



THE ASSOCIATION
MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

Headquarters

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VOLUNTEERING & GOVERNANCE

HOW TO MANAGE VOLUNTEERS EFFECTIVELY





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ICCA: ASSOCIATION MEETINGS HIT AN ALL-TIME HIGH IN 2016

The number of international association meetings continues to double every ten years, according to the annual rankings conducted by the International Congress and Convention Association (ICCA). Paris and the USA were ranked as the top city and the top country for organising the most meetings during 2016.

The report concluded that a total of 12,212 rotating international association meetings took place in 2016, a ground-breaking year for the sector with 136 additional meetings compared to the previous year. Moreover, the sector has grown exponentially in the past decade as the number of association meetings more than doubled in the past ten years, from just under 6,000 in 2006 to over 12,000 in 2016.

ICCA also released statistics on cities and countries that hosted the most meetings during 2016. Paris reclaimed the top spot since 2014, followed by Vienna and Barcelona in the second and third places respectively. Singapore is the first Asian city jumping one place from seventh to sixth. Top ten newcomers were Amsterdam (sharing the seventh slot with Madrid) and Seoul (from 13th to tenth).

The top 10 country rankings remained largely the same as the previous year. The top three were USA, Germany and the United Kingdom while France and Spain swapped places (now fourth and fifth respectively). China PR joined Japan in the seventh place followed by the Netherlands and Canada, who shared the tenth slot with Portugal.

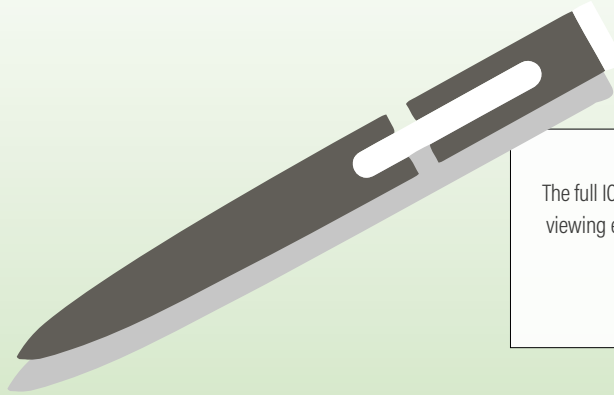
Top 20 city ranking by number of meetings organised in 2016

Rank	City	# Meetings in 2016
1	Paris	196
2	Vienna	186
3	Barcelona	181
4	Berlin	176
5	London	153
6	Singapore	151
7	Amsterdam	144
8	Madrid	144
9	Lisbon	138
10	Seoul	137
11	Prague	126
12	Bangkok	121
13	Dublin	118
14	Copenhagen	115
15	Beijing	113
16	Budapest	108
17	Buenos Aires	103
18	Stockholm	101
19	Hong Kong	99
20	Rome	96



The 56th ICCA Congress will be held in Prague, Czech Republic from 12-15 November 2017

ICCA CEO Martin Sirk concluded, "The Information Revolution and Knowledge Economy are experiencing continuing exponential growth, so it's hardly surprising that the entire association meetings community is responding in such a dynamic fashion. Traditional association meetings are growing strongly, but they are definitely no longer the only game in town!"



The full ICCA statistics reports are available for viewing exclusively for ICCA members online:

WWW.ICCAWORLD.ORG

Top 20 country ranking by number of meetings organised in 2016

Rank	Country	# Meetings in 2016
1	U.S.A.	934
2	Germany	689
3	United Kingdom	582
4	France	545
5	Spain	533
6	Italy	468
7	China-P.R.	410
8	Japan	410
9	Netherlands	368
10	Canada	287
11	Portugal	287
12	Austria	268
13	Republic of Korea	267
14	Sweden	260
15	Brazil	244
16	Australia	211
17	Poland	195
18	Belgium	194
19	Argentina	188
20	Switzerland	184



Meeting planners are the real stars in Berlin.

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convention.visitBerlin.com

Do you need to arrange a meeting, convention or any other type of event at short notice? If so, the Berlin Convention Office is on hand 24/7 to give you all the support you need. We work closely with local partners across the city and can quickly provide you with relevant advice, help and information. With the Berlin Convention Office, you can rest assured that your event is in good hands.

convention.visitBerlin.com

ALWAYS NEW, ALWAYS BERLIN!

Berlin - hardly any other city has experienced such a moving story, hardly any other city has changed so quickly, especially since the fall of the Berlin Wall almost three decades ago. The central location in Europe and the wide range of modern hotels and unusual locations offering good value means that Berlin inspires event organisers and participants who come for conferences, conventions, and incentives from around the world, in every season, year-round. Berlin is international, creative, and open-minded and inspires and attracts talent from all over the world.

ACTIVELY DISCUSSING THE FUTURE IN BERLIN

The city is now considered a major centre for science and start-ups in Europe and is a sought-after location for events that deal with the global future. Berlin's meetings and congress industry not only offers high-quality service, it is also closely linked to the city's technology and science scenes. These include world-renowned universities, more than 22 technology parks, and some 2,000 start-up companies. This environment makes the city an ideal venue for future-orientated events.

NEW SERVICE FOR EVENT PLANNERS: CONVENTION.VISITBERLIN.COM

The The Berlin Convention Office of *visitBerlin* (BCO) is also presenting a new website at The Meetings Show in London: convention.visitBerlin.com. It offers a variety of tools that make it an essential tool for event planning. The **Meeting Guide Berlin** is integrated into the new site. This extensive search engine lists some 360 offerings which event planners can

select from for optimal, easy planning of their next meeting, convention, or incentive.

The new convention.visitBerlin.com site also offers a **convention kit**, comparable to a shopping basket on e-commerce sites: planners can put the information they need to plan, organise, and execute their events into the kit and then download it directly for later reference. They have access to an extensive selection of Berlin-related images and texts, restaurant recommendations, convention statistics, and presentations about the German capital, among other highlights.

Also new is the Congress Calendar that lets users filter events by scheduled dates and industries through 2020. The calendar also contains selected Berlin highlights for the coming year. The new "Berlin Meetings" blog provides inspiration and practical tips for event organisers.

Another completely new service from the BCO is the Berlin Speakers Pool which helps event organiser find suitable high-calibre speakers, local experts, and moderators for their programme to further ensure successful and inspiring events.

2016 STATISTICS: NUMBER OF MEETINGS AND EVENTS IN BERLIN ON THE RISE

More than 11.5 million participants traveled to approximately 137,500 events last year in the German capital (both +2 per cent). 27,500 events of an international character were held in 2016, an increase of 500 events compared with the previous year. Berlin is a popular location for events that address issues related to the future. 16 per cent of Berlin's events are held by the 'medicine, science and research' industry (up from 12 per cent in 2015). Conferences dealing with the IT, electronics and communication industries come in second place with 13 per cent. These figures come from the latest conference statistics from the Berlin Convention Office of *visitBerlin*.



© visitBerlin, Foto Marco Schwarz



MORE INFORMATION

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visitBerlin Berlin Convention Office
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CONVENTION.VISITBERLIN.DE

BASEL **POCKET-SIZED METROPOLIS**

Basel is Switzerland's prime location for exhibitions and conferences with state-of-the-art infrastructure by architects Herzog & de Meuron. Its internationally famous events include Baselworld, the premier trendsetting show for the entire global watch and jewellery industry and Art Basel, staging the world's leading modern and contemporary art fairs. Basel offers a unique concentration of innovative companies, a large amount of green space within a very attractive city centre, an international environment and Switzerland's oldest university.



Cone of Light during Baselworld

MODERN INFRASTRUCTURE BY HERZOG & DE MEURON

The Congress Center Basel with its 25 modern rooms is located in the heart of the city, right next to Messe Basel, and just a short walk away from a large number of hotels. Messe Basel's exhibition complex by architects Herzog & de Meuron marks the perfect combination of sustainability, functionality and aesthetics. This modern building with its multifunctional Event Hall on the ground floor has a direct walkway to the Congress Center Basel.

Eleven modular rooms further expand the Congress Center Basel's facilities. These can be used individually or combined to accommodate events for 10 to 1,000 people. A plenary event for over 5,000 participants with sufficient space for concurrent breakout sessions in the immediate vicinity is thus no problem at the Congress Center Basel.

SUSTAINABLE SETTING IN BASEL

Holding your event in Basel not only guarantees state-of-the-art facilities but a sustainable setting too. As part of the MCH Group, the Congress Center is dedicated to observing high environmental standards and operating in an economically sustainable manner, while enjoying a reputation as a reliable partner to internal and external stakeholders. The Congress Center Basel is committed to many different aspects of environmental compatibility and energy efficiency, and has adopted a sustainability concept. Alongside various measures that are already having an impact, an in-house Green Team has been set up to work on new projects.

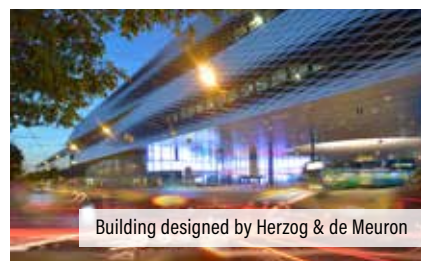
Basel is compact, safe and clean. It is a walkable city – most attractions can be reached on foot or by the excellent public transport system that will take you rapidly and punctually to wherever you need to go, including over the border into Germany or France. Hotel guests in Basel receive a free Mobility Ticket when they check in. The mobility ticket enables all guests staying in Basel to use public transport for free during their stay. Further, since January 2017, the city of Basel has been offering its visitors the possibility of surfing free-of-charge via the municipality's own WLAN network.



Congress Center's link to the modern hall complex



The foyer forms the heart of the Congress Center Basel



Building designed by Herzog & de Meuron

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HEADQUARTERS MAGAZINE LAUNCHES BRAND NEW DIGITAL MAGAZINE

The award-winning **Headquarters (HQ)**, **the Association Magazine**, is widely considered a leading print resource for meeting planners worldwide with its diverse content featuring destination reports, interviews, customised supplements as well as latest industry news and insights.

Keeping up with the **latest technology and innovation**, Headquarters launches its new flagship and ground-breaking product, **Headquarters magazine.live**, to offer our association readers the latest resources in the meetings industry: association management and destination reports, case studies, digital supplements and much much more.

Be more dynamic - Our **knowledge-based** and **content-focused** template will now allow you insert **images, videos** and **audio** to make your feature as **engaging** and **interactive** as never before.

Reach more people - Our new digital platform **Headquarters magazine.live** is optimised for our readers, no matter what device and screen they are using. Read us on your desktop, laptop, tablet or smartphone, we make it easy for you.

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THIS CUTTING-EDGE PLATFORM HAS BEEN CREATED ACCORDING TO RESEARCH ON READABILITY AND RECEIVES REGULAR UPDATES.



A FUND FOR EMERGING COUNTRIES

MARCEL A.M. VISSERS
EDITOR IN CHIEF

HeadQuarters magazine

I have just returned from the **European Cities Marketing (ECM) International Conference & General Assembly 2017**, held in the inspiring city of Dubrovnik, Croatia. As the city was absolutely teeming with tourists the organisers had obviously made the perfect choice. I continue to have questions about how convention bureaus should position themselves in this context.

Surprisingly they only appear to have a piecemeal presence. It may seem as if I am endlessly repeating it but clearly there is a huge difference compared to the meetings industry or MICE. If any of you remain in doubt about this you are most welcome to request a copy of my presentation. It can't be disputed that the real strength of the **ECM** is what they inherited from a dying **EFCT** (European Federation of Conference Towns), i.e. the famous Summer School for up and coming meetings industry professionals.

This 3 day Summer University has become a must for anyone who wishes to learn more about the fundamentals of a career in the meetings industry. I enjoy going there myself to talk to students about Meetings Journalism and how to work with the press. I also devote much time to promoting MICE in the Emerging Continents, **Africa, South America** and a few countries in the **Asia Pacific** region.

As a result two years ago we organised a Summer University in Johannesburg, South Africa, for young African professionals in the meetings industry. We are also very hopeful to hold a Summer School in **Bangkok** at the end of 2018. Or perhaps in **Lima** the year after that. But this is precisely where the shoe pinches. At these 3-day events I am missing too many students from less favoured areas, most probably because they can't afford the conference fee.

That's why I have created a Fund to help this group of people and allow them to participate. Headquarters Magazine will donate all the proceeds of its annual Association Grand Ball. But it might not be enough. So if you feel you wish to support this worldwide educational project you are most welcome to send me an email and you will receive more information about the Foundation. We hope that next year we will be in a position to sponsor 10 young African professionals to register for the Second African MICE Academy.

I AM ALREADY LOOKING FORWARD TO IT.

MORE STORIES ON WWW.MEETINGMEDIAGROUP.COM

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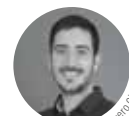
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HIGH FIVE TAIWAN, MEET TAIWAN!

Following a popular campaign last year, MEET TAIWAN is ready to heat up things again and give the world a big high five with the launch of a fresh High Five Taiwan programme. With a brand-new digital marketing campaign and a wide variety of High Five events, Taiwan is looking forward to welcoming more MICE professionals and making an even bigger splash in the global MICE industry.

In 2016, MEET TAIWAN succeeded in "greeting" the world's MICE industry with the straightforward body language of a "High Five." Inspired by the greeting gesture, "High Five Taiwan" successfully improved Taiwan's booth traffic by 17%. A series of CSR activities drove the energy higher, resulting in many positive responses.

This year, the new High Five Taiwan campaign introduces a fun digital interactive application, combining interesting game interaction with the distinctive High Five gesture to attract attention. To better familiarise visitors with Taiwan's conference and events environment, the application is designed with 3 unique topics – "efficiency," "variety" and "professionalism" – Taiwan's strengths in the MICE industry. The High Five Taiwan campaign made its debut at the Worldwide Exhibition for Incentive Travel, Meetings & Events (IMEX) reaping considerable praise.

MEET TAIWAN is committed to the development of Taiwan's MICE environment. In addition to actively cultivating a new generation of talent, MEET TAIWAN is constantly promoting Taiwan's MICE industry in a various ways, such as overseas promotion groups, participation in large-scale overseas MICE exhibitions and holding overseas roadshows. In 2017, MEET TAIWAN will continue to make great efforts to improve Taiwan's international visibility and give a High Five to the MICE elites all over the world!

ABOUT MEET TAIWAN

Taiwan's Bureau of Foreign Trade (BOFT) under the Ministry of Economic Affairs (MOEA) has been sparing no efforts to improve Taiwan's MICE industry since 2009. Taiwan's MICE Promotion Programme (MEET TAIWAN) was launched to steer Taiwan's MICE industry to shine on the global stage. Taiwan External Trade Development Council (TAITRA) was authorized by the BOFT to take charge of the MEET TAIWAN programme.



Taiwan's MICE Promotion Program (MEET TAIWAN)

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



1

YOKOHAMA, JAPAN'S FIRST PORT OF CALL SAILS TO THE FUTURE OF CONVENTION

The first Japanese port ever opened to the West after 250 years of national seclusion is now a showcase of 21st century urban design for the world, and has become one of Japan's most popular destinations for international meetings. As the flagship of this international convention city, PACIFICO Yokohama boasts their all-in-one venue consisting of National Convention Hall of 5,000 seating capacity, Conference Center, Exhibition Hall and a hotel located in the beautiful waterfront area.

And in 2020, a multi-functional convention center featuring one of Japan's largest multi-purpose halls will be opening as a new addition to PACIFICO Yokohama.

This multi-purpose hall, which accommodates up to a 6,000 person event, and additional 42 meeting rooms available in a variety of sizes will offer anyone a versatile meeting place with endless possibilities.

[HTTP://E.PACIFICO.CO.JP](http://e.pacifico.co.jp)

4

THE HAGUE TO HOST THE 2ND INTERNATIONAL CYBER SECURITY WEEK IN SEPTEMBER 2017

In September 2017, The Hague will welcome the 2nd International Cyber Security Week (CSW), a cluster of events organised by various participating organisations, which aim to investigate the subject, and promote the importance of cybersecurity.

The Hague Security Delta is home to 400 security related companies and institutions and combines knowledge and expertise in the field of cybersecurity. Today, major international developments and breakthroughs in forensics, national security, critical infrastructure and cybersecurity originate in The Hague.

The city is highly ranked as a European and global congress destination, featuring outstanding event facilities, city partnership network and easy access to the profound knowledge infrastructure.

[WWW.THECONFERENCE THE HAGUE.COM](http://www.theconferencethehague.com)

2

ITALY, AT HAND CONVENTION BUREAU ITALIA PRESENTS NEW COMMUNICATION CAMPAIGN

Convention Bureau Italia, the benchmark in Italy for the promotion of the destination in MICE, presented its new communication campaign. "Italy, at hand" represents an important turning point in the promotion of destination Italy. Indeed, for the first time Italy comes to the international markets with an ad hoc image dedicated to the MICE segment.

The starting point was found in an element, which characterises Italianises the world over, and is the symbol of humanity, co-operation, craftsmanship, sincerity and welcome. All the elements, which sustain the excellence of Made in Italy in the international imagination. Hands, these wonderful instruments which the Italians use so well in the art of gesticulating that they have become an element of universal recognition.

Hands that hold, squeeze, grasp, accompany, caress, touch, and work. Hands talk. Hands are the protagonists in the new image of Italy for the Meetings Industry. Italian hands.

[WWW.CONVENTIONBUREAUITALIA.COM](http://www.conventionbureauitalia.com)

5

SAUDI ARABIA WELCOMES YOUR MEETINGS

The Kingdom of Saudi Arabia has been investing significantly in reinforcing its infrastructure and transforming and developing the meetings industry within the country to welcome meetings and business events. It now has more than 600 first class hotels, convention and event facilities and nearly all-leading international hotel groups have properties in the major cities.

The Saudi Exhibition and Convention Bureau attended IMEX 2017 as an exhibitor for the first time, with many Saudi successful event organising companies marketing their meetings and events facilities and services.

The investment is part of Saudi Arabia's Vision 2030, announced in April 2016, an ambitious but achievable blueprint which expresses long-term goals and reflects the country's strengths and capabilities.

Vision 2030 is to position Saudi Arabia as a global investment powerhouse and a global hub connecting three continents, Asia, Europe and Africa, capitalising on its status as the heart of the Arab and Islamic worlds and its unique geographic strategic location.

[WWW.SECB.GOV.SA/EN](http://www.secb.gov.sa/en)

3

NEW ZEALAND'S SOUTH ISLAND TAKE CENTRE STAGE FOR CONVENTIONS

The Christchurch Centre is set for completion in late 2019, creating a new premium boutique meetings and events venue for New Zealand's South Island.

General Manager Rob McIntyre says the convention centre will be a dream space for international event organisers, designed with a distinctive South Island flavour.

The world-class venue takes prime waterfront position beside the Ōtākaro Avon River at the centre of New Zealand's newest city. The Christchurch Centre is designed to be flexible and responsive to a wide range of event requirements for up to 2000 delegates. The unique divisible auditorium for 1400 will allow two major events to run simultaneously, with plenty of breakout space in 1600-sqm of meeting rooms, and a large 3600-sqm space for exhibitions. New Zealand's second largest city is also home to world-class universities, Crown research facilities, start-up accelerators, and specialist innovation and health precincts.

[HTTP://BUSINESSEVENTS.NEWZEALAND.COM/](http://businessevents.newzealand.com/)

6

FIEXPO LATIN AMERICA CELEBRATES ITS 10TH ANNIVERSARY IN SANTIAGO DE CHILE

The Latin American & Caribbean Meetings and Incentives Exhibition, FIEXPO, held its 10th edition in Santiago de Chile from June 5-7, 2017. During the 3-day event important events were hosted by SERNATUR, Chile's National Tourism Board, and Santiago Convention Bureau including the 4th Latin American Political Forum on the Meetings Industry, the 1st Association Executives Forum of the Americas or the general meeting of the Latin American Association of Convention Bureaus. The trade show, accredited by the International Congress & Convention Association (ICCA), also offered the delegates the opportunity to attend different educational sessions.

In the framework of FIEXPO, Chile's capital, Santiago, which will hold the event for 2 more years, was also awarded the best MICE destination in Latin America in 2017.

[WWW.FIEXPOLATINOAMERICA.COM](http://www.fiexpolatinoamerica.com)



THE INTERNATIONAL ASSOCIATION OF FACILITATORS (IAF): ENABLING POSITIVE CHANGE THROUGH FACILITATION

Founded in 1994, the International Association of Facilitators (IAF) is a participatory organisation based in Toronto, Canada with members from more than 65 countries, dedicated to setting internationally accepted industry standards, providing accreditation, supporting a community of practice, advocating the power of facilitation and embracing the diversity of facilitators. Wiebke Herding, IAF's communications director, explains why facilitation goes far beyond coaching and mediation.

Why is facilitation important in today's world?

Facilitation is really about the art of working in groups together towards a shared goal. Meetings, conferences and workshops are an important part of work in many businesses, organisations and industries, but they easily become frustrating and boring if we don't prepare them well. That is where facilitators come in: we focus on the group process so that you can get to the content and outcomes you need while engaging all participants deeply.

What kind of events does the IAF organise?

As a professional association that focuses on group processes, our members learn and innovate from interacting with one another. In-person events are thus a really important element of IAF's work. This starts in local chapters that organise monthly meetings and skillshares. Then there are national conferences, for example in Sweden, Italy or India. Finally there are four larger regional conferences this year that bring the community together in North America, Asia, Europe and Africa. Each conference focuses on a specific theme, organising workshops, keynotes and experiential learning around it. Our speakers and workshop leads fly in from all corners of the world, ensuring a good cross-fertilisation of ideas. We will also announce the winners of the annual Facilitation Impacts Awards at these conferences. We have found that for our community, a single large international conference does not work as well as regional get-togethers: travel costs are a real barrier for our members, and networking is more important on the local level in facilitation.

What kind of sectors are your members from?

Facilitation skills are important in a large variety of sectors. Many of our members work in organisational development or training. Some come from a background of coaching and mediation. We've also seen many specialised facilitation skills pop up: there are agile coaches, business analysts, process engineers, visual facilitators, design thinkers, community organisers, youth workers, campaign strategists and many more. Most facilitators first start off in a different job, and then realise at one point that what they are actually doing is facilitation - and there's an entire community and body of practice attached to it.

How do you pick the destination for your events?

Sure, accessibility and attractiveness are important for conference destinations. For us, however, this is dwarfed by one important criterion: Is there an enthusiastic conference organising team on site - and can they pull off an exciting programme? If that is given, IAF members will come. When we look for venues, our most important criterion is their flexibility: Are they open for an unconventional conference set-up? Can they accommodate last-minute changes? And, can they work with us if our registration numbers exceed (or don't quite reach) the initial estimate?



**WIEBKE
HERDING**

What is the most memorable event you have attended?

Personally, I was most impressed by the 2015 Nonprofit Technology Conference in Austin, Texas. This was a 2,000-people conference in a comparatively boring conference centre, and yet, the organisers managed to create a real feeling of community and connection from the get-go. One of their secrets was to skip the keynotes, and instead focus on celebration, personal stories and humour during the plenary sessions.

What do you find rewarding about working for IAF?

As Communications Director, my focus is on telling stories about professional facilitation worldwide and connecting members to our shared practice. Talking to our members has really helped me deepen my own facilitation practice: I've learned new methods and tools, dared to go into deeper work with my clients and developed new professional collaborations.

Looking back, what makes you proud in the history of IAF?

Given the variety of applications for facilitation and the many different styles, I'm really proud of the IAF Certified™ Professional Facilitator programme we introduced in 1998. It is based on a set of core facilitator competencies (from creating participatory environments to maintaining collaborative client relationships), and asks applicants to demonstrate how they are meeting these in three different ways: through their work experience, in interviews and through a live demonstration of a facilitated session. More than 1,500 people on six continents have gone through these assessments since we introduced the programme, and the CPF has become a real mark of quality for professional facilitation.



Have you spotted any latest trends in the association industry?

All associations exist in purpose of a community, a mission. Once we run events, sponsorship programmes and membership drives mainly as a tool to finance our operations, we are in danger of losing our focus in the search of the perfect business model. I'd love to see our associations become really clear on whom they are here to serve - and then go out and focus on making a difference in our sector. We're so much more than just conference organisers.

Any future plans for the IAF?

We're really investing in our professional development programmes at the moment. For beginning facilitators, we will be introducing a mentoring-based programme for an initial endorsement. For seasoned pros, we are developing a senior accreditation that values contributions to the profession and continued developing practice. And finally, we want to embrace the variety of facilitation by acknowledging specialisations like visual facilitation or agile facilitation in our programmes.



MORE INFORMATION:
WWW.IAF-WORLD.ORG

HOW TO MANAGE VOLUNTEERS EFFECTIVELY

Volunteers are an important resource for associations, and managing them effectively requires strategy, focus and constant vigilance, writes Béatrice Richez-Baum, Secretary General of the European Confederation of Directors' Associations (ecoDa) and board member of European Society of Association Executives.



BÉATRICE
RICHEZ-BAUM



Non-profit associations always seek to maximise the benefits from their limited staff resources through voluntary contributions. Volunteers are there not only to perform specific tasks, but they also help organisations grab a hold of reality. This is particularly true for lobbying organisations which rely on their member organisations to provide expertise and informative input on potential consequences of new legislations. Volunteers help establish the association's credibility and influence on a firm footing by bringing real case examples and evidences that can feed position papers.

THE ROLE OF VOLUNTEERS IN ASSOCIATIONS

Volunteers are by definition not financially compensated to provide support but instead they are often expected to pay for their affiliation to the association. The main challenges for associations are therefore to get the right people around, to find the right incentives to keep them in the long run and to leverage their expertise.

A good signal of success is when member organisations help identify their pool of experts by offering access to the European association as a reward for good performance. But, too often, instead of taking the lead, associations just rely on volunteers available or on their member organisations to appoint representatives. The best way to get the right people is certainly to start by defining exactly what you expect from them. It is obvious that associations should be clear on the expectations and the required time commitment but they should not overlook the importance of defining the profiles they are looking for. If the association seeks specialists offering the best advice in their area of expertise, one should opt either for a homogeneity of profiles with the same seniority level or for a diversity of backgrounds that could bring different perspectives in the debate.

When the volunteers are appointed, associations should pay attention to the induction process. Creating a community starts by making sure everyone is on the same page in terms of understanding the values and the drivers of the association - in other words its culture.

KEEPING VOLUNTEERS MOTIVATED

The motivations for a volunteer to join an association can be diverse: it might be seen as a way to socialise and get access to a European network, or as a way to broaden their knowledge by benchmarking national practices. Associations should consider the different motivations that drive volunteers to reward them adequately. Some volunteers will feel happy as long as they believe their actions have an actual impact on the association's life while others look for prestige and visibility. The latter should definitely be invited to present publicly the results of their survey or be given external exposure to be recognised as experts within the broader community. Organising only conference calls will not allow the volunteers animated by networking perspective to connect with the others. The association should not neglect the social part even for small working groups. Enabling volunteers to exchange directly is important for their long-term engagement.

Volunteers' commitment should not be considered as granted. A great risk for associations is to rely too much on one or two individuals who play major roles. Associations should always identify sources of vulnerabilities and assess their degree of resilience in case top performing volunteers have to leave. Succession planning is absolutely essential when important functions are ensured by volunteers. The best option for associations is certainly to be cautious about the group dynamic and to privilege mandate limitation and rotation of volunteers as much as they can. These are certainly useful guidelines to strike a good balance between the staff team and the volunteer team. It helps ensure that the professional team does not run into conflict with the volunteers. "Members-directed associations" tend to be more professional than "members-driven associations". They operate less as a club and more like an organisation with an accountable management.

BOARD MEMBERS VS. VOLUNTEERS

Boards are perceived as the weak body in the governance system of too many associations. Associations should definitely upgrade their governance and get inspiration from the profit sector. Boards tend to fall into interpersonal conflicts or competing interests that may hamper all efforts of the association to move ahead. Board members might have personal agendas and often incorrect assumptions about their responsibilities.

First of all, board members should be clearly informed about their legal responsibilities and be conscious that the collective interest of the association should always prevail. What is relevant for volunteers in working groups should be even more essential for board members; induction sessions and definition of profiles for an efficient board composition constitute key areas of focus. Moving away from a board composed systematically of all chairs or CEOs of member organisations and bringing outsiders or wise people with a different background can challenge the thinking approach and generate more creativity.

To by-pass possible reticences, the association might consider creating an advisory board to move in that direction. In terms of governance, it goes without saying that the board has to be clearly distinguished from the general assembly. Another tool to promote board professionalism in associations is to proceed to the boards' assessment. This concept, well known in profit organisations is unfortunately not a common practice in associations. Association managers are often reluctant to assess board members who are usually their constituencies at the same time. Changes can be implemented with the help of the chair who will be in an easier position to take the initiative.

MORE ON THE WEBSITE
[HTTP://ASSOCIATIONEXECUTIVES.EU/](http://associationexecutives.eu/)





VOLUNTEERING & GOVERNANCE

PSYCHOLOGICAL CONTRACTS IN ACTION

Governing a not-for-profit organisation is never an easy feat and promoting corporate governance among volunteer leaders can be a tricky undertaking if not managed carefully and in context. As diverse as is the world of associations, so are the number of governance models applied in practice. Some strict, codified and made to last for all eternity, others flexible and loose, reflecting the association's needs at a given moment. 'WHICHEVER MODEL WORKS, DON'T CHANGE A WINNING TEAM' is the credo by which to address your governance needs.



**CHRISTOPH
RAUDONAT**

But what if change is required? How to engage and motivate those volunteers that are in it for the glory only? What if our organisation requires serious input from its members to enable a 'for the members by the members' approach?

This article will address some of the challenges faced by volunteer organisations that struggle to keep their members motivated and engaged. We will look at some basic governance models and the reputation of volunteering. Motivation via the application of psychological contracts as modes of engagement are equally important to look into as are generational aspects in volunteering as no member is ever the

same. Some of it requires management skills that go beyond the ordinary while other aspects lie seemingly on the hand.

As we go about our daily lives we face it every day: the challenge to run a not-for-profit organisation and add value to membership. While an association board consisting of volunteer leaders may put pressure on the association's (paid) manager to perform, they themselves may feel the pressure from committees and members to advance the agenda of the organisation. How to take adequate responsibility in an environment that relies heavily on the input from members who themselves have a busy professional schedule to manage and for whom the engagement in our association is but something they do in their spare time?

For many not-for-profit organisations the solution lay in taking a peek into the corporate world for answers regarding governance practices. After all, most associations will probably have some sort of a board and an executive function. However, where in the corporate world the board of directors is frequently the stable, long-term governing body with the CEO on frequent rotation, not-for-profits usually see the opposite: a board that is changing in some form or

shape more frequently than the executive function. Institutional memory is thus often located within the secretariat and the people that work for the association on a day-to-day basis, requiring a special kind of trust relationship between an organisation's real leadership and the de facto managers.

We can therefore argue that the adoption of governance practices and thus the motivation and engagement of volunteers depends primarily on the presence of a strong supportive institutional context to reflect the values of the organisation. The challenge herein lies, however, in most cases with the alignment of the psychological contract of both sides, the volunteers and those that stand in a paid contractual relationship with the organisation. Whereas the former might be in it for the glory, the latter might be in it for the money only, two highly contradictory and at times explosive opposites. Based on this argument, many associations have sought to adopt different ways to govern themselves and only loosely rely on input from the corporate world in some aspects of their daily management challenges.

By far the most compelling factor of engagement appears to be the increased reputational aspect of volunteering. 'Doing good' is an approach that many

feel satisfies not only their own need of self-promotion but it adds beneficially to the development of their chosen cause. Engaging oneself in volunteer activities has proven to increase an individual's reputational capital within their professional circles, while often providing them with increased exposure to new thinking and up-to-date information, increasing also their own professional value.

With a lack of corporate metrics, such as ROI and other success measures, how do not-for-profits generate then the necessary motivation required to engage volunteers in governance positions? Is the application of a Social ROI our only tool to benchmark our activities or do we have other, 'soft' KPIs in our arsenal to strengthen an individual's psychological contract with the organisation?

To find answers, we must turn to organisational commitment as a tool to engage those volunteers that advance our raison d'être and act as 'ambassadors' for our cause and organisation. In fact, ambassador programmes have proven quite successful in combination with mentoring the next generation of leaders to set good examples and inspire for the future. In a hypothesis that pride in the organisation and respect from the organisation predicts organisational commitment Clary and Snyder (1999) set out to build a model whereby

the perceived importance of volunteer work acts as an antecedent of pride and perceived support from the organisation is an antecedent of respect. I.e. the better the support and motivation from the organisation, the more support and buy-in from its volunteer members.

Based on **Structural Equation Modelling** (SEM) they developed a **volunteer functions inventory** (VFI) to measure the commitment of volunteers as well as the perceived support from the organisation itself. Breaking down the psychological contract and volunteer engagement into six different stages showed the following motivational aspects:

- 1 **PROTECTIVE MOTIVES** – a way of protecting the ego from the difficulties of life
- 2 **VALUES** – a way to express ones altruistic and humanitarian values
- 3 **CAREER** – a way to improve career prospects
- 4 **SOCIAL** – a way to build and strengthen ties
- 5 **UNDERSTANDING** – a way to gain knowledge, skills and abilities
- 6 **ENHANCEMENT** – a way to help the ego grow and develop

Looking at it from this angle therefore, motivating volunteers and aligning efforts of governance, suggests that we should remain open to the possibility that the psychological contract of volunteers in leadership functions is affected by expectation arising from socio-cultural influences beyond the volunteer/manager relationship and from the expectations of relative freedom and subjective perceptions of volunteering as serious leisure, unpaid work, or activism (Nichols, 2012). In other words, within not-for-profit organisations we need to understand volunteer engagement in relation to governance more as a social relationship with expectations to be managed by both, managers and volunteers, than mere KPIs based on organisational success.

This article was provided by the International Association of Professional Congress Organisers, author **CHRISTOPH RAUDONAT**, Business Development & Association Director, International Conference Services, on behalf of IAPCO Vice President, **Mathias Posch**, International Conference Services Events. IAPCO represents today 115 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.

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IT'S ALL ABOUT VISION!

What drives the vision of an association? Why do vision statements matter? Alessandro Cortese, member of the Union of International Associations (UIA) and CEO at European Society for Radiotherapy and Oncology, shares his tips on how to make a snappy and effective vision statement.



**ALESSANDRO
CORTESE**

WHAT MAKES A GOOD VISION STATEMENT?

Ask yourself, "How will the world, or the relevant portion of it, look like in the future if your association is successful in achieving its long-term objectives?"

An effective vision statement is a promise from the organisation to its members; a belief that it is possible to make impact on a specific issue and change for better, together.

And therefore, the vision is the reason for the engagement of the members, rather than buying services or products.

If a vision is simply a picture of what the association and its leaders desire for a better future, it is then a statement of the values embraced by the association.

It is not about how or what. For that, you have a strategy. It's about why.

The reason why an association exists is usually expressed in the mission statement. What is the

association trying to achieve, in principle? Is it willing to eradicate a disease or a negative condition? Is it willing to effect a change in culture or mindsets? Is it about protecting a certain part of the population? Advancing a cause? Advocating for an industrial sector?

However, mentioning the purpose of your association is not enough to drive participation and motivate engagement.

With its vision, your association defines and describes a tangible outcome of being a relevant organisation supported by many stakeholders who share a coherent long-term goal.

It tells a story in which the main character is not the organisation or its leader, but the member with his or her values, beliefs and ambitions.

IN OTHER WORDS, WHY SHOULD ANYBODY CARE ABOUT YOUR ASSOCIATION? CAN THEY BELIEVE WHAT YOU BELIEVE? WHAT WILL THEY ACHIEVE IF THEY JOIN YOU?

It is also a question of value, as the famous Harvard Strategy Professor, Michael Porter, explained. In any field, value should be defined around the customer, not the supplier.

Porter said, "In any field, improving performance and accountability depends on having a shared goal that unites the interests and activities of all stakeholders. In most fields, the preeminent goal is value. The concept of value refers to the output achieved relative to the cost incurred. Defining and measuring value is essential to understanding the performance of any organisation

and driving continuous improvement".

A clear vision provides direction and establishes a purpose worthy of achieving or defending, as it refers to a set of values the members believe in. True values contain a deeper meaning, an application within the context of the association, and a sense of passion.

The values describe the culture of the organisation, or at least the ambition to change the culture of the association to fit the values that the members subscribe to. Without alignment between values and culture on one side, and mission and vision on the other side, the association will struggle to remain relevant and convince the members that it is worth engaging in it.

If the members do not feel that there is value created for them in the association, they will progressively look at the alternative sources of value that better correspond to their needs and beliefs.

There is no escape: an association must constantly communicate around its vision dynamically to remain relevant over time, embracing the values that members believe in and providing long-term value by vocalising about the impact that the association and its members will have.

Ultimately, the vision statement contributes to the essential function of defining what is called by Matthew Richter "an intrinsically motivating environment", which occurs when a person can excel by adhering to motivational factors found in the environment. Essentially, when the motivational factors are present, members have a perceived valuable choice to opt for.



SO, WHAT ARE THE RULES OF WRITING A STRONG VISION STATEMENT?

There are probably none. However, it is possible to draw up some guidelines that increase the chances of defining an effective vision statement. I would suggest focusing on two characteristics:

Firstly, a vision statement should be inclusive and suggestive, motivating members and stakeholders to join a common cause and describing what success will look like.

For instance:

SPECIAL OLYMPICS: To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different.

HABITAT FOR HUMANITY: A world where everyone has a decent place to live.

Secondly, keep your vision statement succinct and yet very ambitious, in just one or two sentences. On average, a vision statement has less than 20 words. Clear words should be used to communicate a strong and clear goal for the future.

For instance:

OXFAM: A just world without poverty

ALZHEIMER'S ASSOCIATION: A world without Alzheimer's

In conclusion, each association should have an effective vision statement that describes the picture of its impact in the future and embraces the values of its members. Each association should also constantly communicate to all its stakeholders around it, as this will serve as the basis of their engagement and motivation.

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MAKING THE MOST OF YOUR MOST VALUABLE RESOURCES

In a recent survey of nearly 1,000 association leaders, the most frequently given answer to the question “What is the biggest challenge to growing your organization this coming year?” was lack of resources. When they say “lack of resources” they’re probably thinking about not having enough staff, or not having enough money. But, if used effectively, the single biggest resource most associations have is their members. That’s the resource that needs to be maximized.

Every association, professional society, Chamber of Commerce, or other membership-based organization works diligently to get more their members involved in the work of the organization. As technology and time have worked to become the biggest challenges to getting members to step forward and volunteer in their organizations, more and more of the work of these groups is being done by the staff. This has created an endless cycle of overworked staff and unengaged members. The job of the organization staff is not to sit around and complain about lack of resources, the job is to make the most of those resources – those human resources – as is possible.

Here are three things associations can do, even in a world of time-challenged volunteers, to build their leadership core and create some truly energized ambassadors for their organization.

1 TRY TO BREAK DOWN THE BIGGER JOBS INTO SMALLER TASKS

I truly believe that most members would like to help their organization in some way, but they just can't see how they can do that with all the other things they have going on in their lives. So, organizations need to create situations where members can give whatever time they have available and still feel as though they are accomplishing something. Organizations need to take a close look at the actual time commitment needed for each of their volunteer roles, and try to do some modern-day “job sharing.” Instead of asking a member to chair the Membership Committee, ask him/her to coordinate the reinstatement of five former members during the next year. That’s something that can be valuable to the organization, can be done within a flexible timeframe, and is very focused.

Don't let your organization's structure be a barrier to getting more members engaged and involved. Instead of trying to fit members in to an organization chart, find out what talents and time they can commit, and then match that to the work that needs to be done.



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2 BE SURE VOLUNTEERS ARE GIVEN THE TOOLS FOR SUCCESS

One of the reasons people are reluctant to volunteer in some organizations is because they don't feel that they have enough experience to do the job correctly, and don't want to be failures in their volunteer work. Don't just provide a job description and assume the volunteer knows what to do.

Each organization needs to have a well-defined and well-coordinated leadership development system. Many of the key jobs that volunteers fill in organizations require similar skills regarding the management of the volunteer committees, etc. However, some volunteer roles require some specialized training in order for the volunteer to be successful. This would include such things as positions as treasurer, Membership Chair, and/or Education Chair. Do some additional, specialized training for these volunteers

3 BE SURE VOLUNTEERS GET PAID FOR THEIR WORK

Obviously, if they are volunteers, they won't be getting a paycheck for the work they put into your organization. That doesn't mean that you don't have to pay them. For your volunteer leaders, the recognition they get becomes their paycheck.

Recognizing volunteers isn't limited to giving awards at an annual banquet. Recognition is very simple - it means when a member gets involved in the leadership of your organization in any way, someone has to say thank you in an appropriate manner. Some of your more active members, typically your leadership group, deserve the type of recognition given to them at your annual meeting or banquet. But don't wait until the end of the year to say thanks to everyone who has contributed their time to your success. One organization was so committed to member recognition they created what was essentially a "thank you" page on their website. They had lists of members who had participated in some way, and identified the specific task or job they had done. People love to see their names in any format, so seeing their name on your website just for putting in a small amount of time to work on a committee, or be the host at a function, etc., is a great way to let them know that you do appreciate their commitment at every level.



None of these ideas are especially new, but they need to be implemented in a new way that is reflective of the time and energy that members are willing to give. Customize your volunteer recruitment efforts, so that members feel that you really value their involvement and they are not just another name on an organization chart. Maximizing your volunteer resources effectively is the answer to some of the biggest challenges associations face in the marketplace of the 21st century.



VISIT.BRUSSELS TO LAUNCH NEW INITIATIVE TO **HELP ASSOCIATIONS GROW IN BRUSSELS**

Home to more than 2,000 international associations, Brussels is one of the world's leading cities in association meetings. To further cement its reputation as world capital of international associations, visit.brussels proudly announced the creation of the International Association Club in the closing session of the European Association Summit – a new initiative to help associations build their power and develop their activities in Brussels. *Katie Lau reports*



**ELISABETH
VAN INGELGEM**

Rather than just an information centre, the Club is a unique venue that will offer one-stop shop services to enhance the quality of activities organised by international associations in Brussels. It will serve as a co-working and

meeting space where seminars, training and networking sessions, as well as information sessions on relevant issues will take place.

Located in the European District, the Club will also provide space for associations wishing to set up shop and interact with their partners in Brussels for up to three months.

WHY A CLUB?

Brussels has become an excellent host city for international associations of all kinds in fields such as science, medicine, trade and humanitarian causes. In 2016, visit.brussels established the Association Bureau as a single point of contact for associations, helping them reach their business goals and inform them on issues related to the setting up or the running

of an organisation in Brussels. Based on the positive experiences of similar clusters and initiatives such as Brussels Commissioner, it seems only fair that a physical facility devoted to international associations should be built to provide tools and resources necessary for the development of international associations.

WHAT'S NEXT?

The Club is still a work in progress with the completion of the architect's design at the beginning of this year and the recent recruitment of an Association Club expert. But as the Association Bureau team is busy building an activities and partnership programme, it seems the wait won't be too long!





CONCEPT

- ✓ Venue with meeting rooms and co-working space
- ✓ Facility dedicated to international associations
- ✓ A visit.brussels project with partners' involvement
- ✓ Space for meetings, networking and information point

LOCATION

- ✓ Located in the European District (Schuman area)
- ✓ Share the same address (Avenue d'Auderghem 63, 1040 Brussels) as the Brussels Commissioner, which includes an information and advice point for international organisations and regional representations and the Expat Welcome Desk for individuals

FACILITIES

- ✓ Building with two levels – Ground Floor + 1st floor
- ✓ Welcome Desk
- ✓ Leisure zone
- ✓ 3 meeting rooms – used for meetings or as co-working space

AUDIENCE

- ✓ Representatives of international associations already located in Brussels
- ✓ Representatives of international associations wishing to establish a seat or antenna in Brussels
- ✓ Partner organisations from association-related fields

ACTIVITIES

- ✓ Seminars on topics for associations by associations
- ✓ Training and networking sessions
- ✓ Information sessions for associations by partners or institutions in Brussels Capital Region
- ✓ Presentation of visit.brussels activities in such areas as meetings, leisure tourism, culture

KEY SERVICES

- ✓ Services structure and pricing based on a co-working space concept
- ✓ Meeting room rental
- ✓ Associations incubator – up to 3 months' use for associations wishing to set up their headquarters in Brussels
- ✓ visit.brussels Association Bureau One-Stop Shop guidance services



FOR MORE INFORMATION

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[HTTPS://VISIT.BRUSSELS](https://visit.brussels)

MEETINGS@VISIT.BRUSSELS

ANOTHER SUCCESSFUL YEAR FOR THE EUROPEAN ASSOCIATION SUMMIT

With a 30 percent increase in participants compared with the previous year, the European Association Summit (EAS) has become an industry fixture for gathering experts and representatives from international associations to network, learn best practices, and share ideas for two days in Brussels. *Katie Lau reports*

Almost 200 association representatives and 35 speakers from a wide variety of sectors participated in thought-provoking educational sessions and networking events on May 30-31 at the SQUARE in the historic heart of Brussels.

The event kicked off with an opening session about innovation as a vector for change for public service broadcasters, delivered by Jean-Paul Philippot, chairman of the European Broadcasting Union (EBU), followed by a Global Association Hubs Partnership (GAHP) session titled "Challenges and Opportunities for Associations to Grow Internationally". One of the speakers, Magdalena Mook, CEO of International Coach Federation (ICF), discussed how a "one-size-fits-all" approach no longer worked as her organisation sought to expand beyond the North America market. "We have to accommodate differences in culture, language, attitudes towards professional coaching and the maturity of market [in different countries]," Mook

said. Developing a strategic focus for their professional development and having a change in the concept of value-based pricing (raising membership fees for the first time in eight years) had made a big difference to her organisation, she said.

The event continued with education sessions on a spectrum of topics such as membership, leadership, finance, lobbying & advocacy and event management. Highlights include an enthusiastic interactive session on how to increase membership engagement, moderated by Jeffer London from International Association of Facilitators. Chalks Richard Corriette, President of People to People International Europe, addressed the differences of reaching out to members and non-members and the challenge of staying relevant to non-members. "We have to form partnerships, find ways to offer them help and solutions, and make friends with them. Then our membership grew, but it took a lot of time to do it organically," Corriette said. The marketing

session also urged associations to keep non-members in mind to tap on their huge potential.

In a strategy session, Michelle Crowley from Professional Convention Management Association (PCMA) also explained how to provide value to members and ease of access to those benefits. The event closed with a speech addressing the issue of cooperation for a stable European future and the role of associations by Sami Andoura, team leader at European Political Strategy Centre.

The Summit also marked the first anniversary of the Association Bureau, created by visit.brussels as a single point of contact to assist international associations in the setup or development of their activities in Brussels. The next edition of the EAS will take place in early March in 2018.



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ASSOCIATION SUCCESS STORY PROGRAMME

THE VALUE OF SHARED SUCCESS

Associations do some fantastic work. Often, that work quietly achieves significant goals, or impacts major change internally, in-line with their strategic objectives.



Yet much of these amazing successes goes uncovered, meaning others cannot benefit from shared best practice. Helping associations share and document their achievements with their peers was the catalyst for the **Association of Association Executives (AAE)** launching the year-round **Association Success Story Programme**.

Announced at the Associations World Congress in Vienna this year, the initiative focuses on creating valuable content for associations, in the form of detailed case studies from peer organisations on how they have developed or created new products, programmes, services and events for their members, or within their sector.

Damian Hutt, Executive Director of the AAE, comments on the initiative: *"We know that the Association Success Story Programme is extremely valuable to association executives; they find case studies so useful for developing and creating new programmes, events, products and services of their own."*

"In the past, we have ensured our members have access to these during our events, which will continue. However, this new programme represents a major commitment and significant investment from the AAE in fostering the exchange of new ideas."

At the recent Associations World Congress, 82% of delegates reported that the Association Success Stories were useful, demonstrating the significant benefits of curating and publishing critical information for membership organisations on a weekly basis.

Examples of Association Success Stories shared include conference mergers and partnerships;



multi-location webcast events; adoption of new event technologies; event growth campaigns; sector weeks; publicity and lobbying campaigns; social media projects; eLearning offerings; and member engagement programmes.

To create a rich repository of valuable content – added to on a weekly basis – the AAE will gather extensive information from associations on their successes, with each individual case study providing guidance and advice to peers in a logical standard format, allow them to channel

this knowledge and experience into developing their own projects.

Hutt adds: *"Identifying the great work that our members undertake and how it benefits their peers with case studies is ultimately the best service we can provide association executives."*

To learn more about the AAE's Association Success Story Programme and to discuss joining free of charge, visit

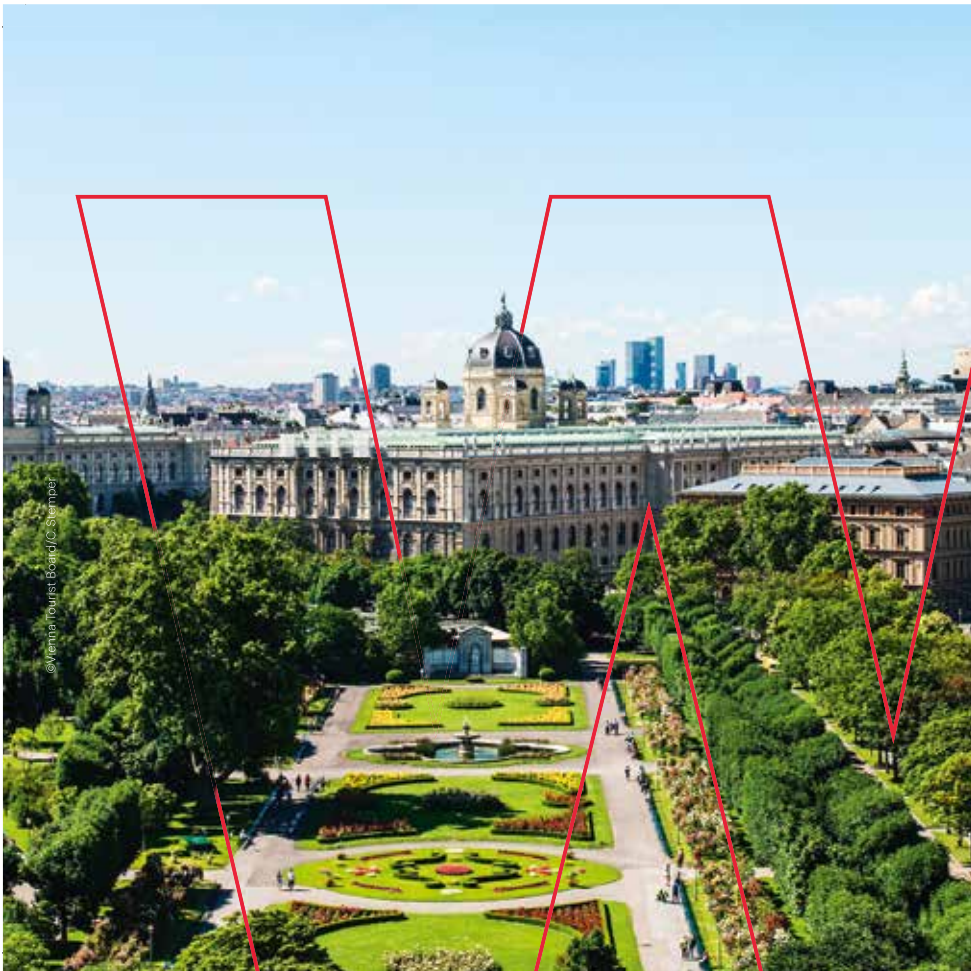
WWW.ASSOCIATIONEXECUTIVES.ORG/PAGE/SUCCESSSTORIES

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THE NEW NORMAL DISTURBANCE IN TRAVEL

At the European Cities Marketing International Conference in Dubrovnik, May 31-June 3, 2017, Europe's city marketers, convention and tourism professionals met industry thought leaders and tourism academics from around the globe to debate and strategise the new normal in urban travel and tourism.

Only now are the DMOs beginning to understand urban travel and tourism as one global marketplace under constant disturbance. DMOs navigate in a network of connected cities with an ever growing exchange of visitors seeking to become temporary locals, with seamless sharing of great moments and ideas of the good life, with many celebrations and urban events manifesting the popular identity of the city, with surging exports of entrepreneurial creations and commercial concepts. The new normal in urban tourism is a wonderland of opportunities, but it can also be a no man's land for the DMOs that can't or won't engage.

During ECM International Conference, attendees started with a shared belief that the new normal is both creative and destructive. Constant change is the only constant.

In the frame of the Conference, European Cities Marketing launched The Future of DMOs - The ECM Manifest that looks at the daily changes and disruptions occurring in European tourism; it sets out a vision on how Destination Marketing Organisations (DMOs) can empower to take on a leading role in city marketing and management.

THE FUTURE OF DMOS - THE ECM MANIFEST

The sector of Destination Marketing has undergone several identity crises, resulting in name changes. Thus, the "Destination Marketing Organisation" (DMO) is becoming "Destination Development, Management and Marketing Organisation" (DDMMO). Of course we do not want to come up with another acronym but this is a way of describing the changes occurring in both Tourism Industry and Meetings Industry. DMOs require a much fuller and deeper coalition of destination partnerships to maintain the visibility of their destination as a great place to live, work, study and visit. With this holistic approach, there is for sure room for DMOs to engage not only towards leisure travellers but also with meetings, incentives conferences and events industry in a targeted way that meets the wider policy objectives of their city.

The freshly published The Future of DMOs - The ECM Manifest produced by European Cities Marketing (ECM) in collaboration with Toposophy, gives 8 principles around which, it recommends Destination Marketing Organisations to take a chance on their future.

The leitmotiv of the Manifest is the radical switch from external to internal, from outbound to inbound, from focus on visitors to focus on locals. If destination marketing used to be about appealing tourists, it is now a more complex undertaking which consists in beginning with the locals, making sure they feel good in their city building a

quality of life for them. People are now appealed to destinations by the genuineness of the accessible local experiences: "In communicating who you are to the outside world, what matters most is how local people live and what they think makes their city unique...". (Source: ECM Manifest)

FROM DMO TO DDMMO?

It not enough to only market your destination, DMOs should also play a role in developing and managing it. It's what makes DMOs become DDMMOs (Destination Development, Management and Marketing Organisation).

"An extended horizon that includes destination development and management necessitates greater levels of alignment and partnership with other public and private enterprises within the destination." (Source: ECM Manifest)

BUILDING PARTNERSHIPS: A SIGN OF STRENGTH

"Today, the most forward-thinking DDMMOs are re-inventing themselves primarily through building deep and meaningful partnerships. Whether it's through teaming up with a local university to analyse data, rolling out a major campaign with an online travel agent, or building a political taskforce to tackle a specific issue, partnerships are essential for helping you get where you want to be." (Source: ECM Manifest)



The ECM Manifest is available
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The 31st edition will for the first time take place in Dresden, Germany on August 26-30, 2017. The faculty are all members/partners of ECM and give their time on a voluntary basis – a way of giving back to the meetings industry: Lone Alletorp Callard (Wonderful Copenhagen), Nalan Emre (IMEX Group), Luca Favetta (Professional Convention Management Association), Paul Flackett (IMEX Group), Cain Leathem (GB Fitness), Heike Mahmoud (Visit Berlin, Berlin Convention Office), Nicola McGrane (IAPCO), Christian Mutschlechner (Vienna Convention Bureau), Miguel Neves (IMEX Group), Colleen Phalen (DMAI), Dr. Julia Schellong (University Hospital Dresden), Dennis Speet (ICCA), Anja Stas (FMCCA), Daniel Waigl (CIRSE), Anne Wallin Rødven (InspirAR) and Kerstin Wünsch (tagungswirtschaft) led by the course leader Pier Paolo Mariotti, CMP CMM (EURAC Convention Center).

The ECM Summer School qualifies for CMP certification and every student getting a ECM Summer School diploma also gets 17.75 Clock Hours for their overall CMP certification.

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DRESDEN

CONVENTION MEETS CULTURE

Dresden is one of the most beautiful cities in Europe. From August 26-30, 2017 the city will become the host city for 31st ECM Summer School.



BETTINA BUNGE,
Managing Director of Dresden Marketing Board

With its magnificent ensemble of architectural monuments, its fascinating history, its world-famous collections of art and its lively programme of cultural events, the state capital of Saxony pulls in millions of visitors every year. Dresden is also a hub for business, science and research and home to a diverse range of start-ups and multinationals. It has been accorded the status of 'Exzellenzstadt' (City of Excellence) and TU Dresden has been classified as an 'Exzellenzuniversität' (University of Excellence).

This unique combination of aesthetic charm, top-class culture and scientific expertise makes the city an attractive destination for meetings, incentives, conferences and events. Organisers as well as delegates come from all over the world. Last year, Dresden hosted 15,000 conferences and congresses attended by 1.4 million people. This puts the Saxon state capital among the Top Ten convention locations in Germany, and it ranks 62nd in Europe as a whole.

Dr. Bettina Bunge is Managing Director of Dresden Marketing Board, Dresden's official marketing organisation, and Vice-President Meetings Industry of the European Cities Marketing Association (ECM): "We

realised at a very early stage that Dresden's high level of scientific achievement gave it a decisive advantage over other destinations, and we have since enjoyed considerable success in attracting conferences and congresses that have thematic relevance to those fields of expertise in which the city excels, for example microelectronics. 1,500 companies work in the microelectronics cluster, i.e. Dresden is Europe's largest microelectronics hub."

VENUES FOR ALL TYPES OF EVENTS

Numerous well-equipped conference rooms and hotels offer the optimum environment for a successful conference in Dresden. The Maritim Hotel & International Congress Center Dresden in the city centre is an ideal platform for events for groups ranging from as few as ten to as many as 6,800 people. The MESSE DRESDEN Trade Fair exhibition grounds, just a few minutes' drive from the city centre, comprise four halls with approximately 23,000m² of covered and 13,500m² of open-air space as well as the BÖRSE DRESDEN conference centre which currently has two auditoriums. There are other exceptional locations in the city such as castles and palaces, industrial facilities, former ballrooms, theatres and museums, which can be used to stage events. For example, the historic buildings that constitute the museums of the Dresden State Art Collections provide exceptional accommodation for every kind of special occasion. They include the Fürstengalerie (Princes' Gallery) in the Residenzschloss (Royal Palace), which can be hired for meetings and events. The portraits of the Saxon rulers through the ages hang in front of the red silk wall coverings in the 40-metre-long room, which can accommodate up to 200 persons. Our newly renovated Kulturpalast (Culture Palace) and Kraftwerk Mitte Dresden (Industrial Area for Culture and Creativity) will bring new clients to Dresden as well.

CULTURAL PROGRAMME AT ITS BEST

Visitors to Dresden can admire the magnificent cultural wealth of the city in its 56 galleries, 44 museums and

36 theatres. Dresden also has world-famous works of art on display such as Raphael's Sistine Madonna in the Old Masters Picture Gallery and opportunities to enjoy contemporary popular culture in Neustadt, the 'alternative quarter' with the largest density of bars and nightclubs in the country.

Conference organisers have a more than ample choice of accommodation to recommend to delegates, as the city's hotels and restaurants offer excellent value for money. One other factor that makes Dresden attractive to organisers and delegates alike is the short distances between venues and amenities. The hotel and conference location are often within walking distance of each other, as are the star attractions on the extra-curricular programme such as the Semper Opera House or the newly reopened Kulturpalast.

THE CONVENTION DEPARTMENT OF DRESDEN MARKETING BOARD OFFERS AS ONE-STOP-OFFICE VALUABLE SERVICE FOR THE MEETINGS INDUSTRY:

- Help with convention procurement by putting together Dresden bids and Dresden presentations
- Invitations to site inspections; establishing connections with partners in the convention sector or representatives from the scientific and business communities in Dresden
- Advice and quotations for venues, hotels with capacity for conventions, accompanying and supporting programmes
- Photographs, texts and presentations, films, facts and publications about Dresden



**CONTACT AND ADVICE FOR
ORGANISERS**

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Convention Department
Tel. +49 (351) 50 173-113
Fax: +49 (351) 50 173-250
convention@marketing.dresden.de
www.dresden.de/convention
www.twitter.com/DresdenMeetings

The Frauenkirche Dresden is one of Germany's most popular attractions for tourists from all around the world

EVOLVE OR DIE LESSONS WELL LEARNED BY BELFAST AND NORTHERN IRELAND

Once torn apart by political turmoil and conflict, Belfast has undergone a remarkable regeneration in recent times, with main stakeholders in the city working together as one team. Nowadays, Northern Ireland's capital has gained its well-deserved position as a competitive major player in the meetings industry, becoming Europe's trendiest destination for business travel. Jesús Guerrero Chacón reports

On 16 March 2017, Headquarters was invited to join the showcase event 'Evolve or Die' organised by Belfast Waterfront in partnership with Tourism Northern Ireland. After my visit, I believe one thing is sure: they both know how to successfully evolve!

Impressed by such a compelling title, I couldn't wait to visit Belfast when I received the invitation to attend the event. After all the changes our company Meeting Media and our publication Headquarters have undergone in the last few months, I was more than ready to join this one-day conference. The thought-provoking keynote speakers shared great insights on how to find solutions driving innovation and growth for businesses in a session by Dr. Deep Parekh and Polo Looser from Asteroidea AG; and how to tackle the digital revolution in the session 'The Digital Transformation of the Events Industry' by Mary Ann Pierce, founder of MAP digital: MetaMeetings™.

Over 100 delegates had the opportunity to learn more about the latest trends in the industry at Belfast

Waterfront. Having completed its state-of-the-art £29.5 million extension in 2016, the venue offers greater flexibility to adapt to the ever-changing needs of event planners and accommodate all kinds of meetings, from small groups to larger events for 2,000+ delegates. The Waterfront's delicious cuisine is supplied by Amadeus, the venue's award-winning catering partner. During the afternoon programme, event planners and members of international trade press were also given the opportunity to experience what the city had to offer in terms of venues, rich culture and unique attractions, such as touring Belfast's political and historical sites from a black taxi or discovering the greatest Titanic experience. Named the world's best tourist attraction in 2016, Titanic Belfast can also be privatised and offer conference space with stunning views for up to 1,500 delegates. Known to the world as the 'most bombed hotel in Europe and the world', the historic Europa Hotel, part of the Hastings Hotels group, was once the headquarters of the international media covering the Northern Ireland conflict during the late 20th

century. Located in the heart of Belfast City Centre, the Europa Hotel is still nowadays the first hotel of choice for business travellers, celebrities and VIPs with its offering of 272 hotel rooms. But that's not all; the Hastings Hotels group is currently adding 300 hotel rooms within walking distance to the Waterfront and Ulster Hall.

The future of Belfast and Northern Ireland is definitely being built today with many developments and business events coming to the region. The 12th Routes Europe will take place from 23-25 April 2017 at Belfast Waterfront and over 1,000 delegates are expected to attend the conference, including the leading airlines, airports and main stakeholders in the industry. This conference will give Northern Ireland the opportunity to empower the development of new flight routes.

Catherine Toolan, Managing Director of Belfast Waterfront and Ulster Hall Ltd, commented "We have invested heavily in enhancing the attractiveness of our tourism infrastructure and today Belfast offers a unique and compelling proposition for event planners across the globe. And without a doubt, our new 7,000m2 state-of-the-art conference facility at Belfast Waterfront has proven to be the city's greatest asset, hosting over 340 events including 34 national and international conferences in our opening year."



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APPLICATIONS OPEN FOR IBTM WORLD-HOSTED ICCA FORUM FOR YOUNG PROFESSIONALS

Applications have opened for the ICCA Forum for Young Professionals, in partnership with IBTM World for the 11th consecutive year. The theme of the 2017 Forum for Young Professionals (FYP) is 'The future is here, the future is you!'

Opening on the eve of IBTM World 2017, 26 November and closing on 28 November, the forum gathers 35 young industry professionals for a three-day long programme of educational sessions, networking, social activities and guidance from some of the industry's most influential professionals.

Delegates benefit from gaining a deeper understanding of the different industry sectors, strengthen their connections and networks with peers and industry leaders from across the globe and gain experience of working on multi-cultural and buyer-supplier teams.

Anne Berrevoets, Events Coordinator for the European Association for International Education, attended the 2015 edition and commented: "The ICCA FYP was a very educational and positive experience. Having access to such an energised group of junior and senior industry professionals was incredibly motivating and the forum gave me the unique opportunity to discuss key topics with suppliers outside of a direct business negotiation; something which was invaluable.

"Not only have I have gained an incredibly strong and diverse network of industry peers, also some of us have become friends and with some of my fellow attendees I have co-founded Meetings and Millennials to keep the conversation going. I would definitely recommend any young person starting out in our industry to apply; they won't regret it."

Kerry Prince, Portfolio Director, IBTM, comments: "As a brand we are committed to investing in the future of our industry and we strongly value our now 11-year long partnership with ICCA to deliver the Forum for Young Professionals. The theme of this year's forum - 'The future is here, the future is you!' aligns perfectly with our programme for IBTM World 2017 – as we continue to work together with our partners, including ICCA to inspire and invest in the future of our industry."

"I would encourage any young person starting out in our industry to apply to be part of the programme. I have seen first-hand the benefits to delegates, many of whom go on to have incredibly successful careers within this dynamic industry."

Martin Sirk, CEO of ICCA said: "The Forum for Young Professionals is a truly unique free educational and networking opportunity for young professionals and is a must for individuals aspiring to a career in the meetings industry.

"The mix between suppliers and buyers creates a platform for discussions, sharing of ideas and getting to know each other's needs and objectives ensuring a greater understanding of the industry as a whole."

ICCA Forum for Young Professionals takes place in Barcelona, Spain from 26 – 28 November 2017. Anyone under the age of 30, with less than three years' experience in the meetings industry is invited to apply for a place on the programme via: www.ibtmworld.com/fyp. Flights and accommodation are included in the package. Deadline for applications is 11 August 2017.

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Forum for Young Professionals

Barcelona, Spain 26-28 November 2017



Forum for Young Professionals

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FYP 2017 in a nutshell

The Future is here, the Future is YOU!

- Meetings industry experts
- Great ROI!
- Free education
- 35 young industry professionals
- 2,5 days
- Networking Education Fun

Great ROI!

- Understand the ins and outs of the meetings industry
- Strengthen your international network
- Learn from the best practitioners

'FYP is a life-changing opportunity because it changes the way you see your world, your job and your future! Thank you so much for such an AMAZING experience!'

*- Moises Vitola
(Medellin CVB, Colombia)*

Application deadline: 11 August
www.fyp2017.iccaworld.org

Organisers



Padraic Gilligan,
SoolNua



Sina Bunte, DES
ICCA

Contact us

For more information please contact Sina Bunte | sina.b@iccaworld.org



SRI LANKA IS HOT

Earlier this year I met with the Chairman of the Sri Lanka Convention Bureau at the Cinnamon Grand Hotel, one of the best convention venues in Colombo. We started our conversation by observing the following fact: Sri Lanka is a hot subject in all the magazines today! Everyone seems to be writing about it. In Asia Pacific it is already viewed as the fastest growing MICE destination. I had a most enlightening exchange with Chairman Prema Cooray about this evolution... and he should know a thing or two about the growth of tourism and the meetings industry in his country. Report: Marcel A.M. Vissers



PREMA
COORAY

WHY SRI LANKA?

If you travel a lot you're often asked the question: *"What is the prettiest country you've ever visited?"*

I have been close to 100 different countries but I have to admit that I've lost my heart to Sri Lanka. I can cite a myriad of reasons why this happened. First of all the people. They are so nice and delightful. Then there is the prevalence of Buddhist culture everywhere you go, not to mention the pristine quality and the abundance of nature.

Just imagine... a 1350 km long coastline with mostly virgin beaches, interspersed with simple fisherman's dwellings or palm trees and tea plants swinging in the breeze. And all of this comes with pleasant weather conditions for most of the year.

Yet, the cherries on the cake are the spiritual values this country exudes. During my recent visit last June the awesome beauty of this island struck me. Colombo may not be the prettiest city in Asia Pacific but then it is so clean and that's amazingly visible everywhere you go, even in the smallest countryside villages. There is no doubt that this is a major asset, which has strong appeal for visitors and convention delegates in particular. Both safe and irresistible... I think that's a fair definition!

COLOMBO, A BRAND-NEW CITY

I had an amiable conversation with Mr. Prema Cooray, Chairman of the Sri Lanka Convention Bureau, about Colombo's ongoing expansion as well as the development of tourism in general and the meetings industry in particular.

Mr. Cooray is a strong defender of the values his country stands for. He is against mass tourism because he believes it doesn't fit the island state's vocation. He believes Sri Lanka first and foremost has to defend its valuable natural beauty, its fauna and flora. He admits that he's always been fascinated by the principles of sustainability and commits to making sure that the country can remain at the forefront of innovation in that field.

"One of our iconic hotels", said Mr Coorey, "was designed and built in the 1990's by Geoffrey Bawa, Sri Lanka's famous architect. I was with him, when he chose the spot for the Heritance Kandalama hotel, his masterpiece. Here he created an austere building that derives its beauty from the surrounding landscape. This hotel has become an icon of sustainable architecture."

Mr. Cooray continued: "We have been through some difficult times. When our civil war ended in 2009 we barely had half a million visitors a year, now we have reached the two million mark. We are currently witnessing a real explosion. All the major international hotel chains are present in our country and many corporate headquarters are being set up in the capital."

Take Cinnamon Life for instance. It is a large integrated resort consisting of a 800-room luxury hotel, a large high-end retail mall, luxury residencies,

state-of-the-art office space and convention, ballroom and banqueting space. Cinnamon Life is not merely an architectural icon but a 'life capital', an architectural heartbeat in the city that is expected for completion by 2019. Worth noting also is that Shangri-La, Hyatt, ITC, Sheraton and Movenpick are scheduled to be inaugurated within the next two years, and they all will boast conference facilities. And there is a bigger project still: the Port City of New Colombo, which is to be built on, reclaimed land adjacent to the Galle Face Green. The city will use resources from the Colombo Harbour Expansion Project, currently under construction near the site of this proposed city. The construction was set to begin in March 2011 but then the project was stopped, mainly because of the high costs as well as several environmental issues. A scaled down programme has recently been approved and expectations are that it will be completed by 2018.

There is also speculation about a new congress centre but much still remains to be answered for.

The first step should be to get consensus about an appropriate location and then to hope that the rest comes together because a new purpose-built centre is needed very urgently.

Mr. Prema Cooray still likes very much the slogan: Sri Lanka: Small Island, Big Trip

LANDMARK FOR SRI LANKA

The **Syndicat National des Agences de Voyages** (SNAV-JEV), staged in Sri Lanka from October 31 -November 5, 2016 at the congress centre BMICH (Colombo).

The JEV Congress is an annual event held in a top tourism destination where over 300 delegates, majority of them being Outbound Travel Agents in France, attended the Congress. This time JEV had picked a destination in Asia to host this major event and it is after a 10-year hiatus. By hosting the JEV 2016 Congress, Sri Lanka wishes to open her full tourism potential to French Market in the coming years.

Mr. Paddy Withana, Chairman Sri Lanka Tourism Promotion Bureau said: 'That French community were especially attracted to Sri Lanka because of its rich heritage and ancient culture mixed with its colourful splendor.

Over 300 French travel agents took part in Sri Lanka for this historic event and they visited Negombo, Colombo with excursions to the cultural triangle during the six days of the Congress.

The people are so nice and delightful. Then there is the prevalence of Buddhist culture everywhere you go, not to mention the pristine quality and the abundance of nature.



BANDARANAIKE MEMORIAL INTERNATIONAL CONFERENCE HALL (BMICH), COLOMBO - FACILITIES

- CAPACITY OF THE HALL: 1,600 DELEGATES
- SEATING FOR 640 IN THE GALLERY AND 960 IN THE BALCONY
- CAPACITY OF THE BANQUET HALL: 450 PERSONS (IDEAL FOR LUNCHEONS, DINNERS OR COCKTAILS); 175 IN THE RESTAURANT.
- 4 COMMITTEE ROOMS, THE LARGEST OF WHICH FOR UP TO 400 DELEGATES
- SEATING FOR 200 PARTICIPANTS AT THE BMICH CINEMA.

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DISCOVER LVIV

EUROPE'S LAST HIDDEN GEM

With an intriguing mix of neoclassical architecture and Soviet-era tower blocks and vehicles hurtling along on cobbled roads, Lviv seems to be stuck in a time warp at first glance. However, there is more to Lviv than meets the eye - with its vibrant culture and quirky charms, it's easy to see why Lviv lives up to its reputation as Ukraine's official cultural capital.

Report by Katie Lau

Formerly known as Lwow in Polish and Lemberg in German, Lviv was once a cosmopolitan capital of several empires over the past eight centuries such as Galicia (the one in Eastern Europe!), Austro-Hungarian Empire, and the Kingdom of Poland. Their influences in Lviv can be easily spotted in the eclectic architecture of the old town, such as various churches and cathedrals as well as neoclassical buildings built in Renaissance, Baroque and Classicism styles.

Lviv's fascinating heritage, as explained to me by the wonderfully knowledgeable guides during a four-day press tour organised by Lviv Convention Bureau in late April, served as an excellent entry point to exploring the many charming attractions in the old town.

GORGEOUS ARCHITECTURE

The old town, a UNESCO World Heritage site, is just a brisk 15-minute walk from our hotel Premier Dnister, a four-star establishment with modern renovated rooms through a picturesque park.

After strolling past a giant statue of Ivan Franko, the legendary Ukrainian jack-of-all-trades (poet,

writer, journalist, interpreter, economist, to name a few) and a university named after him, we arrived at the visually stunning House of Scientists. Built by Viennese architects in Central European Baroque style, the former aristocratic casino is now an exquisitely elegant venue with an imposing façade and opulently decorated interiors - watch out for unique oak stairway with carved railings! Its six authentic halls are perfect for different events such as gala dinners and cocktail receptions.

Another stunning Renaissance and Baroque building is Lviv Opera and Ballet Theatre, named after opera singer Solomiya Krushelnytska. Its ornately decorated Mirror Hall has hosted exclusive receptions, political forums while many high-profile festivals and music competitions have been organised in its grand auditorium. Potocki Palace, another neo-Renaissance 19th century building that once belonged to the powerful Potocki family, is an elegant venue featuring three grand halls with marble fireplaces and ornate mirrors. Not only just popular for weddings, the venue has hosted many political and cultural events such as the meeting of Presidents from countries such as

Ukraine, Poland, Austria, Latvia and Slovakia, UEFA and International Olympic Committee projects.

There is no better place to enjoy a panoramic view of the old town than at the Castle Hill, the highest point of the city. While the historic castle was destroyed in previous wars, Citadel Inn Hotel & Resort is the only fortification tower restored into an elegant five-star hotel, decorated in Austrian imperial style with majestic views of the old town.

A RICH CULTURAL LIFE

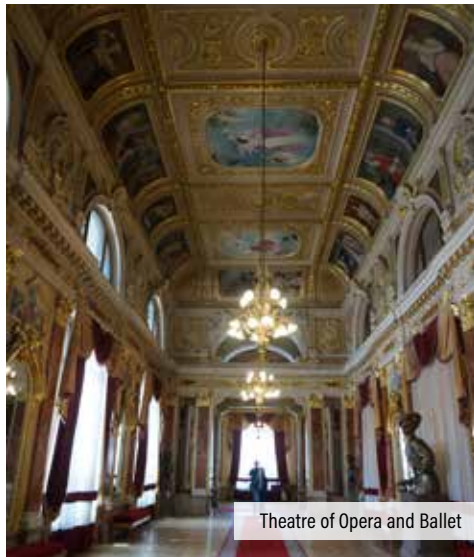
However, much of Lviv's charm lies in its thriving cultural life and culinary scene. As a foodie, I was ecstatic to discover the Galician cuisine (Ukrainian borscht and a wide variety of grilled meat and sausages to name a few) in many quirky cafes and restaurants featuring wildly imaginative themes and decorations (many of them hidden underground). I enjoyed my dinner at the legendary Baczewski Restaurant, famous for modern Galician cuisine and homemade liquor (especially vodka). Its sumptuous interiors, including a dining room set in a man-made oasis with live plants, makes a wonderful setting for meetings and events.

Lviv also boasts a dizzying variety of coffee houses (coffee is a way of life for Lvivites), chocolatiers and craft beer breweries. Located in the centre of Rynok Square, Pravda Brewery is a must-visit even for teetotalers - its political line of craft beer lampooning world leaders is too funny to miss. Obvious targets include Trump ("The President of the Divided States of America"), Putin (need I explain why?), Obama and Merkel (both for failing to stand up for Ukraine in previous crises). The restaurant-brewery, featuring the best brewers from Ukraine, Belgium, Czech Republic and the USA, is also a theatre with its





The Old Town, a UNESCO World Heritage site



Theatre of Opera and Ballet



The Old Town, a UNESCO World Heritage site

own orchestra where visitors can view the brewing process from scratch.

Lviv is well known for its eclectic festivals with more than 50 events every year, especially in the summer, such as LvivMozArt (named after Mozart's son, Lviv's famous resident), an international classical music festival that will take place for the first time in August; and Coffee Fest in September, featuring contests, coffeeware fairs and more.

I was lucky to feel the party vibes at the Craft Beer & Vinyl Music Festival at the FESTrepublic compound, a creative venue outside the city co-founded by Ukrainian entrepreneur Andriy Khudo. The festival was a blast complete with craft beer tasting, street food vendors, flea markets and lots of music. I also caught a captivating performance by Ukrainian-American singer Bria Blessing and Academia chamber orchestra at the ethno-jazz festival "Flugery Lvova" and learned how to make Ukrainian candles in a workshop at Lviv Candles Manufactory.

A YOUNG AND EDUCATED POPULATION

With 33 higher education institutions, one in every five citizen in Lviv is a student. Lviv is also a hub for scientific research institutes with a booming IT industry (hence the excellent quality of free wifi throughout the city). Andriy Sadovyi, mayor of Lviv, assured me that human values were very important for Lviv in a personal interview in his office. "We'd like many smart people come to the city... when there are

academic conferences it's a good opportunity for our scholars and students to enhance their positions," Sadovyi said.

EXCELLENT VALUE FOR MONEY

It's also worth mentioning that Lviv is a very affordable destination by European standards – a fine European-quality dinner in a nice restaurant only costs 10 euro.

It comes as no surprise that Lviv is attracting more and more international conferences, such as the upcoming 17th annual ICCA CEC Summer Meeting in August. With the construction of a new congress centre in the pipeline, it seems the future is looking bright for Lviv.

QUICK FACTS ABOUT LVIV:

Visa policy

- No visas required for EU and US citizens

Population

- 757,500 (Ukraine's seventh largest city)

Accessibility

- 70km to EU border, 19 airlines flying from 35 destinations

Attractions

- UNESCO World Heritage site (since 1998) with 2,500+ architectural monuments and 60 museums
- Ukraine's official cultural capital (since 2009) with 50+ festivals each year, including classical music, jazz, coffee & chocolate

Infrastructure

- 45+ hotels with conference halls
- 700+ rooms (4 & 5 star hotels)
- a modern airport renovated for EURO 2012 Football Championship

Meeting facilities

- 15 conference halls, e.g. Lviv Arena Stadium with a capacity of 1,200 people
- 12 unique venues, 11 academic venues

MORE INFORMATION:

LVIVCONVENTION.COM.UA

NOT QUITE THERE YET **WOMEN** **SEEKING BETTER TREATMENT IN** **THE MEETING INDUSTRY**

An international survey targeting female meeting industry professionals revealed that half of the respondents expressed concerns about not being treated equally as their male counterparts in terms of salary and career opportunities.

Conducted in March by German events industry magazines *tw tagungswirtschaft* and the *m + a* report in collaboration with the IMEX Group, the survey, titled *Women in the Events Industry – equal partners or assistants?*, interviewed more than 3,000 women worldwide, 628 of whom were from Europe (473 from Germany) and 150 from North America.

The results were highly revealing: 66 percent of women in the events sector said they loved being in the industry. However, only three out of ten women said they felt equal in terms of salary and six in ten women did not believe they had the same career prospects as their male counterparts.

According to the survey results, which can be found in the IMEX issue of *tw tagungswirtschaft*, nearly 64% of the respondents were convinced that the meeting industry needed more female leadership. However, about 78% of the respondents said the gender of their boss was not an issue, saying “it all depends on the individual’s character and leadership skills.”

Some respondents observed the lack of motivation in women when it comes to climbing the career ladder compared to men, with one saying “Women need to want to be at the top. Most don’t.” Another went even further and said, “Women seem to shy from taking risks and fail to assert themselves and their skills. That needs to be changed.”

Then of course, advancing in the workplace would not be possible without a work environment that encourages work-family balance, which turned out to be the biggest concern for the respondents. Besides “the compatibility of family and career”, other important issues related to the “appreciation of work, respect and confidence concomitant with full budget and personnel responsibility” were mentioned.

The survey also reported that some women, especially those younger, seemed more susceptible to sexism and sexual discrimination. One lamented, “People occasionally call me dear or sweetie. They wouldn’t do that to a man.” Another said, “I am under 30 and look younger. People assume I am an assistant versus the event owner and decision maker.”

While things are still less than perfect for women working in the meeting industry, Carina Bauer, CEO of the IMEX Group, said the industry is still an “incredibly welcoming” place for women. “So long as people...are passionate about their work, there is no reason why women cannot get to the very top of this profession,” said Bauer in an interview with *tw tagungswirtschaft*.

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