile and lasting solutions to many global challenges. A resilient and resource-efficient city, Tshwane can also count on an economy that is inclusive, diversified and competitive, as well as quality infrastructure development that supports liveable communities.

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 its large student population comes a forward-looking and creative mindset. In Tshwane, you can experience 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, and that it flawlessly organised a myriad conferences, exhibitions, meetings, and major international sporting events. 



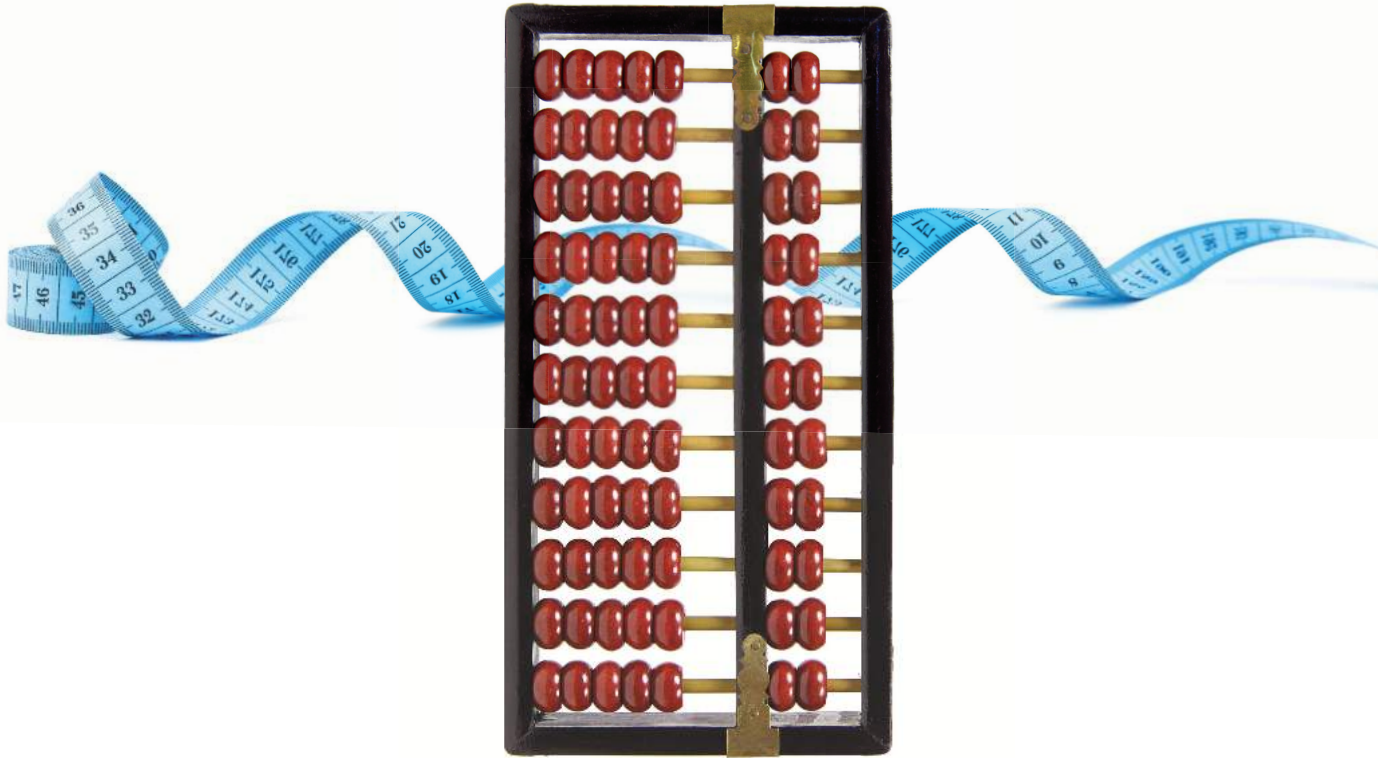
Tshwane is nicknamed the 'Smart Capital of South Africa' for good reasons: an estimated 85% of

MORE INFO:  
[WWW.TSHWANE.GOV.ZA](http://WWW.TSHWANE.GOV.ZA)

# Personalised & Value-driven

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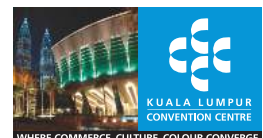
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# MONTRÉAL HOSTS MORE INTERNATIONAL EVENTS THAN ANY OTHER CITY IN THE AMERICAS... FOR MANY REASONS!


**Located in the heart of North America's most vibrant and cosmopolitan city, the Palais des congrès de Montréal is more than an AIPC Gold Quality Standards certified convention centre. It's a place where the world comes to meet, to share knowledge and ideas, and a place where technological innovation fuels creativity and business success. Did you know Montréal hosts 52% of all the international meetings held in Canadian metropolises?**

Montréal is renowned for its creativity and outside-the-box thinking, and ranks first in Canada for number of research centres and investments in university research. The city also boasts 11 institutions of higher education, including five major universities. Montréal's reputation for forward-thinking leadership continues to grow, with thriving communities in key economic sectors such as aerospace, life sciences and health technologies, and information and communication technologies. There is also excellent synergy between academia, the business community, Tourisme Montréal and the Palais des congrès. Which explains why Montréal has been hosting more international events than any other city in the Americas for five straight years!

In order to attract major national and international conventions to Montréal and help promote various activity sectors, the Palais des congrès de Montréal has formed key partnerships with important research organizations such as the Fonds de recherche du Québec and the Institut de recherche Robert-Sauvé en santé et en sécurité du travail. These partnerships are aimed at recognizing the roles of Québec's researchers and scientists, and helping generate significant intellectual and economic benefits for the city and the province.

The Palais des congrès de Montréal benefits from a strategic downtown location, boasting 51,300 m<sup>2</sup> (551,500 sf) of ultra-modern space. Event technologies are designed with your efficiency in mind, including new opportunities to increase event revenues. No wonder the Palais' services enjoy a 93% satisfaction rate from clients.



In 2016, the Palais des congrès de Montréal unveiled its Urban Agriculture Lab, thus becoming the main showcase in Québec for experimenting with and advocating for urban farming technologies and techniques. This innovative project, focused on greening the rooftops of the Palais while experimenting with sustainability initiatives, has given a second vocation to our 31,500 sf of rooftops. It is a thriving example of how the Palais team innovates while pursuing its commitment to reducing urban heat islands and turning property owners and managers onto the benefits of green roofs. 

## FOR MORE INFORMATION

**PALAIS DES CONGRÈS DE MONTRÉAL**

CONGRESMTL.COM

+1 800 268 8122 / +1 514 871 8122



**Palais des congrès  
de Montréal**

[congresmtl.com](http://congresmtl.com)

# IT'S SHOWTIME FOR ICC SYDNEY

**After three years of planning and an outstanding launch in December last year, International Convention Centre Sydney (ICC Sydney) – one of the world's most spectacular new venues – is now open for business. Geoff Donaghy, CEO of ICC Sydney, describes how Australia's premier integrated convention, exhibition and entertainment precinct and the team behind it are creating a paradigm shift in the way events are experienced and delivered.**

ICC Sydney has only been fully operational for a few months, but already, we are building a reputation as one of the world's most desirable event destinations. This is because we have been primed for success from the outset.

We've undertaken rigorous planning, intensive testing and industry-leading training across every aspect of our integrated venue – all to ensure that we delivered a superior event experience from day one.

Prior to opening, we spent three months undertaking comprehensive operational testing across the venue, including hosting close to 50 events to ensure every centimetre of the venue was fully functioning to our world class benchmark.

The program was a success and it showcased the quality and choice available for business leaders to connect and innovate in Sydney, thanks to both our outstanding facilities and team. After one event held for 100 influential members of the Sydney business community, the Hon Patricia Forsythe, Executive Director of Sydney Business Chamber, said: "The venue truly is beautiful and a pride for New

*South Wales. I have enormous confidence that this wonderful venue and its management team will justly promote Sydney to the world as it continues to attract wonderful events for the city, supporting Sydney's knowledge and service economies."*

Purpose built from the ground up, ICC Sydney is one of the most dynamic and technologically advanced venues in the Asia Pacific, and it has been specifically designed to foster innovation and cater to the changing architecture of events.

Home to 70 meeting spaces, including three theatres ranging in size from 1,000 to 8,000 seats, Australia's largest ballroom, a 5,000sqm open air Event Deck, and 35,000sqm of internal exhibition space, ICC Sydney can host multiple concurrent events.

These exceptional facilities enable us to support any number of event configurations and complex structural set-ups, which can all be tailored to each client's requirements. We are even capable of holding three major conventions simultaneously.







ICC Sydney's surrounding precinct has been redesigned to better connect the venue to the city around it. New pedestrian walkways and digital wayfinding signage better link ICC Sydney to the city's 33,000+ hotel rooms, business, dining and entertainment hubs – all ensuring delegates enjoy an authentic Sydney experience.

City-wide integration is bolstering meeting success in another aspect too – by sitting at the heart of Sydney's distinguished business, research, scientific and technology communities, delegates are able to readily engage with esteemed local intellectual talent.

Beyond all of this however, it is our people that truly make ICC Sydney stand out – they are the ones responsible for delivering memorable experiences for all our clients and guests. Indeed, during one of our test events a visitor tracked me down to tell me "the smiles of your people are the soul of this venue."


Even more importantly, clients are reporting on the proactive and responsive attitude of our people throughout the booking, planning and delivery stages of their events.

ICC Sydney's philosophy of selecting the best people to work with extends outside the precinct too. The venue is committed to partnering with local farmers to create quintessential Australian cuisine that showcases fresh, seasonal produce packed with nutrients.

Tourism Australia Managing Director, John O'Sullivan agrees: "ICC Sydney is a welcome addition to Australia's business events offering. With cutting edge facilities, world-class food and wine, welcoming staff, connections to Sydney's key knowledge sectors, as well as located within the heart of the city, ICC Sydney has all the attributes to deliver exceptional events for planners. The venue truly epitomises why there's nothing like Australia for business events."

Now it is well and truly showtime, and the industry support we have received already is a clear testament to our extraordinary offering. We had more than 500 events secured before we launched, and expect to be running 1,000 annually by 2019.

In 2017, we are already looking forward to hosting some of the biggest events in the industry, including OpenStack Summit, World Chambers Congress and the International Bar Association (IBA) Annual Conference.

We can't wait to welcome them and deliver a world class ICC Sydney experience. 

With Australia's proven track record of successfully delivering events, and reputation as a place offering innovative people, award winning convention and exhibition centres, unique wildlife, beautiful landscapes, and excellent cuisine and wine, it's no wonder that the appetite for Australia as a leading business events destination continues to grow.

### CONTACT

Find out for yourself why there's nothing like Australia for business events.

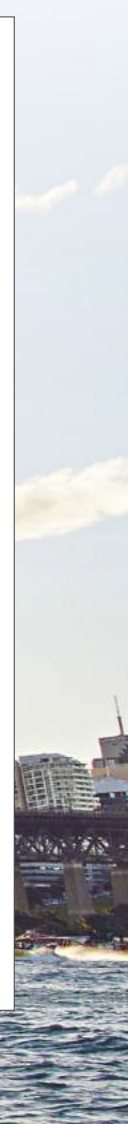
#### Lene Corgan

Business Events Manager, UK/ Europe  
T: +44 207 438 4633  
E: [lcorgan@tourism.australia.com](mailto:lcorgan@tourism.australia.com)

Book a world class experience at ICC Sydney today.

#### Beverley Parker

Director of Business Development  
T: +61 2 9215 7110  
E: [bparker@iccsydney.com](mailto:bparker@iccsydney.com)





# REDESIGNED ASSOCIATION DAY AT IMEX PUTS EMPHASIS ON PEER TO PEER EDUCATION & NETWORKING ACROSS ALL LEVELS OF THE PROFESSION

**IMEX Association Day, the annual event exclusively for association professionals, will feature a new, extensively researched and redesigned programme when it takes place the day before the IMEX in Frankfurt show in May.**




The IMEX team has collaborated with planners from across the globe to gather views and experiences before creating this new structure to meet audience requirements even more effectively.

The restructured Association Day programme will feature a new Association Management Stream, covering topics such as understanding why members leave and how to persuade them to stay. There will also be two Meetings & Events Streams (A and B), addressing issues such as how to maximise member participation at events, and how to identify and approach new sponsors. Sustainability is explored in one of the sessions in Meetings & Events stream B. Roger Simmons, regional sustainability director of

the MCI Group and Charlotte Balling, event manager at Danish Maritime Days, will both address 'How can associations make their events more sustainable?' Together they will cover the importance of embedding sustainability as a core value for the industry, how to encourage attendees and suppliers to make sustainable choices and how to measure success and value generated from sustainability efforts.

A roundtable discussion focusing on small associations also forms part of this stream. Annalisa Ponzia Baccara, chief executive officer at the European Society for Organ Transplantation (ESOT) will be interviewed about aspects of managing events with a small events team. The panel will then cover how to plan and execute events with limited resources including selling sponsorship programme planning and prioritising workload effectively.

Taking place the day before IMEX in Frankfurt and open to all levels of association professionals registered to attend the show as either hosted buyers or visitor buyers, Association Day offers a valuable opportunity for peer to peer education and networking, allowing participants to understand the successes and challenges faced by other associations.

The free afternoon of education, co-delivered by ICCA and ASAE: The Center for Association Leadership will be followed by the highly regarded networking reception, Association Evening hosted by Marriott Frankfurt. 

**IMEX IN FRANKFURT TAKES PLACE AT MESSE FRANKFURT FROM 16 - 18 MAY 2017.**

## **FOR MORE INFORMATION AND TO REGISTER**

VISIT [HTTP://INVITATION.IMEX-FRANKFURT.COM/ASSOCIATIONDAY/](http://invitation.imex-frankfurt.com/associationday/)  
OR CONTACT NATASHA RICHARDS  
[NATASHA.RICHARDS@IMEXEXHIBITIONS.COM](mailto:NATASHA.RICHARDS@IMEXEXHIBITIONS.COM)



# What's the toughest challenge your association is facing?

imex-frankfurt.com

15 May 2017



- **Come to Association Day at IMEX in Frankfurt** and learn how to solve challenges faced by associations across all industry sectors.
- **Meet peers in similar roles to yours** – compare notes, exchange ideas and stay in touch.
- **Stay on for IMEX, the three-day exhibition** at the heart of the international meetings industry, where you can meet with destinations, venues and suppliers to gather ideas for your forthcoming events.

**Come to Association Day at IMEX and get inspired, informed and connected.**

Contact: **Natasha Richards**  
 Call +44 (0)1273 224917  
 or email:  
[natasha.richards@imexexhibitions.com](mailto:natasha.richards@imexexhibitions.com)







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# THE FUTURE IS BEING MADE IN FINLAND

**The Helsinki Capital Region is becoming a global reference area for ecologically sustainable solutions. The three neighbouring cities of Helsinki, Espoo and Vantaa have launched a large-scale Smart & Clean partnership project in collaboration with Sitra\*. The aim of the project is to make the region more attractive to investment, establish new businesses and create more jobs. In the coming years, the Helsinki Capital Region plans to engage in major ventures in areas such as transport, water supply and energy efficiency.**



There is huge demand for technological solutions that promote sustainable development. Finland now has considerable expertise and skills in this area. Cities play a crucial role in fighting climate change and enabling new solutions. It is estimated that 75% of the world's cities consume more than 75% of the world's resources. Simple low-cost measures can generate savings of up to 50% in energy consumption and 30% in water conservation.


However, change requires action. Finland is a unique environment for getting this done. Finnish companies, cities, universities and the government are committed to achieving remarkable results. This partnership between all the key actors is unique in

the world. Helsinki, Espoo and Vantaa already have several concrete plans aimed at creating smart and clean solutions.

The concepts that are being developed in the Helsinki Capital Region will be exported worldwide. This will lead to a better quality of life and stimulate climate positive solutions wherever they are adopted.

The change will begin within five sectors that offer the biggest potential impact. The Helsinki Capital Region aims to lead the way forward while working towards the world's most attractive emission-free mobility, the world's most resource wise citizens and the world's leading circular economy region that is

also a world leader in built environments that have a positive environmental impact.

The Smart & Clean Partnership in the Helsinki Capital Region will help to establish Finland as a cleantech superpower by 2020. 

READ MORE AT:  
[HTTPS://WWW.SITRA.FI/EN/](https://www.sitra.fi/en/)

\*Sitra is a future fund that collaborates with partners from different sectors to research, trial and implement bold new ideas that shape the future. Our aim is a Finland that succeeds as a pioneer in sustainable wellbeing.



## GIVE YOUR DELEGATES AN EVENT TO REMEMBER AND BRING THEM TO VANCOUVER, ONE OF THE WORLD'S MOST BEAUTIFUL CITIES ON THE EDGE OF NATURE.

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At the Vancouver Convention Centre, your meeting will not only take place in one of the most beautiful settings in the world, but our facility itself has been designed from top to bottom to open minds and feed imaginations.

Best of all, we're located in the heart of a city that is consistently rated as 'Best City in the Americas' by Conde Nast Traveller and the top city in North America for international meetings by the International Congress and Convention Association (ICCA). We think your delegates will agree.

[vancouverconventioncentre.com](http://vancouverconventioncentre.com)  
[#vanconventions](https://twitter.com/vanconventions)

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