



HQ

THE ASSOCIATION
MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

Headquarters

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TAIWAN'S NEW MICE MEASURES TO BOOST BUSINESS FROM ASEAN REGION

Taiwan has always spared no effort to attract more business travelers from abroad. Both Bureau of Foreign Trade and Taiwan Tourism Bureau have implemented various measures to make it easier for delegates to visit Taiwan.

To boost business from ASEAN Region, officially launched in September 2016 to enhance cooperation and exchanges between Taiwan and 18 countries in Southeast Asia, South Asia, and Australasia, the New Southbound Policy has initiated many positive changes to Taiwan's visa rules and MICE strategies favoring visitors from the above regions. Visa applications have been streamlined for all ASEAN member states, and passport holders from countries like India and Indonesia are now eligible to apply online at no cost for a Travel Authorization Certificate, if they were issued an entry visa or alien resident certificate in the past decade. In addition, Taiwan Tourism Bureau provide extra subsidy for the groups from above countries

MEET TAIWAN has rolled out a series of incentive programs in line with the Taiwanese government's New Southbound Policy, offering ease of access and exclusive special rewards and benefits to MICE groups from the ASEAN region and South Asia.



BEST REWARDS PROGRAM

Various strategies have been implemented to attract corporate and incentive groups. MEET TAIWAN's Business Events in Surprising Taiwan (BEST) Rewards Program provides two support packages to both MICE delegates and planners. Made for foreign company groups interested in organizing meetings in Taiwan, the Inspection Package features site inspection visits to meeting/special venues, visa application counseling, inspection subsidies, and more. The Partner Package, on the other hand, is designed to help MICE planners and agencies promote Taiwan to their clients by offering itinerary recommendations, venue introductions, site inspection arrangements, and local supplier and business matching.

PROMOTING MICE AT SOUTHEAST ASIAN ROADSHOWS

Following successful visits in Manila, Singapore, and Ho Chi Minh City in June, MEET TAIWAN will continue to organize roadshows and networking events in Malaysia and Indonesia this September and October to promote Taiwan as a unique MICE destination. Highlights will include breath-taking natural beauty, diverse culture and heritage, eclectic cuisine, and outstanding MICE infrastructure.

NEW KIND OF FAMILIARIZATION TOUR: SENSE TAIWAN

Every year, MEET TAIWAN invites 20 decision makers of association meetings and incentive travels to attend a custom familiarization tour to experience Taiwan's abundant beauty and high-quality MICE services.

Taking on the theme "SENSE Taiwan" this year, the fam trip invited 14 guests from ASEAN countries and India to explore Taiwan's creative group activities in a innovative themed itinerary. Participants not only gained a full understanding of Taiwan's MICE environment, including venues, transportation options and related services accompanied by other MICE professionals, but also enjoyed the opportunities for networking, matchmaking, and establishing friendships.

CORPORATE CHALLENGE: ASIA SUPER TEAM

Since 2014, MEET TAIWAN has organized an annual international corporate competition, Asia Super Team. Through contests, companies experienced what Taiwan has to offer in MICE. It has transformed how international business travelers think about MICE in Taiwan, and created a new model for B-to-B marketing. This year, the fourth edition of Asia Super Team invites companies from Singapore, Japan, Korea, Thailand, Malaysia, Indonesia, Vietnam, and the Philippines to participate in the competition. For the first time in the history of the competition, three successful leaders from Taiwan will join the winning participants and guide them as they explore the beauty of Taiwan as a MICE destination. Asia Super Team has received notable recognition from the Society for Incentive Travel Excellence and Stevie Awards.

More at ASIASUPERTEAM.MEETTAIWAN.COM



Taiwan's MICE Promotion Program (MEET TAIWAN)

Sponsored by Bureau of Foreign Trade, MOEA

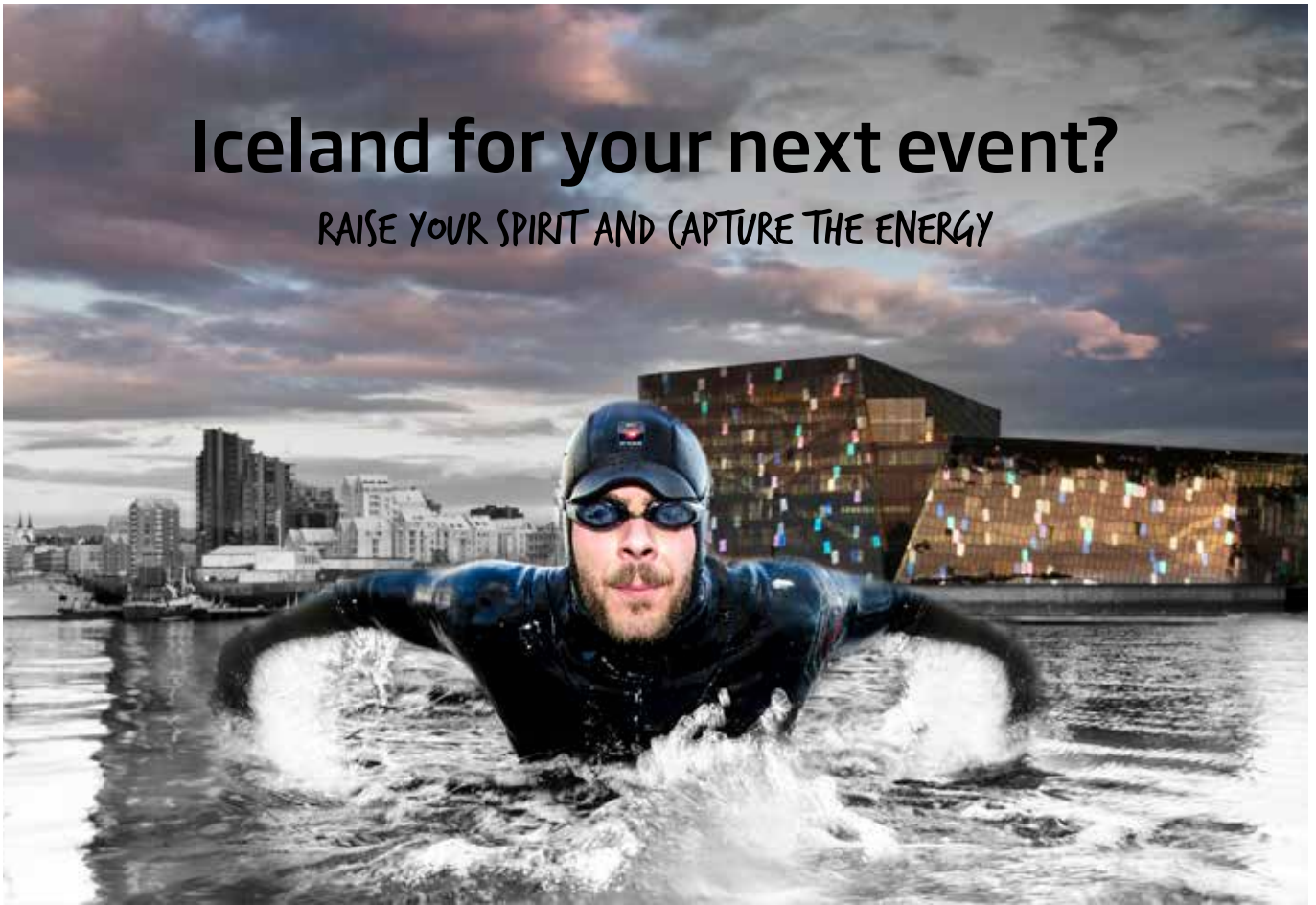
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Iceland for your next event?

RAISE YOUR SPIRIT AND CAPTURE THE ENERGY



The power of Iceland lies in the energetic source of nature, culture and local mindset. All these elements serve as the perfect backdrop for a memorable and effective event. Visitors claim it is the island's energy, diversity and authenticity that gives the country an otherworldliness and spiritual inspiration.

The capital city Reykjavik is nestled by stunning nature and you can choose from various meeting facilities that offer revitalizing views. Just outside the city limits are natural wonders waiting to be explored.



MEET  REYKJAVÍK
Reykjavik Convention Bureau

Our attentive team at Meet in Reykjavik is ready to help and our wide network of suppliers offers the resources and know-how to design unforgettable events.

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REYKJAVÍK SAFE, CLEAN AND CREATIVE

I dream with my eyes open, wrote Jules Verne in his acclaimed novel, *Journey to the center of the earth*. His journey to the center of the earth began in Iceland. Somehow, it still does.

Reykjavík, Iceland's capital, is located a short ride from the international Keflavík airport, that connects Iceland directly to various destinations in Europe and North-America. When you step out of the airport you're greeted with the magical light of Iceland. In the summertime it is bright 24/7 and in the winter time you can be blessed with northern lights dancing in the sky. Against nature you feel yourself small, but at the same time you feel you're a unique and important part of humanity and nature.

Reykjavík is not a big city, but it has all the characteristics of a capital. Reykjavík is known for its vibrant art scene, nightlife, restaurants and nature. The convention does not end when people exit the meeting rooms. It continues in the form of inspiration: Traveling not only broadens your horizon, it is a way to acquire a deeper knowledge of yourself and opens new connections that often grow into something meaningful.

To describe the connection to nature in Reykjavík: A salmon river runs through the city, you can go on a short whale-watching tour from the harbour in the heart of Reykjavík, if you drive for two hours you can be riding a snow-mobile on a glacier, in a few hours tour you can experience amazing geysers, waterfalls, the birthplace of the Icelandic parliament and be back to Reykjavík for a late dinner at one of the city's acclaimed restaurants, perhaps one with a Michelin star.



Although Icelandic writers are known for their crime novels, Iceland is the safest country in the world, according to the The Global Peace Index. Icelanders leave crime and violence to literature.

In Iceland you can control your pace. The rhythms of Reykjavík include every beat from the soothing heartbeat of nature to the pounding beat of the vivid nightlife.

Iceland is an energetic place. Its breathtaking nature is still being formed by the powerful forces of nature, the cliché being the island of fire and ice. Iceland's houses and its famous swimming pools are heated by renewable energy from both hydroelectric and geothermal powerplants. The clean and fresh air is one of the nation's pride.

In Reykjavík you experience a safe, clean and creative European city that will raise your spirits and widen your horizon. And the Reykjavík experience and inspiration will travel with you back home.

MORE INFORMATION

Sigurður Valur Sigurðsson
Director of Marketing

SIGURDUR@MEETINREYKJAVIK.IS

WWW.MEETINREYKJAVIK.IS



MEET REYKJAVÍK

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BIG PROBLEM? BIG SOLUTION

Since pneumatic (air-filled) tyres were invented in 1887, disposing of them has presented a problem. With more than 1 billion tyres produced each year, taking an estimated 500 years to break down, it's an industry with a big waste challenge. Some tyres are reused in things like asphalt roads, kids' playgrounds and racetrack crash barriers. But this still leaves millions languishing in graveyards around the world, creating fire hazards and a long-term, global environmental problem.

Despite many attempts, there has been no economically viable way to recycle rubber tyres effectively – until now. Established in 2009, Australian company Green Distillation Technologies (GDT) has developed world-first technology that converts tyres back into high-quality, in-demand oil, carbon and steel. The technology recycles 100 per cent of every tyre and presents enormous potential.

TRANSFORMING TYRES INTO OIL, CARBON AND STEEL

Discovered by GDT's Chief Technical Officer, Denis Randall, the patented, top-secret process – called 'destructive distillation' – is a chemical reaction that breaks down tyres, leaving oil, carbon and steel. What makes it so ground-breaking is that it is the first method to be developed that turns tyres into high-demand raw materials, without producing any emissions.

According to GDT, a typical 10-kilogram car tyre yields four litres of oil, four kilograms of carbon and two kilograms of steel, while a four-tonne oversized dump truck tyre will yield 1,500 litres of oil, 1.6 tonnes of carbon and 0.8 tonnes of steel.

The destructive distillation process begins by loading whole tyres into a process chamber, which is evacuated of air and sealed. Heat is then applied, which drives the chemical reaction, breaking the tyre down into different compounds, one of which is collected and condensed into 'manufactured' oil. At the end of the process, the carbon and steel are extracted, cooled and separated.

The process is entirely emission-free because all vapours are captured and condensed. The exhaust stream is cooled and washed before it is released, leaving it well below required limits. GDT makes the process even more environmentally efficient by using the manufactured oil as the heat source.

The oil GDT produces through this process is a bio-crude oil, which is similar to diesel.

"The Queensland University of Technology has tested the oil and found it can be blended with small amounts of fossil fuel, resulting in no loss of engine performance and 30 per cent less nitrogen oxide in exhaust emissions," says Trevor Bayley, GDT's Chief Operating Officer.

GDT sells its oil to a refinery, which in turn converts it into a renewable, highly efficient fuel for diesel engines. According to Bayley, the oil could also be used as a heating fuel or further refined into an aviation jet fuel.

The steel commands a high resale price and is sold back to tyre manufacturers for reuse. The carbon, meanwhile, is a high-grade product that can be used in place of carbon sourced from fossil fuels, although GDT is yet to firm up a market for it.

REWRITING THE FUTURE OF TYRE DISPOSAL

This environmental success story came about somewhat by chance, when Randall, a scientist and passionate inventor of waste-to-renewable-energy technologies, discovered the destructive distillation process after more than 35 years of study and experimentation. He initially used it to recycle agricultural waste, but recognised that the process would work with any material containing carbon.

When he crossed paths in 2009 with Trevor Bayley and GDT CEO Craig Dunn, they quickly realised the potential to address the world's tyre problem.

GDT has one plant in its early stages of operations, located near Warren in western New South Wales, with plans to have it running at full capacity soon. Bayley

says a single plant can process 19,300 tonnes of tyres per year, which equates to roughly 658,000 tyres.

The company plans to establish another six plants, eventually giving it capacity to recycle around 26 per cent of Australia's available end-of-life tyre market.

GDT has attracted "huge" interest from international companies keen to establish joint ventures, in countries including the UK, USA, Japan, Thailand, Russia, Chile, Argentina, South Africa and Qatar.

GDT hopes to eventually manage 30 per cent of the global end-of-life tyre market. That's roughly 420 million tyres per year converted into usable and in-demand materials via an environmentally sustainable process.

*First published on www.australiaunlimited.com
Author: Ruby Lohman*

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MACAO A GROWING HUB FOR THE MICE INDUSTRY



Asia's largest integrated resorts, 37,000 hotel rooms, more than 190,000 sqm space for exhibitions and meetings and to top it all nothing is farther than 20 minutes away to fit in all your meetings, entertainment, shopping and dining – Macao paints a perfect picture to become one of the most appealing MICE destinations in Asia.

Relatively a new destination, Macao is at the cusp of exploding onto the MICE scene internationally. Sample this, Macao offers unprecedented business opportunities for meeting planners and business visitors with its open trading port providing easy access to the world's second largest economy, China! Just across the border, there are approximately 109 million people in Guangdong province, which is one of China's most prosperous regions. There are also about 200 million people in Portuguese speaking countries that share a common Portuguese colonial legacy with Macao. Over three billion people are within five hours flight time from Macao, and many of them belong to emerging markets that have shown sustained and rapid economic growth. English is the most common language for international conferences. Choosing Macao for your meeting or event destination will boost attendance from these key markets and offer great opportunities for attendees to network with clients, suppliers and other contacts from the world's most dynamic major

economies – its literally the world at your doorstep! Being 30 square kilometer nowhere is too far away in Macao. Everything is within 20 minutes travel time or less, creating enormous convenience for convention, meeting and event planners and attendees. This helps minimize logistical issues and make travel time shorter. Conversely, it provides more time to fit more activities in.

Macao has Asia's largest integrated resorts, incorporating meeting space, accommodation, entertainment, dining and retail, it can host large-scale meetings and events under one roof and often within one district, allowing significant cost and logistics advantage. Meeting planner can enter contracts with a minimal number of hotels/venues to plan and execute an event.

Macao today represents a mix of glitzy new and timeless old. While on the one hand, its free port status is a shoppers' paradise for duty free goods along with the buzz of many luxury and

international brand hotels like the Venetian, Sheraton, Marriott, St. Regis, Four Seasons, MGM and Wynn's, on the other hand it's a melting pot of encounters between the East and West. In 2005, the Historic Center of Macao was officially listed as a UNESCO World Cultural Heritage list. It is the oldest, most complete and consolidated array of European architectural legacy standing intact on Chinese territory. The ruins of St Paul's Church, St Augustine's Square, Senado Square and Barra Square blend exquisitely with the modern spectacular skyline and contemporary architecture with unique attractions like the Eiffel Tower at The Parisian Macao, Wynn Palace's performance lake and Studio City's Golden Reel to give visitors many show- stopping moments!

Being ranked as the safest city in all of China by the CICC in 2012, of course doesn't hurt the image of Macao! All this is not possible without an enthusiastic government support. Macao Government (Macao Trade and Investment

Promotion Institute) has launched two subvention programmes namely the "Convention and Exhibition Stimulation Programme" and the "International Meeting and Trade Fair Support Programme". These two programmes cover many aspects of the event such as accommodation, F&B, keynote speakers or buyers, promotion & marketing, opening ceremony and translation etc.

CASE STUDY: THE 39TH ASIA PACIFIC DENTAL CONGRESS

The 39th Asia Pacific Dental Congress (APDC 2017) was successfully held on May 22-25, 2017 at The Venetian Macao. During the 4-day event, a total of 18 forums and 2 workshops were held, along with exhibition and conferences, attended by over 2,000 participants, including 200 professional visitors who participated in the Congress for the first time. Several local dentists were also present in the event. Mr. Oliver Hennedige, Secretary-General of the Asia-Pacific Dental Federation, noted that this year's Congress was an overall success and that it will help to promote exchange and cooperation within the dental industry in the Asia-Pacific region. One of the highlights of the APDC 2017 was the "China Room", which was welcomed by many trade visitors from Mainland China. Furthermore, APDC also invited local singers and a mentally handicapped children's chorus to perform at the gala dinner, to bring home the message of care for the disadvantaged to the dental industry.

In addition to the academic forum, which was rich in content, the organizer of the APDC 2017 – Macau



Dental Association – with the assistance of Macao Trade and Investment Institute (IPIM), organized a tour for the dentists from Asia-Pacific to profoundly experience Macao's culture.

PERFECT FACILITIES TAILOR-MADE FOR EVENTS

According to Mr. Oliver Hennedige, Macao is an important platform to connect with the markets in Mainland China. He said that Macao's dental industry could avail of Macao's strengths, such as favourable policy, geographical position and

culture, to establish a closer cooperation with the Mainland to develop business opportunities. Mr. Hennedige also pointed out that in view of large number of support policies granted by the Macao SAR Government, coupled with state-of-art hotel and convention and exhibition facilities, together with the rich cultural heritage, Macao has become an ideal destination for holding any type of convention and exhibition activities, and hopes that, after the opening of the Hong Kong-Zhuhai-Macao Bridge, when Macao will become even more accessible, he will consider holding larger-scale conferences here.



Macao Trade and
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HEARNINGS

MEDELLIN, COLOMBIA'S GLOBAL KNOWLEDGE AND INNOVATION HUB

Once one of the world's most dangerous cities, Medellin has undergone a miraculous transformation into one of the most innovative and livable cities in Latin America in less than a decade, and notably, a formidable MICE destination in recent years, thanks to its diverse competitive clusters and innovation in urban solutions and sustainable development.

A SUCCESSFUL CLUSTER STRATEGY

Thanks to the Cluster Community, a regional development strategy led by the Medellin Chamber of Commerce, the city has fully developed a variety of competitive clusters, turning Medellin, the capital of the department of Antioquia, into a busy and attractive hub for major events and conferences over the past few years.

With extensive experience in hosting energy events, including the IV Ibero-American Renewable Energy Seminar (SIBER) that will be held in 2018, Antioquia generates about 30% of the country's electricity and boasts a thriving **ELECTRIC ENERGY CLUSTER**, featuring innovative projects such as Sustainable Electric Mobility, which promotes the use of clean energies for public and private transportation.

The **TEXTILE, DESIGN & FASHION CLUSTER** features ongoing projects such as technical textiles, clothtech, and textiles cosmetics. The cluster has also worked closely with the energy cluster to develop eco-friendly production processes.

Medellin is a host city for Colombiamoda and Colombiatex, two of the most recognized textile and fashion events in Latin America; as well as Medellin Design Fair, Colombia's biggest of its kind.

The **CONSTRUCTION CLUSTER** has also attracted many events such as International Congress of Steel Construction in 2015. It boasts interesting projects such as Smart and Sustainable Territories, which aims to turn different construction challenges into new entrepreneurial opportunities for local companies; BIM (Building Information Modelling) for technologies in 3D designs; and Retrofit, which reconstructs obsolete buildings into energy-efficient structures at low operational costs.

Last year, more than 11,000 international patients visited the Medellin Health City for the value-for-money services (20-50% cheaper than in the USA). The **MEDICAL AND DENTAL SERVICES CLUSTER** has attracted medical events such as Cervical Cancer International Congress in 2017 and International Ergonomics Association Council Meeting in 2016.

As a city of knowledge, Medellin is known for its Innovation District, Corporación Ruta N, created in 2009 to promote innovative and technology-based businesses. **THE TECHNOLOGY, INFORMATION AND COMMUNICATION CLUSTER (TIC)** has since attracted companies related to science, technology, and innovation, especially in the areas of health, energy, and information technology, while playing host to ITC conferences such as LATINCOM 2016 and III

International Congress of Scientific and Technological Parks and Innovation in June 2017.

With a long list of awards honoring the city's excellence in sustainability, resilience and innovation (just to name a few), Medellin is certain to impress your delegates as a MICE destination.



MORE INFORMATION

Medellin Convention & Visitors Bureau
Clemencia Botero, Promotion Director

CBOTERO@BUREAUMEDELLIN.COM
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BACK TO SCHOOL

MARCEL A.M. VISSERS
EDITOR IN CHIEF

HeadQuarters magazine

I'll be 72 next year and I am planning on going back to school. I have actually already made up my mind. Why on earth would I want to go back to school, you may wonder? Well, I have two good reasons. Number one: what better way to rekindle the fire and keep your mind and spirit in shape than through closer contact with the younger generations. Number two: in my opinion there is not enough knowledge in the meetings industry about management styles and professional training. I have set myself the challenge to find out how different it is to run an association compared to managing a company. I want to find out whether to lead one or the other requires different management styles or not. And also, I am curious to learn more about whether a manager of one or the other needs a different set of talents or again maybe not.

My objective is to obtain a second Master's degree. This time around my aim is the Executive Master in International Association Management degree. I am of course rather privileged in that I only live 40 km away from the Solvay Brussels School of Economics and Management (part of the Université Libre de Bruxelles). Solvay is among the top business schools in the world and has recently developed a programme with seven different modules specifically designed around association management. If anyone would like to join me on this journey back to school just let me know. It might be fun to go shopping together for a new school satchel or perhaps even a uniform.

For the reader here's an overview of the curriculum for 2018:

- module 1 | **LEADERSHIP AND CHANGE**
25-26-27 january 2018
- module 2 | **FINANCE & PERFORMANCE**
22-23-24 february 2018
- module 3 | **STRATEGY I: CREATING AND CAPTURING VALUE**
16-17 march 2018
- module 4 | **STRATEGY II: A GOVERNANCE PERSPECTIVE**
20-21 april 2018
- module 5&6 | **VALUE-FOCUSED MARKETING**
4-5 may 2018 - 25-26 may 2018
- module 7 | **PROJECT & EVENT MANAGEMENT**
14-15-16 june 2018

Like any good student would do you can count on me to keep you informed about my progress in class. so please, follow me in HQ magazine in the section titled 'I'm going back to school!'

I FEEL LIKE I'M ALREADY A STUDENT AGAIN.

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THE ASSOCIATION
MAGAZINE

Editor in Chief
Marcel A.M. Vissers
T. +32 (0)3 226 88 81
marcel@meetingmediagroup.com

Magazine Manager
Jesús Guerrero Chacón
T. +32 (0)2 761 70 52
jesus@meetingmediagroup.com

Responsible editor
Mechelseplein 23/1
2000 Antwerpen, Belgium

Magazine Manager for Asia Pacific
Vikas Tembhare
T. +971 567 547 769
vikas@meetingmediagroup.com

International Sales Manager
Vivian Xu
T. +32 (0)489 550 485
vivian@meetingmediagroup.com

Editor
Katie Lau
T. +32 (0)483 622 482
katie@meetingmediagroup.com

International Sales
Elise Mazarini
T. +32 (0)2 761 70 54
elise@meetingmediagroup.com

Worldwide network of representatives
Inquiries: sales@meetingmediagroup.com

Finance & Accounting
T. +32 (0)3 226 88 81
finance@meetingmediagroup.com

Design & Print
3 Miles Up
T. +32 (0)497 44 28 95
olivier@3milesup.org



Meeting Media Group
4 avenue des Prisonniers Politiques
1150 Brussels (Belgium)
T. +32 (0)2 761 70 50
F. +32 (0)2 761 70 51
www.meetingmediagroup.com
press@meetingmediagroup.com

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1

NEW YORK CITY AND CAPE TOWN SIGN AGREEMENT TO BOOST TRAVEL BETWEEN THE TWO DESTINATIONS

NYC & Company, the City's official destination marketing organization, today joined Cape Town Tourism to sign a first-ever city-to-city partnership to boost travel between Cape Town and New York City. This is the first agreement of its kind NYC & Company has signed with a destination marketing organization on the African continent.

As part of the 2-year alliance, New York City and Cape Town will share best practices in tourism management to increase the number of visitors between both markets in the years ahead. The two organizations will also collaborate on ways to boost travel between Cape Town and New York City through offers and incentives provided by third-party travel providers. South Africa is the largest African origin market for visitors to New York City with nearly 50,000 visitors in 2015. The United States is currently Cape Town's second largest international source market.

WWW.NYCANDCOMPANY.ORG

4

JORDAN TOURISM BOARD LAUNCHES CONVENTION BUREAU

The Jordan Convention Bureau, part of the tourism board's 2017-2019 strategy, began developing formal partnerships with major players within the past few months leading up to its official launch gaining over 44 industry partners. These partners include some of the most important convention and exhibition centers, hotels, as well as professional service suppliers and agencies in the business.

The Jordan Tourism Board has also established a National Ambassador program to identify Jordanian thought leaders in key industry sectors and to develop long-term partnerships with them. The bureau has begun its cooperation with these Jordanian thought leaders on producing bids for large international conferences in order to showcase Jordan and to strengthen the Kingdom's presence within the international industry.

[HTTP://INTERNATIONAL.VISITJORDAN.COM](http://INTERNATIONAL.VISITJORDAN.COM)

2

BERLIN'S THE PLACE TO BE FOR MEDICINE, HEALTHCARE, POLITICS, AND IT

The visitBerlin, Berlin Convention Office, has been actively promoting events in the fields of medicine, pharmaceuticals, and healthcare with a positive effect. Between January and June 2017, these sectors accounted for about 20 per cent of all events held in the city. Consequently, the German capital remains strongly positioned as a top location for medicine-related events. Berlin is also particularly popular as a meeting place in the area of politics and public institutions (14 per cent), as well as IT and the digital economy (13 per cent).

Berlin is increasingly popular with organisers of meetings and conferences. In the first half of 2017, 4.96 million people (+1.8 per cent over the same period last year) attended 64,000 conventions and meetings (+1.9 per cent) in the German capital.

WWW.VISITBERLIN.DE

5

LAUSANNE TO HOST EUROPEAN EHEALTH SUMMIT

Lausanne Tourism & Convention Bureau announces that the Healthcare Information and Management Systems Society (HIMSS) will be holding its eHealth Summit at the SwissTech Convention Center in Lausanne, 21st-22nd September 2017.

HIMSS Europe is the European arm of HIMSS, the largest health IT membership organisation in the world. More than 300 healthcare providers, alongside representatives from science, politics and industry, will attend this year's summit. The event's theme of 'innovation' will include seminar and keynote topics such as e-medication, m-health, Big Data and cyber security.

Gerald Howard, Senior Business Development Manager at Lausanne Tourism & Convention Bureau, says: "With delegates attending from across Europe, Lausanne's excellent transportation network and wide choice of accommodation, made it the ideal choice for HIMSS Europe's event. The innovative backdrop of the SwissTech Convention Center and Lausanne's reputation as a hub for international medical conferences also offers the perfect synergy for the summit's innovation theme."

WWW.LCVB.CH

3

DURBAN ICC CELEBRATES TWO DECADES OF EXCELLENCE

The Durban ICC, which turned 20 on the 8th August, makes winning the coveted title as "Africa's Leading Meetings and Conference Centre" 15 times in 16 years of participating at the World Travel Awards look like a piece of cake.

Durban was the first South African city to establish an international convention centre and was the trailblazer in the growth and development of the business tourism industry in the country.

The Durban ICC hosted its 20th anniversary gala dinner on Friday 25 August, which was an unforgettable guest experience in keeping with the Centre's relentless commitment to innovation and service excellence.

"The invaluable support of clients and stakeholders who have been instrumental in the many milestones of the Centre and its on-going success during the past two decades has not gone unnoticed," said Lindiwe Rakharebe, Durban ICC's Chief Executive Officer.

[HTTPS://ICC.CO.ZA](https://ICC.CO.ZA)

6

ASSOCIATIONS WORLD CONGRESS 2018 HEADS TO ANTWERP

The Association of Association Executives (AAE) announces that its next Associations World Congress will be held in Antwerp, Belgium, on 12 - 14 March 2018.

The annual gathering of the most influential international and European association executives is to be hosted at the recently-launched Flanders Meeting & Convention Centre, located within the Antwerp ZOO in the heart of the city, only half an hour from Brussels.

Following the highly successful 2017 edition, the growing popularity of Associations World Congress has seen its programme of streams and sessions rapidly expand, offering great education, networking and information to association delegates in attendance.

The full programme for Associations World Congress 2018 will be announced in the coming months.

WWW.ASSOCIATIONSCONGRESS.COM



INTERGRAF

TURNING CHALLENGES INTO OPPORTUNITIES IN THE DIGITAL AGE

Based in Brussels, the European Federation for Print & Digital Communication (Intergraf) promotes and protects the interests of the printing and graphic industry, at present with 21 members representing their national industries in 19 European countries. Beatrice Klose, Secretary General of Intergraf, talks about why the printing industry is still alive and well in Europe.

When was Intergraf founded?

Printing is a traditional trade and international cooperation dates back to the 1920s. First contacts were established in 1923 in Sweden, before an association was officially founded in 1930 in Germany. The association moved to the UK in 1946 before being transformed into what it is today in 1984, at which point it was also moved to Brussels.

According to your website, the printing industry in Europe has an annual turnover of approximately €80 billion, consists of some 120,000 companies (mostly small enterprises) and employs some 630,000 people. What are your thoughts on the current state of the printing industry in Europe in the digital age?

With digitalisation becoming more and more important we tend to forget that we are surrounded by countless printed products in our everyday lives. From advertising material to books, magazines, cash, food packaging and myriad more items, print remains a pervasive medium of communication in Europe. The communications mix is a complementary assortment of different media channels – digital, of course, but also more long-established mediums like print.

Digitalisation has undoubtedly changed and diversified the communications mix, creating challenges for the printing industry. But the digital revolution has also presented the sector with many opportunities. Developments in data privacy and security, for instance, offer printers the opportunity to become experts in this field and related digital jobs like graphic design and web design are frequently retained by printers in-house. Many printers in Europe have themselves diversified in the face of digitalisation and have been very successful in doing so. This is all reflected in recent figures, which show that the printing industry in Europe is beginning to stabilise after some years of decline.

One of the biggest challenges faced by the printing industry and consequently also Intergraf as a trade association, concerns the image of print. Intergraf works closely with print-positive campaigns like Keep Me Posted, TwoSides and PrintPower to help correct misunderstandings about the sector. Printed products have numerous advantages – both commercially and environmentally – and we want to communicate this as widely as possible.

Is digitalisation still the most significant trend?

Yes. Digitalisation not only affects companies' internal processes (i.e. by making them more efficient), but also their business models. Many companies now offer webshops for clients and the rise of photobooks, individualised printed phone cases and other possibilities of single designs demonstrates the interest in new types of printed products.

What sets Intergraf apart from similar associations in the region?

Intergraf covers all aspects of the printing industry, including packaging printing, whereas other associations are more specialised in certain niche processes or products. Moreover, we are a truly global association. Alongside our EU advocacy work, we also organise a worldwide conference and exhibition, the Security Printers, International Conference & Exhibition. This event is one of the foremost events in the calendars of producers of secured printed



**BEATRICE
KLOSE**

products like passports, ID cards or banknotes and is attended by delegates from more than 70 countries.

What kind of events does Intergraf organise?

Intergraf organises four regular events, held on a rotational basis in different European countries. Internally, there is our Directors' Conference, General Assembly and Print Matters for the Future! conference. These events are held annually for up to 60 representatives of our national member associations and companies.

Our largest event is the Security Printers, International Conference & Exhibition. Continuously growing, this event has connected technological innovators and institutional end users since 1976. Organised every 18 months, the event gathers over 800 carefully selected representatives from governments, central banks, law enforcement, postal authorities, security printers and suppliers from all over the world. It offers a platform for delegates to explore, benchmark, learn and connect. In contrast to just about all other events

in the field, Security Printers has no commercial objective and is not sponsored. Neutrality and objectivity are guaranteed.

What do you look for in venues and destinations for your events?

For Security Printers there are a number of criteria we consider when choosing the destination. Among them, the accessibility, size and functionality of the venue and the proximity of good hotels. The budget is of course also an important characteristic, but it is similarly essential to be able to establish a good relationship with the team onsite.

What is it like working for Intergraf?

It is a pleasure to help such a traditional industry in their transformation and to observe companies evolving into modern digital businesses. With the rapid evolution of the sector our work in Brussels becomes ever more diverse, but this keeps our job interesting over the years! With such a wide array of

topics, it is challenging every day to select the right priorities for our members and ensure a workable regulatory framework for the 120,000 companies that rely on us throughout Europe.

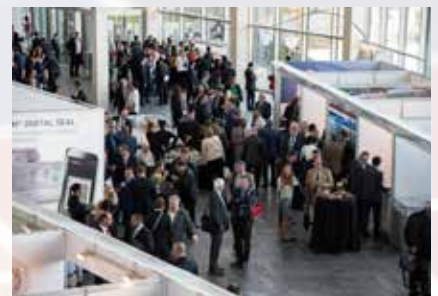
What are the main trends in the association industry that are likely to impact your organisation?

Aside from best practice exchange among national associations, our work is mainly determined by the agenda of the European Commission. Although one of the most noticeable association trends we see is that there is more cooperation between different associations in order to pool resources. In the field of events, we are improving and offering our delegates more interactivity via our mobile app, while at the same time safeguarding the confidential nature of the business of security printing.

Any future plans?

We always strive to change our work and improve our services to ensure that we cover all of the topics necessary for our members and the wider industry. To do this, we cooperate with other trade associations that are closely linked to our sector – such as publishers, postal operators and marketing associations – for instance through conducting joint campaigns on specific issues. This cooperation is very valuable for us.

We are also currently expanding into different types of membership (e.g. associate membership). This is an exciting journey which will allow us to combine more expertise and offer more value to our members.



MORE INFORMATION
WWW.INTERGRAF.EU

HOW TO TACKLE CHALLENGES IN A FAST- CHANGING ENVIRONMENT

In today's environment, the key trends emerging in the association industry in Europe that affect association executives and leaders are driven by internal and external factors and depend on the structure of the organisation. We live in a political, economic and social context of important changes with the rise of populists, migration, terrorism threats and the Brexit. This uncertain environment is combined with competing visions for Europe. It creates confusion and impacts the future of associations. Author Florence Bindelle, Secretary General, EuropeanIssuers and President, ESAE



FLORENCE
BINDELLE



Over time, associations have become more professional and the required skills and competence of association leaders are increasing in numbers and variety. European association executives have therefore updated their skills and know-how in areas such as legal practice, communication, marketing, finance and social media. The European Society of Association Executives (ESAE) is a hub for association leaders and a platform for senior-level association managers in Europe who wish to broaden their perspectives and upgrade their skills in those areas.

Europe is presently where most associations meetings take place, which indicates that the association business in Europe is mature and well developed. However, most associations are not at the same stage of development. Some are startups while others have already reached maturity. There is a life-cycle effect that will shape their own challenges and opportunities and how they will address them. Let us review them.

CUT COSTS

Associations are often confronted by budget reductions, which leads EU associations to improve their “value for money” offerings to members whether they are companies, individuals or national associations. They use tools such as membership

surveys to evaluate the value being offered to their members. They also measure the benefits of their activities with performance indicators such as growth and satisfaction in membership, costs saved for the industry they represent, or effectiveness of regulatory actions. They need to know their MVE (member value expectancy) and how value is created and captured.

THINK STRATEGY

Increasingly, EU associations must consider the importance of frequent strategic planning and governance reviews. These are two major challenges; it's hard for association executives to ensure that the Board agrees and stays focused on the strategic issues that are higher on the agenda. Furthermore, strong consensus building and effective decision making are critical, and personal or corporate agenda should be left aside.

There is also a recent trend of association mergers and creation of new interest groups outside associations. This should be seriously considered in exercising strategic planning.

REDEFINE BUSINESS MODEL

The financial structure of the association is not always a comfortable topic. It is rarely seen as an opportunity to analyse needs for (additional) funding for the new strategic issues. Associations nowadays are faced with growing member demands and restrained budgets,

and yet less sponsorship budgets are available. While membership growth may improve resources available, an association must remain focused to serve its core constituency. European associations should continue to integrate national associations and give a more prominent role to companies at EU level.

KEEP UP WITH TECHNOLOGY

Technological developments play a significant role. The proliferation of information makes it harder to read and synthesise research and reports from the news and social media for advocacy discussions and materials. Therefore, knowledge sharing has gained importance. The development of smartphone applications has helped individuals gather information at their fingertips.

COMMUNICATE BETTER

A top-notch website is also an essential tool to attract new members. How associations communicate with third parties (e.g. EU institutions, media) has evolved thanks to the use of websites and email. For example, email communication between EU officials and business associations is beneficial in exchanging key documents and positions in a timely manner. Intranet and MOAs (members-only areas) are essential tools for engaging members. However, the wide range of various electronic communication channels means that associations cannot stay complacent and staff commitment remains key.

EXPAND INTERNATIONALLY

Some associations are keen to expand their reach internationally (e.g. in the Middle East and Asia Pacific), build capabilities, and maximise ROI in those regions. Expansion beyond Europe offers new opportunities such as access to new markets, a growing member and customer base, increasing revenue, making an impact and leaving a legacy. Increasing the membership of associations could be beneficial but can also change their priorities and increase their workload. The association might also experience a difference in engagement capacity or support from the members and the gap might grow wider.



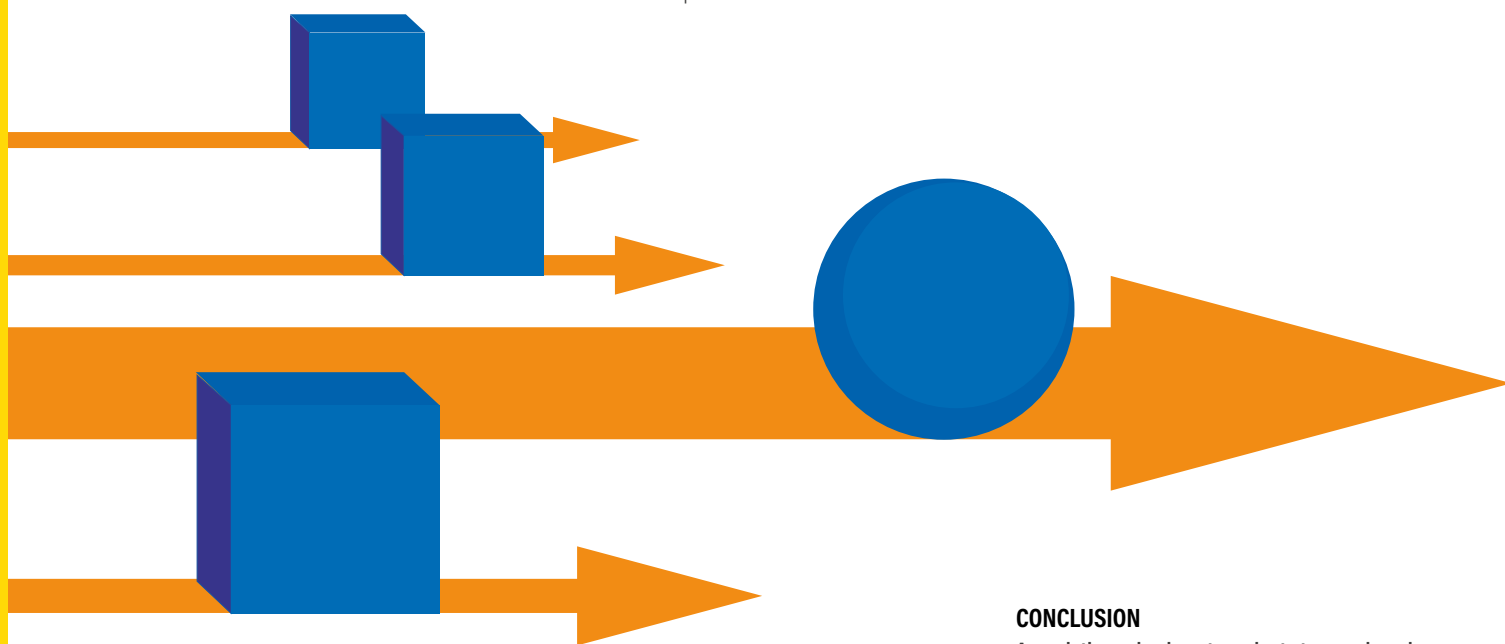
To face these new challenges, associations need to carefully anticipate and understand these changes, and react accordingly:

- The Board needs to adapt to new realities to steer members and staff. Therefore, they should be informed not only on the association activities but also on market trends and innovations. Decisions should be made and implemented quickly.
- The staffing structure should be flexible in adapting to these changes. A clear division of roles and responsibilities between the Board and staff should be in place without overlapping. The Chairperson's role should primarily be to manage the Board and

represent the association at key decision-making events and with the media. All day-to-day activities should be delegated to the internal staff or better to outside consultants. Teams with required skills should be trained to handle a specific task (e.g. conference, website, smartphone application) and dismantled at the end of the project. Interns can also be a good solution.

- Some associations must implement a better response to corporate restructuring, reflecting the changing nature of the industries they represent. Models of membership should be regularly reviewed and adapted according to different types of memberships and fees. It can be a good idea to keep members who can still contribute to the association's goals while they may not necessarily meet the members' requirements. Free membership for certain institutions and faculties can also be explored.

- Lobbying activities need to be more efficient and attuned to an ever-expanding European policy agenda and a limited financial budget.
- Communication strategy needs to adapt to new information technology developments and the Internet must play a key role in the association's communication system. New smartphone applications should also be developed.
- Association staff need to be highly qualified and specialised (e.g. an EU affairs manager must increasingly be a communications expert). Excellent language skills, ability to navigate different cultures, and good marketing skills are highly desirable. However, the selection process can be difficult so the use of recruitment service providers is recommended.



CONCLUSION

Associations having to adapt to a changing environment should focus on defining “value for money” for members much more than they have done so far. Association executives and leaders need to develop KPIs (Key Performance Indicators) to measure their performance in these areas. Frequent strategic planning, governance reviews membership surveys and other tools need to be developed. Many associations need to innovate on a permanent basis to sustain their members' interest. The effectiveness of an association greatly depends on the capacity to recognise and analyse environmental factors, and react accordingly by implementing appropriate structure and management tools.

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3 CAREER BUILDING:

Not just being a member, but becoming involved with AssociationExecutives.EU will help you build your career. After all, it's not about who you know - it's about who knows you.

4 DEVELOPMENT:

The things that you will learn while participating in an committee will directly translate into professional and personal development.

5 SERVICE:

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CHALLENGES AND OPPORTUNITIES FOR 21ST CENTURY ASSOCIATIONS

Like all other organisations, associations today exist in environments characterised by a state of constant change and fluidity. If you are part of an association management team, you may wonder which nowadays are the most pressing issues and how to rise to these challenging surroundings. Here is an overview of five major challenges and opportunities affecting the association industry today.



FRANK M. WAECHTER

The Opportunity:

CREATE MEMBERSHIP MODELS THAT OFFER EXPERIENTIAL VALUE

Changing membership models mean that associations must do more than just deliver valuable information. Instead, the focus should be on designing subscription models that create experiential value¹ in every interaction, whether it is in person, online, at events, etc. Modern associations should strive to generate experience-based membership models² that appeal to relational, cognitive, and sensory qualities and that are easily actionable in everyday life.

some cases are being overlooked despite the fact that cybercriminals often target associations due to the sensitive nature of the data they gather.

The Opportunity:

EMBRACING NEW TECHNOLOGIES SAFELY

Twenty-first-century associations should not discount the potential that new technologies have to attract new members (especially young generations), as well as to vastly improve the online experience of all members irrespective of their age. Investing in a strong social media presence, gathering and analysing Big Data, adopting mobile-friendly website design, integrating cyber-security⁵ into the organisation's culture, and developing event and membership apps are all tremendous opportunities for modern associations. These, together with a multi-channel communication strategy and a focus on delivering personalised experiences can make associations more attractive to a wider section of the population.

1

CHANGING MEMBERSHIP MODELS

The Challenge:

MEMBERS' NEEDS AND EXPECTATIONS ARE CHANGING

Over the past few decades, and mostly due to social and technological changes, we have come to see information in a different light. Thanks to the Internet, information is now widely available in multiple formats, and the general public expects to access to it for free anytime and anywhere. At the same time, the concept of membership and belonging has taken a strong social and relational direction. Such expectations require associations to examine how they are playing out their educational role, as well as the nature of their membership models.

2

THE TRANSFORMATIVE IMPACT OF TECHNOLOGY

The Challenge:

HARNESSING THE POWER OF NEW TECHNOLOGIES AND AVOIDING SECURITY THREATS

The digital transformation had a profound effect on the membership and association sector. In some cases, it facilitated the process of attracting and retaining supporters, but in others, it rendered working models obsolete. Many associations today fail to make the most of the data, tools, and resources³ that come with technological advances and are still offering generic or outdated digital experiences. With the increased use of technology come security threats⁴, which in

3

DEMOGRAPHIC SHIFTS

The Challenge:

KEEPING A CHANGING DEMOGRAPHIC BASE ENGAGED

The degree of alignment between an association's identity and mission and the expectations of growing and influential population segments is another

challenge. Many organisations struggle to attract millennials⁶ and keeping them engaged. Moreover, changing demographics, social mobility trends, and population booms in emerging economies can have a significant impact on human networks, both within associations and between associations and their prospective membership base.

The Opportunity:

DEVELOPING A MULTI-GENERATIONAL ENGAGEMENT STRATEGY

To boost engagement across all demographic groups, associations must develop strategies that address the needs of several age and socio-economic profiles⁷. The key here consists in diversifying the range of collaboration opportunities available while moving towards more flexible and short-term activities, membership models, and volunteer participation schemes. These should be marked by a focus on learning and development, independent decision-making, and satisfying a quest for meaning and achievement both at personal, professional, and social level.

4

AN UNCERTAIN FINANCIAL ENVIRONMENT

The Challenge:

BUILDING AND MAINTAINING SUSTAINABLE ASSOCIATIONS

Financial uncertainty affects the dynamics between associations and their supporters and jeopardises the feasibility of current and future projects. Frequent budget cuts and a greater demand for accountability and transparency mean that associations facing pressure to remain profitable should evaluate their fundraising and operational strategies.

The Opportunity:

PURSUE A CULTURE OF LEADERSHIP

Long-term sustainability can be improved by nurturing leadership at all levels, and not only in the boardroom. A culture of leadership⁸ is evidenced in decision-making; the communicative preferences and style between

directors, staff members, volunteers, sponsors, and the general public; and the provision of skill development opportunities so that staff and volunteers can fine tune their leadership abilities.

5

MANAGERIAL AND HUMAN RESOURCES ISSUES

The Challenge:

MANAGEMENT MODELS ARE BECOMING OUTDATED

Finding an effective way of managing people and resources has always been a thorny issue for organisations, but it has become even more poignant in recent years. This is partly due to the adoption of certain private sector practices, such as outsourcing or the "businification" of the membership and association industry⁹. Some directors and board members may be reluctant to implement private sector management models, while in other cases there might be friction caused by conflicting views on this topic.

The Opportunity:

PUT TALENT AND CHANGE MANAGEMENT IN THE SPOTLIGHT

To avoid internal conflict and capitalise on the organisation's human and financial resources, associations should focus on developing policies and strategies that prioritise the principles of talent and change management¹⁰. When change is seen as an ongoing process that requires constant communication, transparency, and support structures, this can help create positive involvement and synergy between directors and all other stakeholders. Also, and to address gaps in knowledge of resources, associations today can benefit from the expert support of Professional Conference Organisers, who can provide strategic assistance with the many aspects involved in running an association.

Conclusion

The changing human, financial, and technological landscape in which associations operate presents them with unprecedented opportunities to evolve into forward-thinking organisations. Focusing on the creation of experiential value, embracing new technologies safely, developing a multi-generational engagement strategy, nurturing a culture of leadership, and cultivating talent and change management practices will help organisations remain competitive and profitable year after year and rise to each association challenge.

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This article was provided by the International Association of Professional Congress Organisers, author FRANK M. WAECHTER, on behalf of IAPCO Council member Alain Pittet, Congrex Switzerland. Congrex Switzerland is a leading global provider of customised solutions in the field of meeting management and strategic consultancy for associations, corporations and governmental institutions. IAPCO represents today 115 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.

NEW PRESIDENT APPOINTED AT THE FEDERATION OF EUROPEAN AND INTERNATIONAL ASSOCIATIONS

The Federation of European and International Associations (FAIB) announced the appointment of Adrian Harris, Director General of Orgalime, as the President with immediate effect at the General Assembly of 14 June.



ADRIAN HARRIS

Founded in Belgium in 1949, the FAIB is a not-for-profit apolitical organisation that represents international associations from all walks of life. Initiated by the leaders of the UIA (Union of International Associations), FAIB helps international associations in Belgium facilitate their activities.

The FAIB has been chaired by the likes of Paul Van Zeeland, Albert Théâtre and Pierre Harmel, whose objective was to promote the development of international life in Belgium.

Adrian stated on his appointment: "My aim is simple - to help FAIB to achieve its core aim, which is to support the very diverse community of international associations and their staff - industrial, banking, NGO and professional, for our common issues as organisations working in Belgium."

Florence Bindelle, Secretary General of Europeanissuers, and Fabrice Tabankia, Executive Director Finance and Administration of CEFIC, were respectively appointed as FAIB's Vice-President. Bindelle said, "As a woman, I am very pleased to have been elected Vice President of FAIB. My goal is to assist the President and the Board provide pertinent services to our members. I will also promote FAIB with major stakeholders in Belgium and abroad, by developing new communication tools".

Tabankia added, "FAIB will continue to represent the international associations in Belgium by strengthening its advocacy activities and by developing further added-value services for its members".



FLORENCE BINDELLE



FABRICE TABANKIA





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Time between meetings.
Spent among the trees

VIENNA
CONVENTION BUREAU



THE FIRST °CEO HANGZHOU MICE FAM TRIP IS SUCCESSFULLY HELD, PROMOTING THE CITY AS AN INTERNATIONAL MICE DESTINATION



The first °CEO Hangzhou MICE Fam Trip was successfully hosted by Business Events Hangzhou between April 24 and 26, 2017. The dozen company heads, leading conference organizers and media professionals who were invited to attend the event, were given a tour along a route that is representative of what it feels like to °CEO Hangzhou MICE Fam Trip.

THE °CEO HANGZHOU MICE FAM TRIP SHOWED ATTENDEES HOW THEY CAN FULLY CUSTOMIZE AND PERSONALIZE THE EVENT THEY PLAN IN HANGZHOU

As the annual theme of the Hangzhou's MICE industry, the concept of °C (temperature) is reflected in all the elements that are the components of that industry, including those elements that were visible and tangible as well as those that are not.

The stops along the way during the °CEO Hangzhou MICE Fam Trip included high-end hotels, premium restaurants, distinctive venues and cultural experience programs, allowing the invited guests to get a real feel for what Hangzhou has to offer in terms of an international conference destination.



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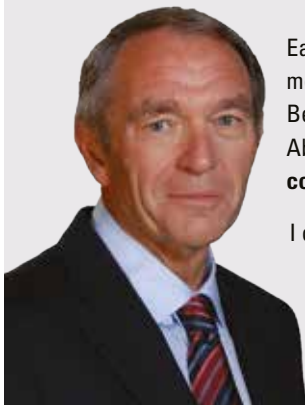
They are the **two biggest challenges** facing every association, professional society, chamber of commerce and non-for-profit organisation.

- 1 How do we convince our members (and prospects) of the value of membership?
- 2 How do we build that volunteer leadership team we'll need so desperately in the years to come?



MARK LEVIN, CAE, CSP

Helping you increase the value of membership and the effectiveness of your volunteer leaders



Each year I have the honor of working with the staff and member leaders of hundreds of international membership organisations, both individually and at events such as the Associations World Congress in Berlin and Vienna, the Great Ideas Programs in London, and the XL International Association Workshop in Abu Dhabi. I can assure you that virtually all of these professional and trade organisations have the **same concerns** about *their* future.

I can also assure you that I know all about these concerns because I face them every day in my job as Executive Director of an international trade association, and I think I've got some ideas that can help you, and your organisation, meet these challenges head-on. Please contact me to see if there are ways we can work together to help your organisation grow and prosper.

Mark

Increasing Engagement and Involvement

In today's world of time-challenged, technology-overloaded members, membership engagement and involvement can no longer be reduced to a "call for volunteers" or relying on old-fashioned leadership ladders. In our signature program, "**The Leadership Advantage**," we show how critical it is for organisations to have a plan, not a prayer, to maximize their most important resources—their members and leaders.



Communicating the Value of Membership

Value can't be defined as having the most programs, services, meetings, etc. It's not the numbers—it's the experience. In our presentations and workshops based on our newest book, "Managing the Membership Experience," we make sure every attendee leaves with a better understanding of what your organisation's "value message" really is, and some specific techniques for getting that message across to members and prospective members.



Contact Mark to discuss how he can help you grow your membership and increase the effectiveness of your volunteer and staff leadership

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CHALLENGES AND OPPORTUNITIES FOR ASSOCIATIONS

When asked to identify and discuss the opportunities and challenges facing Association executives in today's confusing, time challenged, an uncertain world, I wasn't sure where to start. First of all, there are so many challenges out there that it's hard to pick a few to discuss in an article like this. Regarding the opportunities, let's just say that each of the challenges presents new opportunities, and we need to be creative and aggressive in making sure returning as challenges into those opportunities.

From my vantage point as the executive director of an international trade association I think there are three things that present the biggest challenges to all of us, regardless of the type of organisation that we manage.

COMPETITION FROM TECHNOLOGY AND THE PRIVATE SECTOR. None of our prospective members is getting up in the morning and wondering what organisation they can join. Their only question is where can they get the information, service, product, or reinforcement that they want and need to do their job or participate in their community. We all have to compete with Google, Amazon, and the other companies that provide information and products and services that don't require joining anything, agreeing to a code of ethics, or attending meetings.

TIME CONSTRAINTS AND 24 HOUR WORKDAYS. In addition to the challenges we face from technology in general, we also have to realize that people live in a different world than they did just a few years ago. It's a bigger struggle than it has ever been to engage our members in our organisations at any level, and an even bigger struggle to get members to step up to the leadership level. When our members and volunteers don't participate in the work our organisations do, the only way to continue moving forward is to have the staff do more of the work or hire independent contractors or organisations to do the work volunteers have always done.

PERCEIVED RELEVANCE. With so many choices (many of them not requiring membership in our organisations) we are challenged like never before to show not just value to our members, but relevance to our members. Relevance in this case means more than sending out messages and brochures proclaiming that we understand, and represent, the interests of our members. It means that they have to *believe* that we understand their interests and their needs. We have to show them every day how what we do as an association benefits what they do as professionals, companies, students, etc.

So, if those are the challenges, where are the opportunities?

The opportunities, as I mentioned, lie in the very challenges we just discussed. If our challenges are coming from technology in the private sector, then we need to emulate (not necessarily copy) those techniques which are making them successful. Companies like Amazon and Uber have become giants because they have made dealing with them easier than dealing with any of their competitors. We need to do that in our associations, too. We need to look at every interaction with our members and make those interactions as easy as possible, and focused on making the interaction all about the member or the

prospect, not about the Association. Make it easy to register for your events; make it easy to fill out your application forms; make it easy to navigate your website.

If our challenge is the shortage of time members will give us to be engaged and/or become involved in leadership, then we need to be creative in finding ways for them to participate at whatever level they can. We need to break down time-consuming leadership roles (such as committee work) into smaller, more manageable time frames. We need to engage members through technology rather than only through events and meetings. We need to show members the value of participation and engagement by refocusing our value message to include not just products and services but also interaction with the organisation and with other members.

If our challenge is keeping relevant to our members, then we need to begin connecting virtually everything we do with what they do. We need to use the right terminology, we need to give as many options as possible, we need to be as flexible as possible, and we need to provide concrete examples of ways that we have changed the environment in which our members work and run their businesses for the better.

In my years of experience as an association executive, there has never been a more exciting, rewarding, or challenging time to be in this wonderful field. I thought that I would become smarter the longer I was in association management, and at this point in my career I would be coasting along. But my members and the challenges they face every day keep changing, so I (and my association) need to not only change with them but to help keep them one step ahead of those changes.

It looks like that will be keeping me busy for a long time to come.

Mark Levin, CAE, CSP has more than 20 years of experience as an association executive, and is also an internationally-known speaker and consultant to the nonprofit and association community. He currently serves as Executive Vice President of the Chain Link Fence Manufacturers Institute, an international trade association, and as President of B.A.I., Inc., his speaking and consulting firm.

He can be reached at mark@baileadership.com or via his website at www.baileadership.com

A SALARY REPORT BY ELLWOOD ATFIELD **MOST SENIOR STAFF AT EU ASSOCIATIONS ARE HAPPY**

According to an in-depth remuneration report, almost three-quarters of senior staff at EU associations are happy or very happy in their jobs, and most of the EU association staff are relatively well paid in Belgium.

Ellwood Atfield, a specialist corporate affairs and association leadership headhunting firm in Brussels with more than 10 years' experience in placing many senior candidates in associations, has amassed considerable data on compensation packages in a new European Association Remuneration Report.

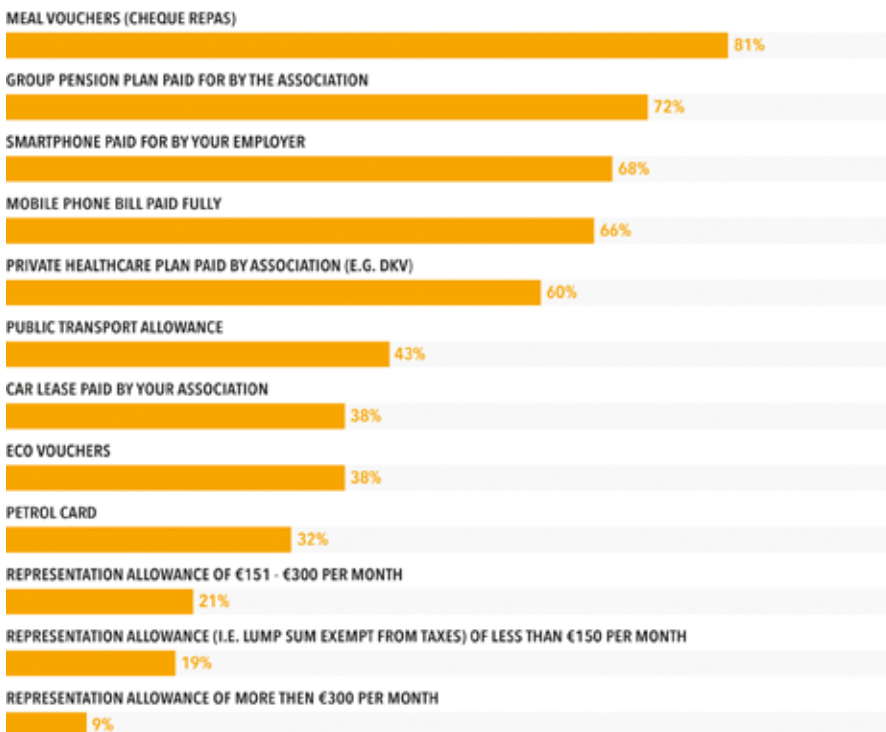
The report is dedicated to the 2,265 associations based in and around Brussels, which have a total estimated annual income of €2.9 billion and employ 13,400 people.

OVERALL HIGH SATISFACTION AMONG SENIOR STAFF

One key finding of their previous remuneration analysis was that salaries in Brussels vary enormously, which is found to be the case with associations across all levels of seniority this year. Notably, according to the 2017 study of senior staff in Brussels-based European associations, almost three-quarters reported being happy or very happy in their jobs. In their one-to-one interviews, tremendous satisfaction is reported amongst association leaders who benefit from more freedom to operate and long-term thinking in their working environments, especially compared to their corporate counterparts.

EU ASSOCIATION STAFF RELATIVELY WELL PAID IN BELGIUM

Overall, European association salaries are considerably higher than those found in the general Belgian economy, reflecting the premium paid for European affairs positions, which attract high-calibre staff from around the European Union. Although association staff are relatively well paid they are also highly taxed; data from the Organisation for Economic Co-operation and Development shows that Belgium has the highest income taxes in the developed world. Belgian taxation partly explains why associations do not tend to have a strong bonus culture. According to their research, almost half of secretariat staff receive no bonus whatsoever, and only about 15% receive more than a 10% annual bonus. However, a number of perks and benefits are available to association staff in Belgium, a practice that is not as common elsewhere. For instance, it's fairly common to reward senior employees with the free use of company cars with the free use of fuel due to their relatively favourable tax treatment.



The earning power of EU association leaders and staff While some Brussels DG (Director General) salaries may seem high, they are not the highest in the world. On a recent visit to meet their Washington DC headhunter associates at Lochlin Partners, Ellwood Atfield discovered that the average DG/CEO of a US trade association earns in excess of US \$650,000. Indeed, the US Chamber of Commerce CEO earns more than US \$6 million in base salary and bonus per year. DGs can also earn very high salaries in other European jurisdictions, especially when running international associations in Geneva. In the UK, Ellwood Atfield recently partnered with the Trade Association Forum to survey salaries from 102 trade associations that together employ 1,530 staff. According to the research, DGs in the UK typically earn £73,000 to £124,000 with a number earning up to £332,000 per annum excluding bonus. The detailed report is available on request. Whether salaried or independent, the DG of a European association earns on average €144,550 income per year, statistically speaking. Around one-quarter of DGs are employed as independent contractors, with the rest operating as salaried employees of the association.

Although around half of independent DGs earn €120,000 up to €210,000, over 40% of Independent DGs surveyed in the report earn €210,000 – €350,000 per annum, with a fortunate few earning more than €350,000.

Of the salaried employee DGs, just over a quarter earn less than €100,000, almost 40% earn €100,000 – €160,000, and just over 30% earn €160,000 to €300,000 with only a very few earning higher amounts. Salaried DGs enjoy the highest amounts of benefits with the majority having meal vouchers, group pension plans, smartphones, private healthcare, car leases and petrol cards.

According to the report, the majority of heads of policy or public affairs in trade associations are highly experienced, with almost 70% having between 10 and 20 years' work experience since leaving university. Around 85% are salaried employees and 15% are self-employed. Almost two-thirds of Heads of Policy earn under €100,000, while only around one-fifth earn €120,000 to €200,000, with a fortunate few earning higher amounts normally as independents.

Furthermore, 85% of policy officers in trade associations have less than 10 years' work experience, and nearly all are salaried employees. The vast majority of policy officers or public affairs managers earn less than €80,000 per annum. The average salary for this category is around €45,000 with around 40% earning less than €40,000 per annum.

WOMEN DOMINATE COMMUNICATION POSITIONS

Interestingly, around two-thirds of heads of communications are women, and the majority are highly experienced with over 15 years' of work experience. Around 70% earn less than €100,000 as a gross salary, and only 20% earn more than €120,000. Communication managers are less experienced, with around three quarters having less than 14 years' of experience. Salaries are much lower, with the vast majority earning less than €70,000 per annum. The overall average salary for communications managers is around €55,000.

However, money is only one of the many factors that affects one's overall job satisfaction. Other attributes should be addressed too, such as positive colleagues and bosses, work-life balance, job autonomy, career development opportunities, job security, and possibly even a higher purpose to what you do. European association jobs typically tick many of these boxes.

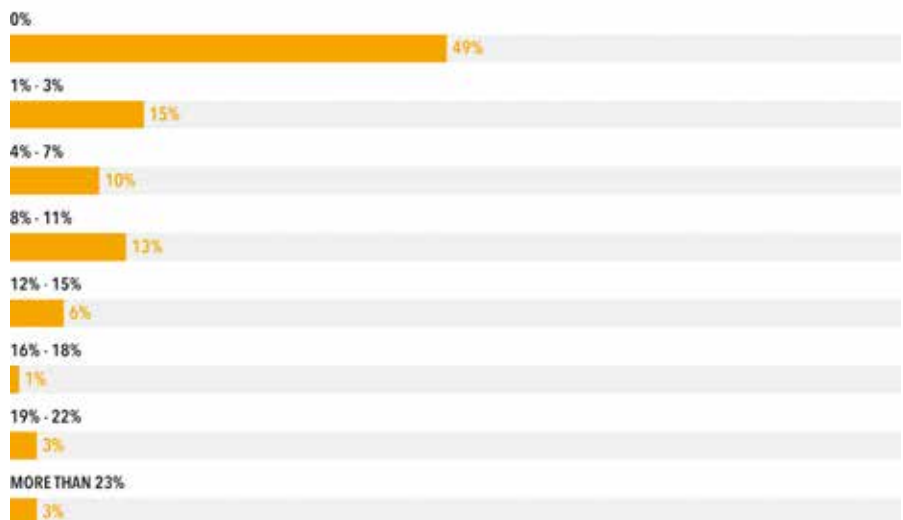


Adapted from a report by MARK DOBER, Senior Director of Ellwood Atfield.

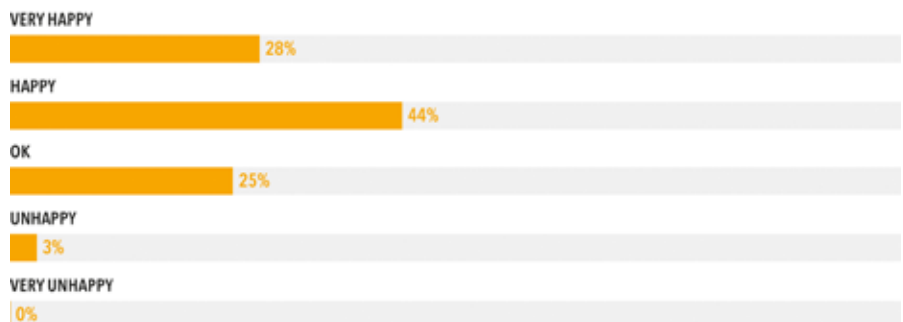
A 28-PAGE REPORT IS AVAILABLE FOR FREE DOWNLOAD AT

[HTTP://ELLWOODATFIELD.EU/ASSOCIATION-REMUNERATION/](http://ellwoodatfield.eu/association-remuneration/)

ANNUAL BONUS AS % OF GROSS ANNUAL SALARY



ELLWOOD ATFIELD ASSOCIATION SURVEY QUESTION: HOW HAPPY ARE YOU IN YOUR CURRENT ROLE AT YOUR EUROPEAN ASSOCIATION?



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IMEX AMERICA IS **BIGGER** **THAN EVER** THIS YEAR

The US and global meetings industry will once again come together this October to share passion, innovation, business opportunities and knowledge in Las Vegas at IMEX America 2017.

The seventh instalment of IMEX America- featuring free entry and free education - will take place at the Sands Expo and The Venetian/The Palazzo from October 10 to 12 with events and learning sessions kicking off the day before (October 9) on Smart Monday powered by MPI.

Coming to life at the show will be the 2017 IMEX Talking Point, Purposeful Meetings, intended to show delegates how to plan with deeper meaning, innovation and insight. Under the Purposeful Meetings umbrella, the IMEX America 2017 education programme will feature sessions on event design, behavioural science, health and well-being, technology and leaving a positive legacy - all with an eye to upping attendee engagement, inspiration, enjoyment and lasting value.

Some new highlights include the following:

MORE BUSINESS POWER

Once again, the IMEX show floor will bring even more variety and opportunities for doing business. As of mid-July, 36 exhibitors are expanding their booths, 22 new booths join the line-up, and 10 organisations that exhibited as booth partners previously will strike out on their own.

Exhibitors coming from across the world and the North American meetings market include:

Austin Convention & Visitors Bureau, Santa Barbara, Nashville, The Bahamas, Hungary, Marriott International, Evenium, Memorable Costa Rica, EventsCase, Planet Hollywood, Abu Dhabi Tourism & Culture Authority, Global Incentive Management DMC, Viking Cruises, Live Nation Special Events, Visit England and more.

IMEX America 2017 will also welcome 10 new hosted buyer groups: Best Cities, Double Dutch, Event Mobi, Westjet, ROOTS MICE - USA/Canada, Event Experiences by Incentive Concepts, Incenta Rewards, Hosts Global, Site South America & Kenes.

MORE LEARNING & NETWORKING

Always upping the ante on education, 180+ sessions are expected to drive knowledge sharing throughout the week.

Starting off strong, Smart Monday powered by MPI will feature several new highlights including: keynote Janet Sperstad, CMP, Program Director at Madison College on "Purposeful Meetings - Driving Deeper Meaning and Insights"; Association Leadership Forum for the most senior association executives plus two ICCA sessions and Association Evening geared for association professionals at all levels; and the Shamrock Shootout Golf tournament, open to all.

MORE GREEN & CSR

Finally, as part of IMEX's dedication to sustainability and CSR attendees are being asked to bring a gently used children's or grown-up's book to donate to "Spread the Word Nevada", a children's literacy non-profit, as well as your favourite travel mug to refill and help support IMEX's #greencaffeine efforts.

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PROMOTING ASSOCIATION MANAGEMENT COMPANIES IN EUROPE: AN INTERVIEW WITH TINA WEHMEIR, CAE, CMP; THE CEO OF AMC INSTITUTE

Based in the United States, AMC Institute (AMCI) is a non-profit trade organisation that advances the professionalism and high industry standards for association management companies (AMC) globally.

What it's like to promote AMCs in Europe/ globally?

It's an exciting time to be part of the AMC industry. We just finished three years of research to substantiate the effectiveness of the AMC model, and the results are impressive. Our firms are reporting average growth rates for their association clients of 10% year over year, in part by delivering a 31% increase in their net revenue. Another study showed that since 2008 – almost a decade – the number of non-profits choosing an AMC full-service management solution grew by 300%. Those successes, primarily indicative of the industry's performance in North America, have served to amplify interest in several regions – with Europe leading the way. As the AMC

industry strengthens its numbers and presence, we are seeing a corresponding demand for information, for idea exchange, and for partnership. Our members know how essential it is to have a vibrant association community across the globe and want to be an integral part of it.

Is there an increasing interest in AMCs in Europe?

Absolutely. The Institute has conducted AMC-focused education at IMEX Frankfurt and session attendance has doubled in two years. The interest has been confirmed by the volume of delegate traffic visiting the AMCI booth at IMEX. People aren't just stopping by, they are asking for specific information, then following up post show. We've found that there are global organisations who have adopted the association management company model, without identifying as an AMC, or realising there is a thriving AMC community that can help with brand awareness.

What countries have showed their interest in what you do?

With the world of European-based associations centred around Brussels and the UK, AMCs have done the same. We are seeing the boundaries stretch

– for some it's a function of technology, for others, it's access. For those, it depends on what cities are most reachable to key markets, as well as the importance of the market for the association's or meeting's profession. Unsurprisingly, development in Asia has accelerated within the past five years and we believe it will continue.

What kind of associations are they?

Medical/healthcare and technology are the sector leaders; however, it also depends on the strength of the industry as it related to each country. For example, one of our AMC-managed associations just booked an annual meeting in Berlin because of the depth of the aerospace industry.

AMCI currently represents more than 180 members. How many are from Europe?

Six currently. As I mentioned earlier, we have noticed a considerable uptick in inquiries from European firms when we exhibit at IMEX, so we expect it to increase. As the non-profit landscape faces increased competition and costs, AMCs are presenting solutions to help them stabilize, then thrive. As these AMCs expand their client base, they are committed to continually improving their offerings. More are turning to the AMC Institute for education, accreditation, and networking.



TINA WEHMEIR

Any advice for American associations holding meetings in Europe?

Plan early and collaboratively. There are additional factors that must be considered such as operating costs, customs and immigration regulations, language and translation – before and during the meeting, exchange rates, delegate expectations in terms of sponsored events, and attracting new exhibitors for the new audience, along with a host of others that take time and skill to navigate. Finding a partner who is in the market or has a network built on past conference management, streamlines the process and the planning. That's why AMCs are seeing increased demand for outsource services, especially in international markets. The varied client base provides a flexible and proven access point to expertise and experience. Associations can select the services and support best for them within their scope and timeframe.

Any differences between American and European associations in how they approach association management and event planning?

The US may have a longer history with national associations, however as more associations in Europe further develop areas such as membership and technology, there is far more commonality than difference. Both focus on optimising the experience for those who join, and envisioning what keeps it moving forward.

What can European destinations do to attract more delegates from the US?

We all know that word-of-mouth is a powerful influence – especially when people are deciding whether to travel for business or pleasure. AMCs multiply that effect – because it is a core tenet of the AMC model to share knowledge and experience throughout the staff to benefit all the organisations they represent. For meetings, being able to promote vertical markets, and the opportunities and innovations that connect the city to the conference, only enhance the narrative that helps answer the question 'what's in it for me?'. Delegates want to understand what insights, education, thought leadership, and experiences they will encounter, those so unique or enhanced that it becomes a can't miss event. AMCs, work in partnership with their associations to create compelling programming – that's one half of the equation. The other half is realised when destinations work with AMCs to provide

a convincing value proposition. Those cities are more likely to enjoy increased attendance.

What future trends do you think are the most important for association executives?

Balancing a purpose-driven mindset with business acumen. The traditional membership model is rapidly changing and individuals and organisations have a myriad of choices in terms of education, professional advancement, and networking. People want to connect with communities and opportunities that provide tangible benefits or improvements to their careers and their lives. Association executives will need to not only distinguish the value of engaging with their organisation, but will need to be exceptionally effective at delivering it.



FOR MORE INFORMATION
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WHY DATA SECURITY MATTERS

AN INTERVIEW WITH JEAN-PAUL (JP) GUILBAULT

As the President of Community Brands, Jean-Paul (JP) Guilbault has globally shared his perspectives on design thinking and unleashing the power of technology to deliver value and create engagement with technology, business and association leaders at more than 30 industry conferences, including events hosted by the American Society of Association Executives (ASAE) and IMEX Frankfurt.

You delivered a speech about data security at IMEX back in May. Why is it important? How do you compare the awareness of data privacy among American and European associations?

The awareness is growing and increasingly important because more of our lives and information are digitally connected online. There is an expectation that your data is used in ways to bring value, and it should be secure and protected from being hacked or stolen, which leads to further complications.



I think in Europe there is a greater awareness to data privacy versus in North America, largely because in Europe, the right to privacy as a fundamental right is like the right to free speech in North America. So, there's a greater sense of awareness to what information is available and how it is treated, and I really see Europe leading globally on policy-shaping policy and protecting the data across the globe, and the United States is just coming around to it.

Do you think associations are doing enough to protect their data privacy?

Yes. I think all organisations are working hard towards protecting data and securing it, but many non-profit associations are always challenged by limited access to resources, the cost of knowledge and time to secure, so they need extra care and support from IT consulting and technology firms to help them move at the pace that the exposure to the data presents, as well as from the global data privacy reform impending legislation or enactment in May of 2018.

What are the most important trends in association management in the future?

When I think about association management, certainly the trend towards creating and increasing value with strategic knowledge and operation knowledge of associations will continue to play out. There will certainly be a need for a more streamlined and technical understanding in the roles of front-office, mid-office and back-office technology, and

how it's being used in organisations. So I really do see the association management companies beginning to adopt and build competency around technology used to run associations, and certainly the evolution of business models purely for associations as they look to extend more services, education and career-oriented, member-valued programmes.

What role is Community Brands playing in what you've just explained?

Community Brands is a large company with technologies that really enhance the experience that associations deliver to their members online, digitally and through events. It's a company that is leading in innovation for online education, and I think will play a big role at helping organisations remain flexible and secure and deliver the engagement value for their members as their strategies evolve.

 Community Brands

FOR MORE INFORMATION

WWW.COMMUNITYBRANDS.COM

INTERNATIONAL COACH FEDERATION (ICF): **TRANSFORMING LIVES THROUGH COACHING**

Founded in 1995, the International Coach Federation (ICF) is a leading global organisation dedicated to advancing the coaching profession by setting high standards, providing independent certification and building a worldwide network of trained coaching professionals with more than more than 130 Chapters and over 25,000 members from 137 countries. Magdalena Mook, ICF's executive director and CEO , talks about her exciting journey in coaching.

What are the common misconceptions about coaching?

ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential. However, some consumers—particularly in markets where coaching is less-established—do confuse coaching with other personal and organisational support modalities, such as counselling, consulting, mentoring, training and athletic development. This is why our organisation is committed to educating consumers about what coaching is and isn't, and to connecting consumers with trained coach practitioners who align with ICF's definition of coaching and stringent Code of Ethics.



How has ICF helped professional coaches improve their trade?

Through cutting-edge research, live and virtual education events, and communities of practice organised around specific topics, ICF connects our members with the tools and resources they need to be successful. Most importantly, we offer the only globally recognised, independent credentialing programme for coach practitioners.

Coaching as a profession has grown exponentially over the past 20 years. How has ICF coped with such growth?

For us, the best way to stay successful has been to stay curious! We remain constantly attuned to what's next for our profession and ask what we can do to lead the way on the journey. For example, over the past several years we've seen an explosion in the growth of coaching cultures in organisations that incorporate external and internal coach practitioners *and* managers and leaders using coaching skills. Through our industry research, we've been asking lots of questions about what strong coaching cultures look like and what we can do to support managers and leaders to use coaching skills effectively.

**MAGDALENA
MOOK**

As emerging markets for ICF include Latin America and the Caribbean, Eastern Europe, Asia and the Middle East, and Africa, what strategies have been used to help ICF expand globally in recent years?

Shifting to value-based pricing and raising our member dues in January 2014 was a notable example of how ICF met the need for continued global expansion and scale. In fact, one motivation behind this change was the need to invest in additional Regional Service Centres to enhance our customer service capabilities around the globe.

Since then, our model for supporting ICF Members and Chapters worldwide has been transformed. In October 2016, we introduced a new regional staffing structure where we replaced our four Regional Service Centres with a global network of staff members responsible for supporting ICF Chapters and ensuring a consistently positive experience for current and prospective ICF Members and Credential-holders. This new model has allowed us to expand the number of staff we have working around the world and, more importantly, it's enabling us to be truly strategic about the global growth of ICF and the coaching profession.

What are ICF's major events?

Until 2012, we followed a traditional annual conference model. For the past half-decade, we've been experimenting with a few different virtual and face-to-face event models to find the best fit for us.

One of our biggest successes has been our annual Global Leaders Forum (GLF), which has brought together ICF Chapter and regional leaders from around the globe for education, networking and idea-sharing since 2015.

This August, we introduced the coaching community to ICF Converge 2017 in Washington DC, USA. It was an entirely new event concept for us. Attendees were free to sample from four topical "neighbourhoods" at will. There's no expo hall: Exhibitors' displays were integrated into each neighbourhood, and the idea was that they weren't just there to sell—like the attendees, they contributed meaningful solutions and added value to their neighbourhoods.

What do you look for in venues and destinations for your events?

Although the number of internal coach practitioners (coaches who work full-time in organisations) is growing, most coaches are solopreneurs or part of small- or medium-sized businesses. As a result, we're very sensitive to selecting host cities they can travel to affordably and easily, and where we can price registration affordably. The relative ease of access is also a factor, from infrastructure and visa requirements to the geopolitical situation and safety of our attendees.

As our Association continues to grow globally, we're exploring opportunities for hosting more events outside of North America. Our 2017 GLF, for example, took place in Warsaw, Poland. We've also committed to researching non-North American venues for the next ICF Converge event.

How has it been working for ICF?

I've been fortunate to grow in my role with ICF since joining the team as Assistant Executive Director in 2005. As I mentioned earlier, staying curious and always asking "What's next?" are essential to moving the coaching profession forward.

Not surprisingly, it's enormously enriching to lead the staff of an organisation that revolves around a personal and professional development modality: I've partnered with professional coaches who challenge me to think differently, confront my blind spots and pursue creative action plans in pursuit of my goals. I've learned how to adopt a coaching approach to managing my team and leading our organisation—and gotten to see the difference that makes. I've even had the opportunity to pursue coach-specific training through an ICF-accredited training provider. I always knew that coaching was valuable; now I recognise its power to transform lives, organisations and society.

During the 2017 International Coaching Week (ICW) celebration, more than 78 Chapters took part in hosting 1,000-plus events, including webinars, workshops, panel discussions, coaching demonstrations and pro bono coaching sessions. It was a powerful, inspiring illustration of our global community's passion for their profession!

What will you focus on in the future?

Ensuring our relevance for members is a significant strategic priority. Like many associations, we're also exploring how we can develop and deliver virtual and face-to-face events that offer a truly one-of-a-kind attendee experience.



FOR MORE INFORMATION
WWW.COACHFEDERATION.ORG



MEET. SHARE. GROW.

OPPORTUNITIES AND CHALLENGES OF RUNNING AN ASSOCIATION IN TODAY'S WORLD

Just over the last 10 years, travel's digitalisation and globalisation have continuously altered the patterns and practices of city tourism. New technology has radically changed our behaviours and empowered them with a world of insights, where success ultimately depends on individuals, strong leadership and a willingness to embrace change.

Newly elected European Cities Marketing President, Dieter Hardt-Stremayr, states what opportunities and challenges this represents for the European DMOs network.



**DIETER
HARDT-STREMAJR**

Dieter, you have just been elected last June, can you tell us more about your priorities in the coming months?

It's a real honour for me to have been elected as ECM President, but this responsibility is also a challenge considering the tough times in a difficult world and the transformations that DMOs are facing.

Transformation is about everything, from that initial mindset step-change to the tools, structure, workflow and skills, which enable great things to happen. I am convinced that our strategic approach focusing on city marketing and the balance between residents, business travellers and visitors will help our destinations in their holistic position to stand still. I am really thrilled to take part in this adventure.

In a few words, what does your strategy look like?

We are all about city marketing. A balance between our three target groups is our priority. We strive to prepare our organisations through a comprehensive approach, so that they may be equipped to deal with future challenges. Not only do we need to address visitors who come to our cities, but we also need to ensure that our residents' quality of life improves despite and alongside growing tourism.

With this approach, there is indeed room for DMOs to engage not only towards leisure travellers but also towards the Meetings Industry in a targeted way that meets the wider policy objectives of their city. Take the Meetings Industry for example, over the course of the past decade, it has taken on an important role as contributor to the economy. We recently published

our annual Meetings Statistics report in which, thanks to accurate and reliable data, we have been able to show the Meetings Industry as a substantial and vital component of tourism.

We meet, we share, we grow, and we make our members and their staff better city marketers.

Your members include a diverse mix of organisations (Tourist Boards, Convention Bureaux, and City Marketing Organisations), how do you make sure to meet all of your members' requirements?

It is ever so challenging because, as I mentioned a moment ago, we need to have an overall perspective, and see how we can make our DMOs financially stable and efficient to fulfil all the needs of nowadays city-marketing. In parallel, we have to support ECM members on each fringe of the tourism sector (inhabitants, visitors and companies) and we must provide them with tools and the know-how that would help them to best achieve it. Within ECM, we have a network of specialists, each with expertise in a specific field that are around all year-long to support members. Know-how can range anywhere from city cards to digital guidance or congress bureaux. The network, the know-how, the expertise is around all year long! One detail that we must not forget is that we do have members in all thinkable periods of development at the very same time!

Which are the most prominent trends nowadays?

Together, we share the belief that today's reality is both creative and destructive. As travel and tourism professionals, we need to understand that we are amidst constant change.

On the creative side, looking back over the past decade, our travel markets have both digitalised and globalised. Lean business models and new types of aircrafts have boosted connectivity between our cities; global OTAs, booking platforms and advertising by data analytics have conquered consumers' attention along with the media spend of our industry; new wave of affluent middle class consumers, stemming from vast emerging markets, has engaged in a lifestyle which fosters global travel, effectively placing them within the ranks of the millions of

Airbnb, Instagram, Facebook and Weibo enthusiasts that precede them.

Let's not forget that the perceived experiences which people believe that they will live in certain cities are what attract them to said cities. Similarly, when you belong to an association, you are in search of an experience, as a member. The key to success for us at ECM is to nurture this connection with the members, but also maintain this ECM family spirit and open atmosphere. This is vital to fulfil members' needs, right now, before they go looking for another experience!

On the destructive side, terrorism has matured and deepened its impact on urban travel and tourism throughout the World.

How would you say that ECM is succeeding in its mission?

Associations are partners of strong support in troubled times. They are the reference point where we will meet, share and hopefully grow, finding common solutions, exchanging on what to do but also on what not to do.

We help our DMOs in asserting their position as a source of information for those who want to invest time and money into the city. We provide them with the right tools and knowledge for them to effectively demonstrate tourism's impact on their cities. – Learning from each other is still the quickest and most effective way to improving our organisations. Where else but within ECM could you get all of these insights?

Finally, what would you recommend to DMOs as a way to succeed ?

If destination marketing used to be about appealing to tourists, it is now about appealing to locals first. If locals feel good in and about their city, they will let it be known and any advertising on said city will shine by its genuineness, thus attracting tourism. "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)

When building their RFPs, DMOs should forge an authentic identity, setting them apart from the competition, proving their uniqueness and ultimately attracting a talented and creative workforce. If business thrives, the city will prosper and anchor itself as a staple in attractive worldwide destinations. All of this is summarized in our report *The Future of DMOs – The ECM Manifest*. Inside, you will find 8 principles, which we recommend Destination Marketing Organisations to apply to their strategies. I recommend that you read it for further insight on the matter, the report is available for free on ECM website.



ABOUT ECM

European Cities Marketing is a non-profit organisation improving the competitiveness and performance of leading cities of Europe by providing a platform for convention, leisure and city marketing professionals to exchange knowledge, best practice and widen their network to build new business. European Cities Marketing is promoting and linking the interests of 100 members from 36 countries.

FOR MORE INFORMATION

FLAVIE BAUDOT
Tel: +33 380 56 02 00
FLAVIE@EUROPEANCITIESMARKETING.COM
WWW.EUROPEANCITIESMARKETING.COM

BLAZING THE TRAIL

INTERVIEW WITH SIGNE JUNGERSTED FROM WONDERFUL COPENHAGEN

Wonderful Copenhagen, Denmark's official tourism organisation, has recently unveiled an exciting new strategy declaring "The end of tourism as we know it". Is it just a gimmick or is it going to change what we know about the tourism industry? Signe Jungersted, Director of Development of Wonderful Copenhagen, gives HQ the lowdown on their long-term strategy.



**SIGNE
JUNGERSTED**

"The end of tourism as we know it" - what a stupefying statement! Care to tell us more?

Coming from the official tourism organisation for the Capital Region of Copenhagen, declaring the end of tourism can seem quite a statement. But that is in fact the point – not necessarily raising eyebrows, but making a statement. It's the end of what we know and something new and groundbreaking is upon us. I think part of the reason why the strategy has received so much international attention is because many find it refreshing. Most of us already knew that something has changed and that we need to start doing things differently, but now we've said it and we've even designed our strategy to co-create the arrival of what's coming next for tourism and travel.

What goals would you like to be achieved by 2020?

In the strategy, we set up three overall objectives to be achieved by 2020 – all of which are highly interlinked. We won't achieve revenue growth unless we ensure that visitors will recommend Copenhagen, and we won't achieve satisfied visitors unless we have local support for tourism. I do believe that one of the key goals for the coming years is closely related to local citizens and the local impact of tourism. Our strategic focus on people-based growth is really an

objective to align our tourism development efforts with a sustainable destination agenda – and this is in fact a global tourism agenda that requires very local solutions. By 2020, if we have created a much stronger understanding of this across tourism efforts and industries, as well as developed concrete initiatives to drive sustainable tourism growth, we will have achieved something very important and meaningful.

What inspired your team to come up with this strategy?

We designed the process in late 2015/early 2016 and had all the different stages outlined by the second quarter of 2016. We wanted the strategy to be personal and playful with professional input, challenges and feedback along the way, but developed and written by us. It was very important to us that we didn't hire a consultant to guide us through the sometimes difficult process.

We wanted the strategy to be globally relevant while also locally rooted. We really wanted to set our own rules just as we wanted to walk the talk: if the goal was to come out with a strategy that really made a statement on the groundbreaking times of tourism, the process towards it needed to be equally innovative. We also knew we needed to involve a

completely new set of stakeholders such as local citizens, start-ups, sharing economy companies, digital data providers and many more. We read most of the tourism strategies from colleagues around the world, but also ventured outside tourism for inspiration and applied Google SPRINT methods to certain elements of the process.

How have your partners in the meeting industry (e.g. DMCs and PCOs) responded to your strategy so far?

Our partners in the meeting industry are organised in a network called Meetingplace, which we manage. They played a key part in the process and development of the strategy, but were actually also in the process of developing their own new Meetingplace strategy, closely aligned and coordinated with the overall localhood-strategy process. The new Meetingplace strategy, Copenhagen Means Business, came out almost at the same time as the localhood strategy, and as

an example introduces a focus on the delegates, aligned with the strategic coordinate on "Once attracted, twice valued" in the overall strategy. Both strategies have been very well received.

What is the link between this strategy and your upcoming international conference, Tomorrow's Urban Travel?

The overall theme of the conference is 'localhood', so the link is very strong. We've invited thought-leading international speakers to give us their input on what to expect for urban travel tomorrow – and how they see the role of localhood, localism and authenticity evolve. Among them is world-renowned author and co-inventor of the term 'experience economy', by B. Joseph Pine II, who will enlighten us on the trend of transformational travel, which has seen a strong surge in 2017 and is strongly linked to the sustainable tourism agenda, which will also be on the conference programme. We also have representatives of several European hotel concepts joining us, to share their approach to localhood, as well as digital marketeers of Momondo and lastminute.com group to inspire the audience in localising and personalising content and campaigns. As an interesting take on the local community agenda, Laura Cavallo, CEO of Destination Melbourne, will join us to talk about their campaign, Discover Your Own Backyard that inspires and enables Melbourne locals to be better hosts by helping them (re)discover their home, while strengthening tourism dispersal and building community pride.



Photo credit: Thomas Heyrup Christensen



FOR MORE INFORMATION
WWW.VISITCOPENHAGEN.COM

FOR MORE INFORMATION ABOUT TOMORROW'S URBAN TRAVEL:
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CONTACT:
Bettina Reventlow-Mourier,
Copenhagen Convention Bureau
BRM@WOCO.DK



Photo credit: Thomas Rousing

IS YOUR ASSOCIATION EXPLORING OPPORTUNITIES IN THE ARABIAN PENINSULA?

Inaugural conference under the Patronage of
His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of Dubai Executive Council

Economies in the Middle East are rapidly growing, and many reforms and strategies are in place allowing associations to take advantage of the increasing opportunities in the region.

Dubai Association Conference is an opportunity for professionals from regional and international associations to gain insights into the latest market trends and to learn how Dubai is growing its association community.

Dubai Association Conference will address the following and much more:

- How associations should deal with business disruption and government reforms
- Collaboration between associations, corporations, academia and government

- How associations can successfully involve future generations

The conference is taking place **11th - 12th December 2017 at Dubai World Trade Centre**. Following the conference, delegates are invited to join a two-day programme to explore Dubai in its entirety from business to culture to heritage and entertainment.

Dubai Association Conference is organised by Dubai Association Centre – a joint initiative of the Dubai Chamber of Commerce and Industry, in collaboration with the Dubai Department of Tourism and Commerce Marketing and Dubai World Trade Centre.

To find out more and register:
www.dubaiassociationconference.com

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TSHWANE'S GAME CHANGER

MENLYN MAINE

Tshwane, also known as Pretoria, welcomes a new multi-billion rand world class integrated development, Menlyn Maine.

This mega development will comprise a total of 315 000 m² of gross lettable area, including the following:

- 35 000 m² of retail, dining and shopping space
- of luxury hotel space, ie The Capital Business Hotel
- for the Sun International Time Square Hotel and Urban Entertainment Complex

THE CAPITAL BUSINESS HOTEL

The Capital Menlyn Maine Business Hotel caters for the many business people coming to visit the city. The hotel has a variety of stunning conference rooms and event spaces. The sleek conference centre offers a conference room with a capacity of 300 and several breakaway rooms. All conference rooms are equipped with state-of-the-art technology and allow for natural light.

The hotel will overlook the Central Square Piazza, offering guests the tranquillity of a beautifully appointed guestroom or the buzz of the vibrant outdoor atmosphere planned for the Central Square. Being a business hotel, the rooms will have full wireless internet access.

THE SUN INTERNATIONAL'S TIME SQUARE HOTEL AND URBAN ENTERTAINMENT COMPLEX

Sun International has unveiled its multi-billion rand development, Time Square, which is being built at a cost of R4 billion and forms part of the green Menlyn Maine precinct. The complex, comprising South Africa's most technologically advanced casino and a restaurant hub, was officially opened to the public on Saturday, 1 April 2017.

The next phase, construction of a state-of-the-art arena, will be completed in November this year. With a capacity to seat over 8 500 people, this multipurpose, one-of-a-kind space features four private hospitality suites, two meeting rooms and is designed to host events, local and international concerts, conferences and exhibitions.

Construction of the Maslow Time Square Hotel comprises phase three and will be completed in March 2018. The hotel will complete its architectural journey with 18 floors and 280 rooms. Offering 3-to-5 star accommodation, this hybrid hotel has been designed with amenities and technology that will

delight and inspire business executives, meeting planners and travellers to Tshwane. The hotel will feature technology-inspired conference rooms with a capacity of 450, as well as smaller rooms.

TSHWANE-ENHANCING FACTORS

Several factors enhance Tshwane as a destination: it is large in size with all tourism sites very close to one another, it offers authentic South African experiences in villages, townships and the city, and it offers unique attractions where travellers can get an "out-of-Africa" experience within 60 km of a major city centre. Tshwane is within easy reach of the OR Tambo International Airport while banking and telecommunications systems are comparable with the best.

Tshwane's infrastructure is world class and leverages its unique characteristics, such as access to academic institutions, strong pan-African ties through the diplomatic corps, and innovative research and development bodies, to attract more businesses and conferences and thus build a strong future. It is also considered the intellectual capital of the country and the knowledge hub of the continent as some 80% of the country's research and development takes place in Tshwane.

TSHWANE IS OPEN FOR BUSINESS...

CONTACT

LILLIAN HLABANGANE,
Director: International & Association
Meetings Management
City of Tshwane
Tel. +27 12 358 8248
Mob: +27 82 700 5172
Lillianh@tshwane.gov.za

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Every year at the ICCA dinner, HEADQUARTERS and ICCA join forces to create a memorable theme night, when guests have to dress up to the nines. The idea is to be innovative or, why not, very daring so the demanding jury will notice you. Awards will be handed out to the most creative guests.



THE ASSOCIATION
MAGAZINE



View the latest updates on the amazing education programme and business opportunities on the ICCA Congress website: www.congress2017.iccaworld.org

FIND YOUR **BRIDGE TO INSPIRATION** AT THE PRAGUE ICCA CONGRESS

ICCA congress 2017 is slowly approaching. The summer period provided us beneficial time to focus on the inspirational event, which Prague wants to deliver to all the congress participants. The delegates from all over the world will have a chance to witness an event in the marvellous settings of the historical city with modern inputs.

The Prague Congress Centre will be shown as a congress venue which recently underwent a reconstruction and is ready to welcome its visitors and to meet high expectations of all the demanding clients. The venue, which impresses its visitor with an amazing view of the Prague Castle, together with the top-class catering, technological hubs, relax and sports areas will compose a climate of an unforgettable event.

ICCA congress will be inspirational from different points of view for all ICCA Congress participants. The guests will be able to enjoy the entertainment at social evenings in various styles: a traditional Czech evening to show the typical traditions of our country, and, of course, also a very contemporary event concept – a street art performance or a musical evening in black & white style.

Prague is a destination, which has a lot to offer. It deserves recognition not only for preserving the architectural treasures of historical city, but also for successfully incorporating modern elements of science and technologies.

Don't miss the opportunity of the morning charity run with energizing refreshment on Vyšehrad – this will help to support SOS Children's Villages! In Prague, there are many creative disabled artists who also cooperate with us on the design elements of the congress – thanks to the Jedlička Institute Foundation. Let's explore and admire their work.



**ARE YOU
ALREADY ON THE
#BRIDGETOPRAGUE?**

Fantastic! Do not hesitate to follow the Bridge to Inspiration on site.

CONTACT

Wow
Prague
Convention
Bureau

Tel. +420 224 235 159

info@pragueconvention.cz

www.pragueconvention.cz

www.congress2017iceworld.org



IBTM WORLD CELEBRATES ITS 30TH ANNIVERSARY IN BARCELONA

ibtm world, the leading annual event for the global MICE industry, attended by over 15,000 industry professionals, including 300 international Association meetings planners, has announced the first details of its milestone 30th anniversary event.

During this year's event, which takes place from 28-30 November at Fira Gran Via Barcelona, Association meetings planners can benefit from the enhanced Hosted Buyer programme, engaging networking events and the market-leading Knowledge Programme. The latter will be headlined by two globally-renowned keynote speakers, one of whom is Dame Stella Rimington, author and the first female director general of MI5 - the UK Security Service.

This year, ibtm world will pre-select and qualify Hosted Buyers, allowing them to be fast-tracked through the process, significantly reducing time spent applying. Additionally, a select group of elite invited Hosted Buyers will benefit from a new VIP service and a more flexible diary of appointments.

As always, there will be an incredibly broad spread of exhibitors. This year, some 3,000 exhibiting companies representing over 150 countries will attend, ranging from destinations and conference centres to technology companies and suppliers from across the industry, with over 70,000 pre-scheduled meetings set to take place.

Marco Balia, Head of Buyer Programmes - ibtm events, comments: "This year, we wanted to ensure Association

Buyers have more flexibility than ever before, therefore we're giving them the opportunity to choose from several attendance options to suit their schedule, whether they would like to be fully hosted, semi hosted or attend appointments only. This flexibility, along with our Knowledge Programme, our Technology and Services Zone, and the opportunity to experience the very latest technology and services at the Innovation Zone - fast becoming the MICE industry's leading technology arena - ensures we have an exceptional experience in store for Association Buyers this year."

As a result of research indicating a requirement for more appointments from both exhibitors and Hosted Buyers, this year Hosted Buyers will commit to ten pre-scheduled appointments per day, in doing so creating more appointments and therefore more opportunities to do business. ibtm events' bespoke 'matchmaking' software ensures a personalised diary of mutually matched pre-scheduled appointments for each Hosted Buyer meaning that time is focused on meetings where there's a very high chance of doing business.

All buyers have access to the full programme of networking events, including an 80s themed Welcome Party to celebrate the event's 30th anniversary and

Networking Hour, where exhibitors give cultural showcase through music and food on the event floor. Every Association Hosted Buyer will also have the opportunity to connect with industry peers at Associations Connect (previously called ICCA Personal Connections).

Headlined by two high profile keynote speakers, this year's Knowledge Programme, a major draw for attendees, will focus on seven topical themes, including Industry Trends; Engagement & experiences; Safety, security and risk management; Innovation, disruption and technology, and more. The programme will also include a raft of Association-focused sessions that Hosted Buyers can attend.

ibtm world 2017 will take place from 28 - 30 November 2017 at Fira Gran Via Barcelona. In 2016, almost 15,000 delegates attended ibtm world and over 67,000 pre-scheduled meetings were arranged over the three-day show.

FOR MORE INFORMATION
WWW.IBTMWORLD.COM



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