



THE ASSOCIATION
MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

Headquarters

DEC. 2017 - N°81

CULTURAL AWARENESS IN
A GLOBALISED WORLD

A WORLD OF MEETINGS

SPECIAL FEATURE:
MEXICO

COMPETITION
OR
COOPETITION



Meet in **Remarkable Rwanda.**



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**Rwanda
Convention
Bureau** 

RWANDA IS OPEN FOR BUSINESS EVENTS

Rwanda, Africa's best kept secret found in the eastern region of the continent, has seen development across many sectors; business, ICT and tourism, to name a few. As business tourism becomes the shining beacon in Africa for economic growth, Rwanda has gained growing recognition as a key player on this field.

Rwanda's tourism sector, the fastest growing sector in the economy and the country's largest foreign exchange earner, has benefited from the development of infrastructure in recent years. Together with a MICE ready environment, the destination boasts a number of unique attributes that comprise the competitive advantages that are important differentiators for the MICE sector to succeed. Furthermore, Rwanda is the fastest growing MICE destination in Africa accounting for 5% of association meetings in 2016 and currently in third place (together with Egypt and Kenya) in Africa.

Rwanda, as a MICE destination has excellent infrastructure for meetings ranging from the state-of-art Kigali Convention Centre to an array of iconic tourism attractions. Ranked 1st as the safest country in Africa and 9th in the world by the World Economic Forum this year, Rwanda is quickly becoming a destination of choice for international conferences and event organizers with infrastructure development including the world class Convention Centre and the growing presence of international hotel chains as well as a dedicated Convention Bureau that offers free advice.

The country has all the amenities and facilities to meet the needs of any meeting planner. In particular, Rwanda Convention Bureau represents the best interests of Rwanda's MICE industry stakeholders and offers impartial advice, guidance and support to international meeting and event planners through every stage of planning. From 2018 on, all international visitors to the country will get their visa on arrival.

Additionally, Rwanda is known for its exceptional cleanliness, streamlined visa policies and easy accessibility with a multitude of flight options offering connectivity to the capital city Kigali and the rest of Africa. The country's national airline RwandAir has expanded to include 24 African destinations and routes to the U.K., Belgium, Dubai, with plans for 7 new routes including China and the U.S. in 2018.

Rwanda has recently hosted several high-level conferences such as the African Union Summit, World Economic Forum, Africa Organization for Research and Training in Cancer (AORTIC), Africa Hotel Investment Forum (AHIF) with many more congresses planned for 2018.

As part of its incentives plan, Rwanda has placed the spotlight on conservation, in recent years, of its extraordinary natural surroundings and incredible gorilla population. The volcanoes National Park, Akagera National Park and Nyungwe Forest are protected ecosystems that attract multitudes from the world over to see the habitat of the mountain gorilla and the gorillas themselves. Other incentive opportunities include learning the history of tea, coffee, exploring some beautiful lakes, and safaris off the beaten track.

MORE INFORMATION



SALES@RCB.RW
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SOUTH AFRICA LAUNCHES BOLD CAMPAIGN TO **ATTRACT MORE DELEGATES AND EVENTS**

Elizabeth Thabethe, South Africa's newly appointed Deputy Minister of Tourism, is a firm believer in "bleisure" travel—the combination of business and leisure travel. Now she wants delegates to do the same when they come to South Africa, as part of an initiative to draw more delegates and events to South Africa.

Tell us about the three-year study into the economic impact of South Africa's business events industry recently commissioned by South African National Convention Bureau (SANCB).

We found that South Africa hosts about a million business delegates every year and that the local events industry sustains more than 250 000 jobs, directly and indirectly, and that the business events industry contributes about R115 billion to South Africa's gross domestic product every year.

What is also interesting is that, the study shows that 30% of delegates will travel around before or after their event, usually for 3.5 days on average, and half of the delegates will bring at least one other person with them.

WHAT DO THESE FINDINGS MEAN?

It means that South Africa's business events industry contributes significantly to our broader tourism economy, that delegates have an appetite to experience South Africa's leisure attractions and that most have

the disposable income to enjoy an extended holiday add-on to their business trip. Therefore, we want to entice delegates to come to South Africa, stay for longer and bring people with them.

WHAT ABOUT THE BIDDING SUPPORT PROGRAMME? WHAT DOES IT DO?

The South African government has invested R90 million in the Programme to enable South Africa to bid more aggressively for international association conferences, meetings, incentives and exhibitions over the next three years. This grant will give South Africa "extra muscle" to lobby for and attract big-ticket events.

As part of this, the SANCB is spearheading a global delegate-boosting campaign targeting members of the association conferences that are already confirmed to take place in South Africa over the next five years. Since April, the SANCB had submitted 54 bids that could potentially contribute R1.6 billion to the economy, attract 57,660 delegates and generate more than 214 combined conference days.

WHAT EVENTS DOES SOUTH AFRICA ATTRACT THE MOST?

The country is already widely regarded as a "go-to" destination for hosting international conferences, particularly in the medical and scientific fields. Last year our coastal city of Durban hosted the 21st International Aids Conference, bringing together an impressive 22,000 people from 153 countries.

Meetings Africa, Africa's premier business events travel trade show, takes place at the Sandton Convention Centre in Johannesburg on February 26-28, 2018.



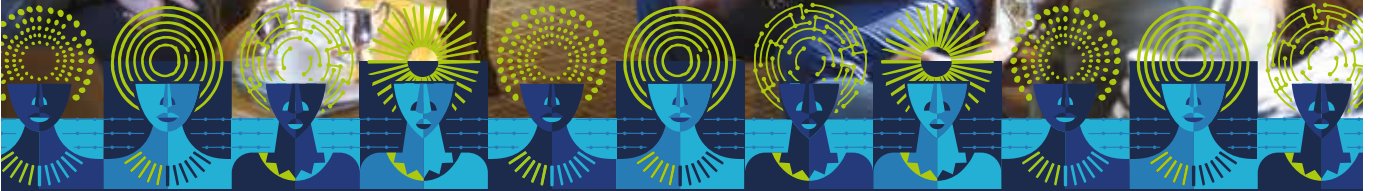
ELIZABETH THABETHE





MEETINGS AFRICA

Advancing Africa Together



Grow your business in South Africa **while growing the continent.**

It's a fact, Africa is one of the world's fastest growing business destinations.

Isn't it time you charge your business in a continent that's brimming with possibility? Hosted in Johannesburg, South Africa, Meetings Africa is Africa's premier business travel event, with over 2000 delegates, 677 world-class African exhibitors and esteemed buyers from all over the world.

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26 FEBRUARY 2018: BONDAY
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GAUTENG WINS BID TO HOST MEETINGS AFRICA UNTIL 2022

Gauteng is the successful bidder to host South African Tourism's strategic business events trade show, Meetings Africa, for the next five years following a comprehensive bidding process.

The decision means that Meetings Africa will be hosted by Gauteng Tourism Authority and the Johannesburg Convention Bureau at the Sandton Convention Centre through a province-city partnership annually in February for the next five years.

"We would like to thank all the bidding tourism authorities for their submissions, and congratulate the province of Gauteng on winning the right to host Africa's largest business events trade show. We look forward to continuing with our strong partnership with the Gauteng province and once again showcasing the province's world-class venues and infrastructure for

meetings, incentives, conferences, exhibitions and events (MICE)," said Sisa Ntshona, CEO of South African Tourism.

With 22,000 m² of flexible event space, contemporary Afro-chic décor and technologically advanced facilities, the Sandton Convention Centre is perfectly suited to showcase the continent as an attractive, value-for-money destination to host international and regional meetings and conferences.

"Through this partnership, and as we continue with our efforts to achieve our strategic goal of five million more tourists in the next five years, we will also rein-

force Meetings Africa's status as Africa's premier business and professional events trade show committed to positioning and of course growing the number of business events hosted on the African continent," concludes Ntshona.

In the last five years (between 2013 and 2017) Meetings Africa has hosted over 1000 international and regional buyers, 1336 exhibitors and over 7000 visitors. Meetings Africa 2018 will take place from 26-28 February 2018.



THE 7TH ITSA BIENNIAL CONFERENCE TO BE **HOSTED IN AFRICA FOR THE FIRST TIME**

ITSA (International Tourism Studies Association) recently announced that the 7th Biennial conference will be hosted by the University of South Africa in the City of Tshwane on 6-8th August 2018. This conference will coincide with the 2nd Tourism Educators South Africa (TESA) International Conference and will be sponsored by the South African National Convention Bureau, the Gauteng Tourism Authority and the City of Tshwane.

The association is uniquely devoted to scholarly exchange between researchers and practitioners focusing on the growth of tourism worldwide with a special focus on Asia. Founded in 2006 in Hangzhou, China, ITSA has grown a lot in the past few years and is now headquartered in Washington DC, while its Secretariat is still based in Beijing.

The conference organisers are calling for full papers, case studies, session proposals, poster presentations and oral presentations that are aligned with the core conference theme of "Collaboration and Co-creation Opportunities in Tourism" or any of the conference sub themes:

- **Tourism Cities and Urban Tourism**
- **The Brazilian, Russian, Indian, Chinese, African (BRICS) outbound tourism market**
- **Tourism Policy, Planning and Governance**
- **The Blue Ocean Economy and Tourism**
- **African Union Agenda 2063 and Tourism**
- **Teaching and Learning in Tourism and Hospitality**
- **The Future of Hospitality**

The ITSA Biennial Conferences have only once been held outside of the Asia-Pacific region, and never before in Africa. The choice of South Africa's capital as the host city for their Biennial Conference means

a lot to region and the local convention bureau that has been working hard in positioning South Africa as a top MICE destination. The ITSA 2018 will take place in the world-class CSIR International Conference Centre. The winning of this bid represents another great victory for the venue and promises to offer the attendees the opportunity to experience authentic South African hospitality.

We are honoured to be the host of the 7th International Tourism Studies Association (ITSA) Biennial conference. Our slogans are "Where Smart Minds Meet" and "Transfer Knowledge - Facilitate Collaboration" we understand the importance of our facilities being a platform for inspiring academic, research and technology conversations as this is precisely what conferencing is about. Our city Tshwane is a leader in knowledge sharing and innovation, it is an ideal business events destination with a host of world-class venues.



MORE INFORMATION

CSIR International
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WWW.CSIRICC.CO.ZA

FIRST-EVER CVENT CONNECT EUROPE UNVEILED **LATEST EVENT TECHNOLOGIES**

More than 400 meetings, events, and hospitality professionals from across Europe and the UK gathered at the inaugural Cvent CONNECT Europe to learn the latest trends and innovations from the meetings industry at the Pullman London St. Pancras last October. *Marcel A.M. Vissers reports*

'What does Cvent stand for?' This question was asked several times during the welcome reception. The answer, as told by Mr. Reggie Aggarwal, founder and CEO of Cvent, is simple: "C for Conferences and Vent for Events." And yet, I see much more.

The title also sums up what they do: conferences & events. Cvent is the leading meeting, events and travel technology supplier. As technology is their profession and also an important part of ours, Cvent is convinced that showing customers the power of technology will drive their events' return-on-investment.

Following a brilliant keynote speech from Reggie Aggarwal, the tone was set for a successful three-day event. Aggarwal said, 'A passionate performance is up to the leader to see; he is driven by the profession. And his employees notice that and go along passionately in the story.'

The event featured several brilliant speakers who taught the audience how to use social media channels to help drive registration and how they have become the greatest advocates for promoting events.

I was personally fascinated by the panel session on GDPR (the European Union's new General Data Protection Regulation, which is bound to shake up data protection practices in Europe). With the upcoming enforcement of GDPR next year in May, the panel gave insights into how to implement the regulation successfully. GDPR is a complicated story and it is sometimes compared to the VAT problem in Europe.

What should we do, and if we do not apply it, how are we punished? All speakers agreed that most companies are well prepared to take the necessary steps to make sure everything is in order. As for Cvent, their London team seemed more than ready to tackle such a challenge, judging from their thorough understanding and presentation of this particular subject.

I will for sure keep an eye on the next edition of Cvent CONNECT Europe in 2018.



ABOUT CVENT

Cvent offers software solutions for event planners for online event registration, venue selection, mobile apps for events, email marketing, and web surveys. Cvent provides hoteliers with an integrated platform, enabling properties to increase group business demand through targeted advertising, and improve conversion through proprietary demand management and business intelligence solutions. Cvent solutions optimise the entire event management value chain and have enabled clients around the world to manage hundreds of thousands of meeting and events.

cvent

FOR MORE INFORMATION

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WWW.CVENT.COM

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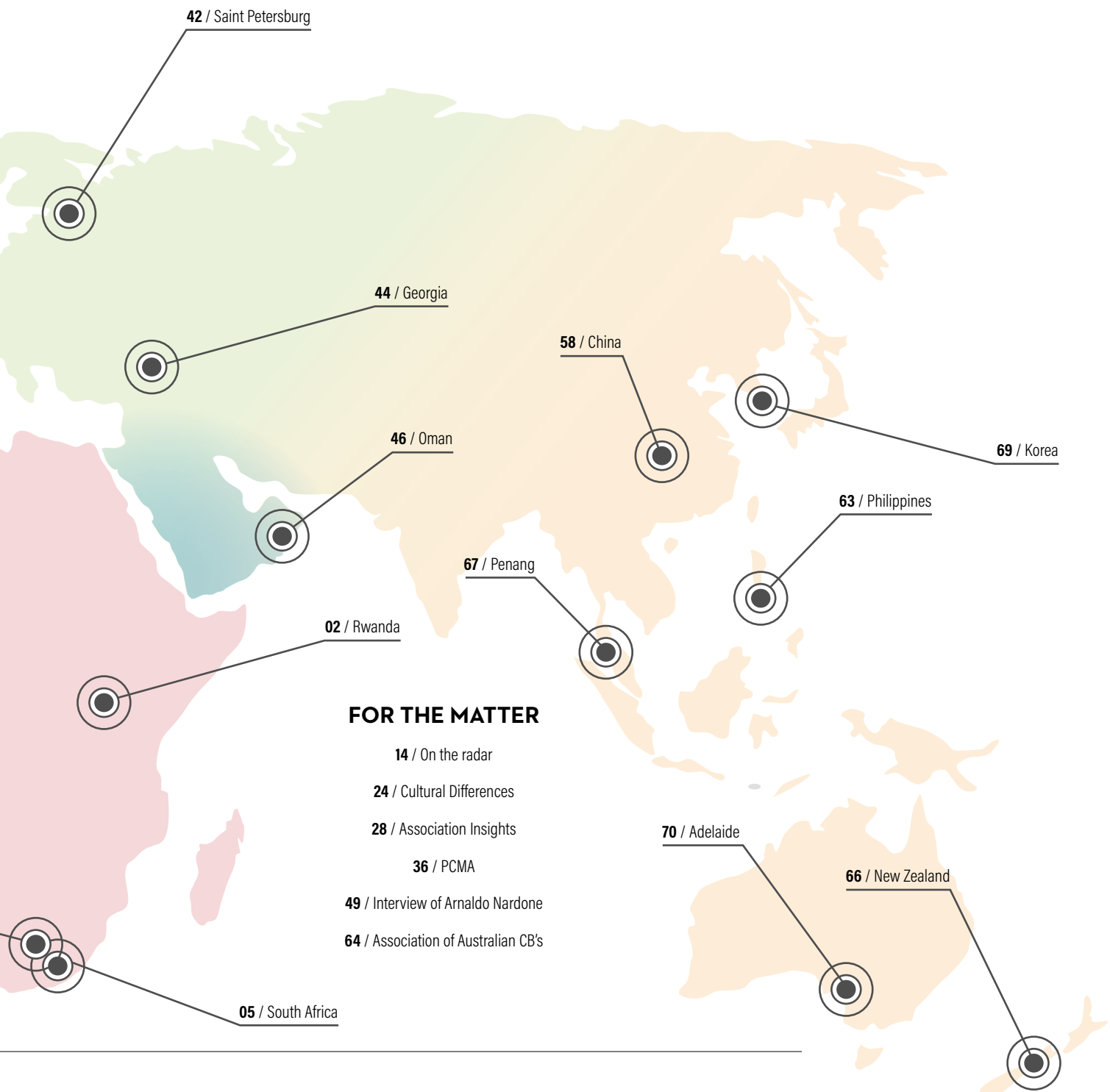
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HEADQUARTERS MAGAZINE LAUNCHES BRAND NEW DIGITAL MAGAZINE

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

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

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

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

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

2017-2018 I AM HAPPY!

MARCEL A.M. VISSERS
EDITOR IN CHIEF

HeadQuarters magazine

This is poetry from Iain Thomas, one of the authors featured on the online community of poetry called Word Porn.

In this year's last edition, we discuss something we certainly know a few things about: **Competition**. In 2017, many things have changed in my life that, in the end, have made me so happy. A lot has changed in my company and publications; the company has become younger, happier and more creative.

I want to thank my team for setting up bases for a brighter future in 2017 and looking up to an even better 2018 full of new projects and ideas.

Jesus, Vivian, Elise, Katie and Vikas. Un grand merci!

My young staff members tell me from time to time that they have the feeling that we live in an industry where everyone always seems to say: *'It is even better than last year.'* *'There were even more delegates at the conference'* and *'More square meters were sold.'*

**“EVERYTHING
HAS CHANGED
AND YET
I AM MORE ME
THAN I’VE
NEVER BEEN.”**

Could we call that an optimistic or a forged industry? Can we still stay true to ourselves in such an atmosphere or are we just acting on a big stage?

I sincerely dare say that 2017 was not an easy year for my company, as many of you may have known. But in the wise words of Iain Thomas, I repeat: *'I have now a better future than before.'*

In 2018, I go back to study, I go back to writing and doing investigative journalism. Fakers, take off your masks.

I conclude this letter on another sensitive note by quoting Charlie Chaplin:

'Do we want to show a tear next year when we walk in the sun? If only it was one.'

How true! If only it was one, there would be more humanity in our industry!

**I WISH A HAPPY NEW YEAR
TO ALL OUR READERS**

MORE STORIES ON WWW.MEETINGMEDIAGROUP.COM

1

HANGZHOU PROMOTES ITS RICH MICE RESOURCES IN COPENHAGEN

With the launch of China-Denmark Tourism Year this year, Hangzhou's tourism promotion delegation, consisting of members from the Hangzhou Tourism Commission led by deputy director Zhuo Xinning in Copenhagen. The event provided a platform for exchanges with over 40 local travel agencies and for the promotion of Hangzhou's tourism resources on the back of the city's hosting of the G20 summit last year. Liu Dong, Consul of Culture at the Embassy of the People's Republic of China in Denmark and Philip Kyhl, Business Director at Wonderful Copenhagen China, both delivered speeches at the event.

Through the successful holding of the G20 Summit in 2016, Hangzhou has significantly enhanced its competence in conference reception services while improving its urban infrastructure. The city has made great strides towards creating a highly professional and diversified MICE sector by further improving its convention services. In addition to being where the G20 Summit was hosted, Hangzhou is also where the 2020 Asian Games will be held, a major event that is expected to bring new opportunities to the city's MICE sector.

WWW.MICEHANGZHOU.COM

4

PENANG WINS BID TO BE THE FIRST ASIAN DESTINATION TO HOST WORLD SEAFOOD CONGRESS

The Penang Convention & Exhibition Bureau (PCEB) is proud to announce that Penang has been selected as the first Asian destination to host the World Seafood Congress that will be held in September 2019.

The decision was announced by Carey Bonnell, the president of the International Association of Fish Inspectors (IAFI) during the World Seafood Congress 2017 (WSC) in Reykjavik, Iceland on 10th to 13th September 2017.

The WSC 2019 will take place at the Setia SPICE Convention Centre in September 2019. Penang Institute is the local organising host for WSC 2019. The congress is supported by the Penang State Government, PCEB and Malaysia Convention & Exhibition Bureau (MyCEB).

WWW.PCEB.MY

2

PRAGUE CONGRESS CENTRE PRESENTS A NEW EXHIBITION HALL AND PANKRÁČ SQUARE

The International Architectural and Urban Competition of the New Prague Congress Centre has its winner. The subject of the competition was the completion of a new exhibition hall for the Prague Congress Center and its surrounding area.

The first prize was awarded to the design of a young OCA studio from Barcelona run by Marc Subirana, Hernan Lleida Ruiz, Biela Susanna and Bernard Garcia. *"In this case, it was especially motivating that we could contribute to the building of such significance in a historic city like Prague. It was a challenge when we realized how complex this task is, and that it means not only to solve the functionality of the building but also to create an intensive public space."*

"For a long time, the Congress Centre has been unable to meet high demands for exhibition and congress areas, and therefore it needs a new hall. However, it is also important to address the entire area around the Prague Congress Centre so that it can serve more efficiently to people." says Prague Mayor Adriana Krnáčová.

WWW.PRAGUECC.CZ

5

MELBOURNE TOP RANKED IN ASIA-PACIFIC FOR SUSTAINABILITY

Melbourne has been ranked the number 1 sustainable city in the Asia-Pacific region for business events in the Global Destination Sustainability Index (GDS-Index).

Ranked number 13 in the world overall, Melbourne and Melbourne Convention Bureau's (MCB) sustainability performance was evaluated based on the city environmental strategy and infrastructure, city social sustainability performance, industry supplier support and MCB strategy and initiatives.

Melbourne's highest ranking was in the category of city social sustainability scoring 75 per cent, and convention bureau performance achieving a 74 per cent ranking.

MCB CEO, Karen Bolinger, said MCB recognises the value of sustainable practices for meeting organisers and delegates: "MCB actively contributes to, and promotes, the city's sustainability credentials to the business events industry in Australia and globally, and we're committed to making Melbourne one of the world's most sustainable cities."

WWW.MELBOURNECB.COM.AU

3

FLANDERS MEETING & CONVENTION CENTER ANTWERP'S CAMPAIGN WINS ICCA BEST MARKETING AWARD

ICCA announced Flanders Meeting & Convention Center as the winner of this year's ICCA Best Marketing Award at the Closing Ceremony of the 56th ICCA Congress on 15 November in Prague, Czech Republic.

The "A room with a zoo" campaign, promotes the new convention centre in Antwerp, Belgium, with a purpose and introduces conservation in the meeting industry.

Flanders Meeting & Convention Center Antwerp (FMCCA) is a newly opened purpose-built convention centre built on the premises of the Antwerp ZOO. It launched a Marketing Campaign to create rapid brand awareness and brand reputation to attract more international congresses to the city of Antwerp.

Mrs. Anja Stas, Chief Commercial Officer of the FMCCA: "We are honoured with this great recognition from our industry's peers from all over the world. I dedicate this award to my whole team, because they made this all possible!"

WWW.FMCCA.COM

6

NEW CONVENTION BUREAU WILL PROMOTE THE REPUBLIC OF TATARSTAN

On November 14, the new Convention Bureau of the Republic of Tatarstan (Russia) was presented to the world, a new direction for attracting investment by Tatarstan Investment Development Agency (TIDA) to the Republic. The new Convention Bureau will help partners and potential investors to hold large forums, conferences, business events in the area.

Many developments are coming to the capital's city, Kazan, including the new Kazan Expo complex (currently under construction), the hotel's congress-centres, and unique sites, such as Innopolis, IT-park, «Kazan» ski complex, where events can also be held. At the moment, 32 agency agreements with hotels have been signed, some other 14 projects are under negotiation.

The main task of Convention bureau is to ensure the organizers are able to get the question Why Tatarstan? answered and make them choose Tatarstan as a destination for their upcoming events.

WWW.TATARSTANCB.COM



ESAE VOICES: **COMPETITION AND DIFFERENTIATION IN THE ASSOCIATION SECTOR**

Associations today no longer have exclusivity on sector news and information, nor do they have a monopoly on high-value opportunities to connect or converse with peers. Alec Walker-Love of the European Science Communication Institute talked to ESAE members on co-opetition, collaboration and more.



Potential and existing members have a range of opportunities to get the latest information and connect with others, both online and in person, or with another national or international association with similar interests, or less formal, easily accessible online platforms and 'pay as you play' services and events.

"There is also a new nuance to why members can identify with an association," adds Florence Bindelle of EuropeanIssuers. "Whether they join and stay with

For Béatrice Richez-Baum of The European Confederation of Directors Associations (ecoDa), the mission, vision and values of an association remain critical to attract new members and give a rallying point for existing ones. "Defining the right strategy is even more important now than in the past. We must clearly identify the key value creation points of an organisation," she says. "Managers have to understand the dynamics that bring people into the association and prioritise creating 'a community' rather than putting heavy hierarchical structures in place".

us is also about being able to quantify their return on investment. This is a judgment made both for themselves at a personal and professional level; but also evidently for their organisation. We need to be able to decipher and respond to these different motivations – and make it tangible that they were achieved”. No easy task for association leadership, and one that means proximity and understanding of members is key to standing out. Associations must also be bolder about communicating when this is achieved.



In a previous issue of HQ Magazine, Chloe Menhnick of the International Water Association explored in detail how digitalisation is a game changer for associations – and how we can better embrace a new model of engagement and influence. Interestingly, she makes a strong case for leadership, long-term planning, a clear mission and continued focus on meeting membership needs being just as critical online as offline.

Staying with the ‘top-down’ angle, one issue that may often be overlooked is good corporate governance. “Associations should pay more attention in this area,” says Ms. Richez-Baum. “Governance contributes to the success of an association, improving leadership structures and ability to meet strategic objectives. Tangible benefits include better access to funding, grants and loans as well as enhance credibility and reputation.”

In terms of products, services and their delivery, associations also need to make bold steps to stand out. EuropeanIssuers has just launched a new mobile application that brings together and disseminates real time information published by listed companies. The IssuersHub is not just a stand-alone initiative though: “Bringing the app to life to secure its adoption and ensure a popular tool in the long term is part of it. We are launching an advisory council with high-level representatives of our companies as well as working on a dedicated conference in 2018”, says Bindelle.

With resources increasingly precious, associations are increasingly open to collaboration. Michel Ballieu, recalls a pragmatic ‘win-win’ sharing of staff resources while at the European CanCER Organisation ECCO. “As a federation of European associations, we shared staff with a small member organisation. They were hosted in our office and could only afford to hire one person. Since it’s impossible that a single individual could have all the desired competencies, so from ECCO we shared 50% of a scientific advisor, 50% of our public affairs person, 10% of a finance manager and 10% of a communication person. Together, this represented 120% Full Time Equivalent (FTE). All of them remained on ECCO’s payroll and were invoiced at real cost to the smaller association.”

Collaborations with other associations in a similar space can also extend audience reach and create greater impact. Bindelle says, “We join forces with others to improve our lobbying outreach. These can be on specific important thematic issues, such as prospectus regulation or European infrastructure market regulation. It helps that we are mainly EU-based professional associations presenting similar viewpoints.”

Conferences, workshops and other events have and always will be an essential tool for sharing content and ideas, reaching common objectives and cultivating community and networking. In recent years though, less altruistic and more opportunistic commercial event organisers are increasingly part of the market place. In the medical field, Ballieu says, “attendees always appreciated the neutrality of opinions we ensured, in addition to the direct contact and quality of relationship that the association was a guardian of.”

Bindelle adds, “It is true commercial organisers are better equipped in terms of marketing and capabilities. This is their core business after all... but for our members, consistency and quality are vital part of choosing which events to attend”.

Accessing the high-quality assets in the membership base is also a clear reason to attend ecoDa events for Ms. Richez-Baum. “It can be easy to gather academics or consultants around events – far more difficult to get high-level practitioners with genuine, real-world insights. Associations should leverage the highly respected expertise in their membership base more to produce quality events and attract members”.

ESAE CONDUCTED FUTURESEARCH SURVEY TO DELIVER BETTER CONTENT IN 2018

AssociationExecutives.EU invited a select group of members to participate in the FutureSearch survey in early September to help identify the topics and trends in association management for the future. A total of 24 respondents shared their insights and preferences on what future strategic issues they would like to see covered in the ESAE 2018 Education and Peer Learning Programme.

An overwhelming majority of participants considered Association Leadership & Governance, Association Communication, Engagement & Membership, and Association Strategy & Management "very relevant" (12, 25 and 17 participants respectively) and "somewhat relevant" (10, 8 and 6) while Raising Resources & Support for Associations (e.g. advocacy, sponsorship, donations) is considered "very relevant" and "somewhat relevant" by 10 and 8 respondents respectively. Participants were also encouraged to list specific topics in Association Leadership and Management that concerned them: What will be the role of associations in the future? Has your association found effective approaches to particular challenges of association management? Are there trends, ideas or tools you'd like to discuss with your peers? Are you facing challenges where you'd like to get insights from fellow association leaders?

Here are some of their comments from the survey:

ON ASSOCIATION LEADERSHIP:

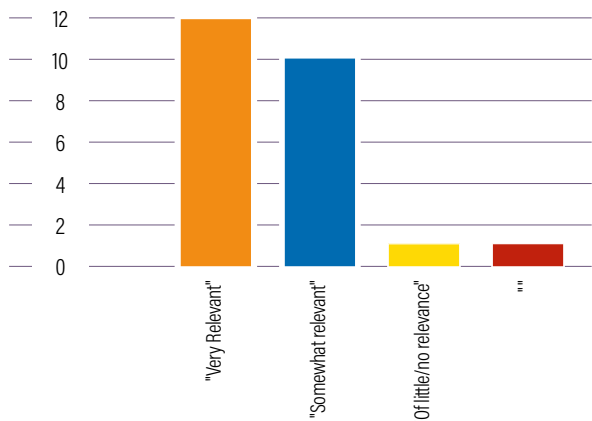
- ▶ Leadership and career development for association staff and for the members
- ▶ Future Trends - will people continue to join and/or maintain membership when they can get so much information and communication via social media groups?
- ▶ Strategic collaboration between President of the Board (head of members) and Staff leader
- ▶ Alliance building between associations and other stakeholders
- ▶ The future of associations in Europe and the challenges ahead; the roles and functions of Board, Chair and CEO
- ▶ How to manage disagreements
- ▶ Leadership in setting strategies and commonalities in between members' diverging interests
- ▶ How can a leader best share his vision to inspire others and turn it into a reality?

ON ASSOCIATION MANAGEMENT:

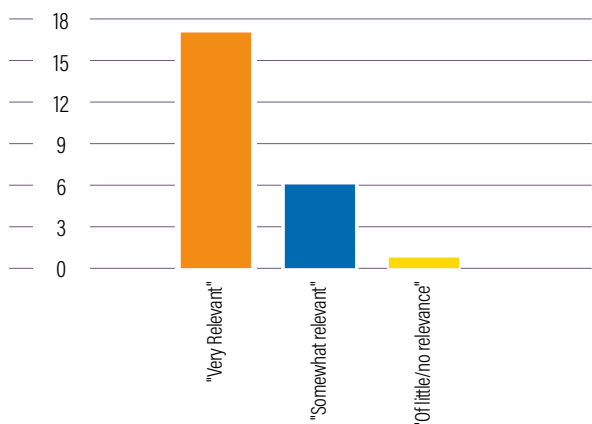
- ▶ Digitalisation of associations: what could/should be digitalised? Pragmatic approach for small associations regarding General Data Protection Regulation
- ▶ Manage teams to become a high-performing team
- ▶ Managing a long-term approach to your association's events.
- ▶ How to effectively manage volunteer committees and find the right balance between effectively managing an association and making sure volunteers feel their work is worthwhile?
- ▶ The role of associations: are we still needed in 2020?

Which of these THEMES would you like to see covered in the ESAE 2018 Education and Peer Learning Programme?

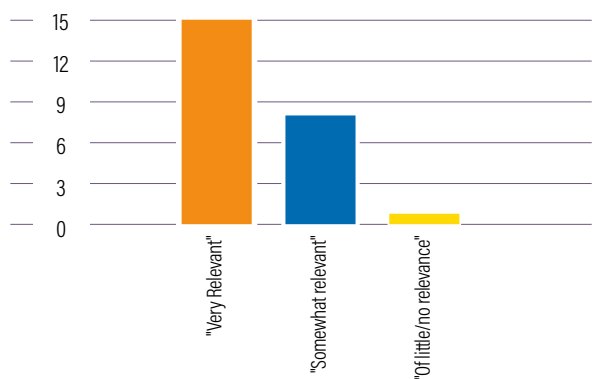
Best practice in association leadership & governance - Level of interest



Best practice in association strategy & management - Level of interest



Best practice in association communication, engagement & membership - Level of interest



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COMPETITION AMONG ASSOCIATIONS

In recent years, structural changes in several industries forced associations and unions to adapt to new regulations as well as members' needs. Especially the trade union market, responding to changes in labour laws in Western economies, was one of the front runners to adopt new strategies for survival and relevance. However, increasingly also other not-for-profit organisations, including many professional associations, are facing a new era of stiff competition when it comes to satisfying member needs, remaining at the forefront of content creation and development and responding to global challenges.



**CHRISTOPH
RAUDONAT**

Among others, such challenges include the creation of meaningful content across national borders, responding to needs in a timely manner and dealing with generational and demographic challenges within an organisation's membership. In other words, how should associations aim to remain purposefully relevant to an older demographic while at the same time attempting to inspire and attract Millennials as the next generation of up-and-coming leaders? This article will attempt to highlight a few of the current and future challenges and more closely discuss the not very well-known topic of competition within the not-for-profit sector.

Current trends for professional associations' adaptive mechanisms highlight the need for leaders and boards to manage the tension between offering traditional 'benefits' while responding to the changing needs of a changing demographic, offering specialised services against additional fees, for example. We see that a diversification in, say, educational offerings creates competition between associations in related fields, but also towards professional enterprises offering similar content. Product market competition has not been widely discussed in the past and addresses several hot questions in association management: 1) how to tackle increased competition due to increased diversification to attract a greater target audience?, 2) how to utilise the resulting increased market segmentation, which in fact might dampen competition?, 3) how to address global changes to one's industry as these may prompt collaboration for reasons of common interest, for example, further decreasing competitive pressure and creating 'win-win' scenarios for all involved? These are but a few of the questions to address. Furthermore, competition between associations may have historical roots as well in that their competitive dynamics may well be a result of their relationship over time. Last but not least, product market competition has been found to shift an

association's identity from a traditional collective body towards a more business-like identity. Responding to the needs of modern professionals, engaging at their level, across generations, requires adaptation towards these demographics and content development appropriate for each membership segment.

True competition among associations, it would appear, arises predominantly when targeting an industry as a whole, or at least large chunks of it. Fighting for dominance in a particular market or market segment will require each competitor to carefully assess market entry, plan their strategy and position themselves as a relevant player in terms of content development and membership services. It is here where outdated management practices force associations out of the market and make way for new, nimbler models.

In some cases, changes in industry regulations have facilitated, indeed necessitated, competitors to rethink their positions and unite their approach for the greater good of their target audience. One such example is the unification of Chartered Accountant accreditations in Canada. Former designations of CA, CMA, CGA, etc. were merged and became CPA over a time frame

that took nearly five years to complete. Organisations offering such designations faced a changing business environment where the law necessitated a simplification and had to adapt accordingly.

Looking at M&A trends within the association market, it makes clear that the line between competition and collaboration is not often very clear cut. As mentioned before, there may be historical elements involved that define a competitive situation and the not-for-profit sector may in some cases indeed look at mergers from the point of view of 'inheriting each other's strengths'. Where mergers happen to save resources and improve potential bottom-line results, the background and reason why an association was established in the first place will continue to dictate the strategic direction of the organisation. Members' rights to actively participate in the shaping of the organisation influence organisational behaviour stronger in the not-for-profit market and these market forces will continue to be a major driving force, even if decision-making processes appear slower at times compared to the for-profit sector.

Necessary, however, is the need for highly educated staff. Competitive situations require innovative solutions and flexibility from the decision makers to 1) act

in the interest of the organisation but 2) do so in an informed way, foreseeing potential pitfalls, leading with care and professionalism, anticipating future needs of the organisation and its members.

In this light, it becomes clear that the market in which associations operate is intrinsically interconnected. As we see 'Association Hubs' growing in various destinations around the world, it is exactly these destinations that aim for a collaborative approach with associations to gain a level of competitive advantage over other destinations to attract a lucrative market. This is the space where competition and collaboration go hand-in-hand to potentially create best practice and win-win situations for all involved. As associations become more knowledgeable and sensitised to working with destinations and their partners at a more strategic level, internal market segmentation can thus create centres of excellence focusing on specific thematic areas. Whilst, say, in the area of cancer research associations may decide to focus on niches within the greater thematic subject-matter, thereby eliminating a level of competition between them, they may – at the same time – work strategically with destination partners around the world to diversify together geographically across regions and even globally. This may result in the creation of centralised services to a certain

extent, where appropriate and useful. And such models may serve a greater multitude of clients and possibly instil greater cohesion within selected industries.

Product market competition is and will be a real challenge for associations, at least in the short run, as associations learn to respond to faster changes in their environments, necessitating greater flexibility and innovative forms of management. The important element to cover, however, lies in the mid- to long-run, where market needs will be dictated by legislative regulations and customer requirements. An association that more or less successfully manages to cover an entire market but perhaps not all aspects of it, will either make way to an association that can, or niche organisations filling in the gaps where customers and members demand. There is a thought left to spare to aim at being continuously forward-looking in our respective industry environments and perhaps rather seek out strategic alliances than a competitive environment that may ultimately become too exclusive.

This article was provided by the International Association of Professional Congress Organisers, author CHRISTOPH RAUDONAT, Business Development & Association Director, International Conference Services Ltd, on behalf of IAPCO Vice President, Mathias Posch, IAPCO represents today 120 companies comprised of over 5000 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries

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BEYOND BUSINESS CARD ETIQUETTE

CULTURAL AWARENESS IN A GLOBALISED WORLD

With increased globalised streams of information, networked societies have become more aware and skilled in addressing what connects us and what sets us apart from one another. Associations globally, in their capacity of representing civil society, are often regarded as particularly accustomed in dealing with the challenges which especially cultural differences might impose on current trends in various areas of our daily lives.



MATHIAS
POSCH

But when it comes to business communication and decision-making processes there are several aspects that even seasoned professionals need to remind themselves of on a regular basis managing (association-) business globally calls for a deeper understanding of your client/member profile. Running such a business is so much more than financial transactions and offering goods and services in other locations. As leaders in and of international organisations we need to be sensitive to different approaches to doing business and able to adapt to different situations.

Each society is – of course – unique in that it owns and represents specific customs and practices. Culture itself is defined through our values, beliefs, attitudes and behaviours – all of which are influenced not only by our origin but also by other factors such as: age, gender, religious beliefs, social background, position, etc. To merely reduce cultural behaviour to the origin of people could easily lead to stereotyping and would have the opposite result of the desired cultural sensitivity.

Further, from our own experience of working around the globe and with different groups in our industry, the

adaptation to cultural practices has started long ago in other parts of the world. When studying for example various Asian business etiquettes, one might find themselves in situations where the Asian counterpart has long adapted to western business style. Often we will end up in some kind of a “hybrid situation” which embodies cultural adaptations from both parties. It is therefore extremely important that we consider something called the “Cultural Iceberg”.

While both parties will strive to adapt business styles and etiquettes of each other, and therefore are able to have harmonious conversations, what lies beneath is often where we discover the real challenges. It is easy to understand style, it is much harder to understand deeply rooted cultural nuances that are usually not as obvious or visible such as: decision making processes, beliefs, pride, personal motivation. We are aware of the unique personalities of people in general, however, when speaking about cultural differences we often try to paint entire groups of people with one brush. For proper cultural awareness one must therefore keep in mind that there are always two levels that influence behaviour in any personal interaction: the greater society norms of the country/culture you are dealing



KAYO
NOMURA

with and the personal background and belief system of the individuals with whom you are dealing. While we can to some extent educate ourselves in the former, the latter requires empathy and emotional intelligence – in this case often coined as CQ (Cultural Intelligence).

For some practical reference, let's look at some of the most common differences in society norms that might help facilitate common understanding of business processes and thus strengthen international connections. These are by no means always applicable and generalizable but may provide overall pointers.

HIERARCHIES

Whereas Western organisations increasingly implement flattened hierarchy structures, in many parts of the world such as Asia, leadership roles and hierarchies are still much more important

TACKLING PROBLEMS

While in many European and North American cultures, we tackle problems head on, other cultures – like in Asia – are seeking more holistic solutions. The long term view – harmony and a pleasant work environment are more important than short term problem solving.

INDIVIDUALISM VERSUS COLLECTIVISM

Many cultures – especially in Asia – tend to consider it more important that a society prospers overall, whereas other societies - especially in North America and parts of Europe - put the well-being of the individual in the foreground and measure individual success as a factor for prosperity. This changes the way people are rewarded or complimented on work and how certain tasks as well as issues are being addressed.

UNCERTAINTY

Another area where different cultures have to some extent very different views is around uncertainty and how comfortable they are with that. Sometimes this can be a contentious issue when one party is eager to plan things by the minute while others feel the need to leave some room for flexibility. While people who plan things well are usually considered more organized, they often lack a big vision that comes from people that are willing to take bigger risks.

VALUES

Values have a huge impact on personal interaction. We see that in many cultures values like determination are held to high esteem, while others put more emphasis on being able to consult with others and making sure everyone is being heard. When these cultures end up doing business with each other they can often perceive each other as weak or displaying undesirable traits. No question that religion and general social surroundings also add to the value system a person holds.

In terms of business relations, communication is, of course, one of the most important factors to understand correctly. Not all approaches and outreach tactics will result in fruitful common understanding. As a practical association example, one large medical association is currently in the process of expanding its network into East Asia via relevant social media channels. However, what seems relevant to us (Facebook, Twitter LinkedIn) is not necessarily considered relevant in many Asian countries and apart from language issues, proliferation of Western social media platforms is still not always a given. It would appear that chat platforms such as WeChat and WhatsApp are much

more common channels to employ in many Asian (and indeed also African!) countries. For a Western organisation to tap into such channels and push information to potential recipients is not an easy task and requires careful co-ordination and handling of private user data.

What is appropriate in one society may not meet standards in another. In light of the GDPR in Europe, and otherwise increasingly stricter guidelines with regard to the handling of personal data and privacy issues, a sensible solution will need to be found. The first steps of walking in the right direction have been made. With sufficient care and respect for 'the way things are done elsewhere' we are sure to find solutions that bridge not only technological differences but also cultural ones when communicating with one another. Our industry thrives on the harmonious collaboration of different cultures – trying to understand and making steps towards each other is therefore not only necessary but can be extremely gratifying and empowering.

This article was provided by the International Association of Professional Congress Organisers, authors MATHIAS POSCH, President, International Conference Services Ltd, Canada, [and Vice President of IAPCO], and KAYO NOMURA, Chief International Relations Executive, Congress Corporation, Japan, [and IAPCO Council Member and Host of IAPCO Annual Meeting in Tokyo 2018]. IAPCO represents today 120 companies comprised of over 5000 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.

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Q&A: NAVIGATING **CULTURAL DIFFERENCES IN INTERNATIONAL ASSOCIATIONS**

Ignoring cultural differences could put your association at risk. We asked three association professionals to share their thoughts on tackling cultural differences in association management and organising events.

What do association executives and leaders need to keep in mind when addressing the needs of members from different countries and cultures?

"During my time heading up the International Coloured Gemstone Association and the Natural Coloured Diamond Association, I found it most important to have the right staff members. Training them to be sensitive to different cultures and be respectful to all is important, as interaction with members is a vital aspect of member retention. Member benefits are important to everyone, but being treated as a valuable part of the association is equally important.

Barbara Wheat, M.S., A.G.
President
Asian Institute of Gemological Sciences (AIGS)
Bangkok, Thailand

The key language of our organisation is English, and most events are conducted in that language. However, we happily accept that South American conferences will use Spanish as their key language, and we also ensure that proceedings of our World Council (our Governing Body) are simultaneously translated into Spanish. China is an up-and-coming country in terms of family medicine, and so we try to include a stream of parallel sessions in Mandarin, to encourage Chinese attendance.

Dr Garth Manning
Chief Executive Officer
World Organisation of Family Doctors (WONCA)



"As a leader of more than two decades in a global as well as a regional organisation, I think the culture, customs and values define your aspirations, expectations, persona and identity. Hence, it is crucial and fundamental to deal with members from diverse backgrounds distinctively. You cannot apply a common yardstick to all."

Hemant K Batra
Vice President, SAARC LAW
Founder & Chairman, Kaden Boriss Global Alliance Link
Senior Fellow & Policy Expert, Goeman Bind HTO
New Delhi, India

How do cultural differences come into play when you plan your meetings?

All of the events I have ever organised have been for international participation, therefore, every aspect of planning must be inclusive for all, regardless of culture or background. My first step usually involves choosing a destination that will appeal to my target participants and dates that won't conflict with religious or other important holidays. Next, negotiating the hotel room rate is important so as not to exclude those who might find the nightly rate too high. Even though we're in a luxury business, we are careful to keep in mind that some of our suppliers along the supply chain are working with smaller budgets for event travel.

Once these items are in place, I get to work on other aspects, always keeping an eye on things such as food preferences and restrictions, timing and other things that might not fit with everyone I'm looking to attract as an attendee.

Barbara Wheat

WONCA is a truly global organisation with members in all seven continents. Whilst exciting and enriching, this does present challenges in terms of language, culture and custom.

We work closely with the Host Organising Committee (HOC) for each event and with their chosen Professional Conference Organiser (PCO). We have explored having a core PCO, to work with on all events, and I am personally very much in favour of this. However our members get used to working with "their" PCO, and are reluctant to have to build up a relationship with the core PCO, so for now we have to establish a new relationship with each new PCO that is used. A venue would normally only be selected if the venue, facilities, accommodation and alternatives for accompanying partners were all good. English is the common language, but other customs vary, and we have always to be sensitive to that. What is normal for South America, in terms of entertainment and social events, would be much less acceptable for our Eastern Mediterranean Region, but we work hard to ensure that all social events will be enjoyable for the vast majority of delegates, and we have guidelines and equity standards to advise HOCs. Our Conference Planning Committee, which I chair, looks at a whole series of issues including programming, food and social events, to ensure acceptability. Punctuality is the one thing that we cannot control, however, but we try as best we can to emphasise to the organisers the importance of starting on time and keeping to time as much as possible, to reduce frustrations among delegates and presenters.

Dr Garth Manning

The cultural and ideological differences help us grow as one big family that can disagree at times yet find unity in diversity. While managing a global/regional organisation or an event of such nature, one would need to brace up like a global and multi-national leader. I am of the view that international exposure of varied nature is more than essential for assuming any organisational role.

Hemant K Batra



EARS RECRUITING FOR ASSOCIATIONS

A recruitment process is very much like a dance. You need two to tango. In today's world, maybe more than ever. As much as you test candidates to make sure you find the right fit, the candidates do the same. Once you will have found your ideal employee, the last thing you want is an unexpected intervention from the Board, or one of its members, that can stall or shift the decision completely.

AWARENESS AND TRANSPARENCY ARE KEY!

Having your Board involved is neither good nor bad. What is key, is to know where you stand, and act accordingly. If you're leading an association's secretariat and planning to launch a new recruitment, make sure to have full clarity on who and to what extent will have a say in the process.

PLAN IT!

If Board members, often based internationally, are to be consulted, it's good to have a clear timeline agreed in advance so that they can give it priority when needed. Working with an external provider helps to professionalise the process but you can also ensure that internal policies are in place to both set and simplify the recruitment structure as much as possible.

Anna Koj is a Consultant with EARS. She specialises in strategic communications, institutional relations and organisational leadership.

EARS is the first recruitment agency in Brussels dedicated to EU Affairs and International Relations. To best respond to its clients' diverse needs, EARS offers a portfolio of tailor-made services within recruitment and talent management. In the upcoming editions, it will discuss specificities of recruiting for associations.

EARS European Affairs
Recruitment Specialists



Jeffer London is an engagement-maker at the **Center for Creative Leadership**.

Find his insights into dialogue at jeffer-london.com and services at ccl.org.



WHY AREN'T MY PEOPLE ENGAGED?

Absenteeism, poor results & bad attitudes. It is easy to see when there is a lack of engagement in traditional organisations. In an organisation of members, it can be harder to spot, as the people are often hidden from view and less understood. If members do not feel served or involved, they drift away. "Lack of engagement" is cited as the #1 reason why members quit. Diagnosing the issue is the first step to creating loyal and energised members.

FIND THE SOURCE OF DISSATISFACTION

Companies can locate the issue by asking questions in four levels of their organisation. Stephen F. Young and Michael D. Smith of the Center for Creative Leadership suggest in, *Improving Employee Engagement: The E4 Solution for Leaders*, to ask questions in four areas, so you can later create targeted solutions.

ENGAGED IN ORGANIZATION. How committed are employees to the organization and its mission?

ENGAGED IN JOB. Are they excited about their work and motivated to perform?

ENGAGED WITH LEADERS. Do they feel connected to and energized by their leaders?

ENGAGED WITH TEAMS. Do they have a strong connection to their co-workers?



MEASURE ENGAGEMENT AMONG MEMBERS

Questions like this are hard to answer in a widely distributed membership. Many associations are finding the criteria of Engagement Scorecards more relevant:

CLICKS. Which of your website pages they interact with?

SOCIAL MEDIA. Interactions on social media: Follows, likes, retweets, comments, ratings?

EMAILS. Did they open the email? Did they interact with links in the email?

PARTICIPATION. Do they frequent your web forums? Join annual conferences or local meet-ups?

REFERRALS. Do they attract new members? Are they Net Promoters?

INVOLVEMENT. Do they volunteer, take action or contribute?

These indicators are increasingly relevant as work groups become defined by what Luc Galoppin calls, **social architecture**. The structure of networked organizations happens between people not titles; your analyse needs to get to the root of people's issues. Once you have identified the challenge, real solutions become possible, as opposed to well-intended initiatives that miss the mark and frustrate people further.

COMPETITION? SURE. BUT FROM WHOM (OR WHAT)?

Everyone has competition, of course. Every organization, every product, every company, every idea, etc. has it. Every association and not-for-profit has competition, too.

That's not all bad, you know. If you think about it, competition is really the basis for new ideas and new ways of doing things, new ways of making progress. There is only one problem with competition.

Everyone hates it.

No one actually wants competition. We'd all like to have the market or the industry or the professional landscape to ourselves, but it doesn't work that way. So, we have to make the best of the situation we're in, while remembering that the situation is always changing. There are two aspects of association competition that have to be considered. The internal competition (from other groups like ours) and the external competition (from the "non-groups").

The internal competition is provided by the traditional organizations which are affiliated with the same industry, profession, community, or cause as our organization. These organizations may be direct competitors (going after the same membership base and providing similar benefits) and indirect competitors (serving the same industry/profession but in a focused manner, as in a sub-specialty of a technical or medical field that applies to only a portion of our members/prospects).

Dealing with direct competitors has long been considered the most challenging. These groups are trying to attract the same prospects as our organization. Some of these groups were actually started by former members of our group who felt a need to have an almost duplicate group for some reason(s). Associations spend a lot of time trying to convince prospects that their programs, services and activities are "better" than the other group, and that's a losing battle. In today's choice-filled world it is hard to get members/prospects to believe your website, meeting, or information is better than the next provider's.

What you can compete on is the membership experience. If all things are equal between two or more groups, make your association the most member-centric of these competitors. Be the fastest, most empathetic, and easiest group to work with. Turn that into your competitive advantage.



ASSOCIATION INSIGHTS *from Mark Levin*

Dealing with indirect competitors is a little different. Here you need to be careful about using terms like “better” and go with “different.” Focus on what your association does that these other groups don’t do, even though you may serve the same industry or profession. Don’t try to force the members/prospects to make a choice between your group and the others. If they are already a member of another group and are satisfied, it will be hard to get them to drop out just to join another group. Try to show the additional value they get from being part of your group as well as being part of the competing group. Know your competition, and don’t emphasize what you do that these other groups also do. If you are a specialty group, focus on personalized and customized information, products, and events. If you are an industry- or profession-wide group, focus on bigger picture values, such as advocacy, standards setting, branding, career development, market development, etc.

Those have been our traditional competitors. The really tough battles today come from the external competition.

This includes the private sector, companies that provide products and services formally provided only by associations. Sometimes this competition comes from our own members and/or suppliers to our industry or profession. These entities have every right to provide these benefits, but it’s hard for not-for-profit organizations to compete head to head for “customers” with these often-large companies with resources that dwarf what most associations have.

Many associations have overcome this competition factor by turning more and more of these companies into “partners.” Rather than trying to go head-on with these companies they are working out mutually-beneficial business agreements to work together. The other (tougher) competition is coming from technology, specifically from Google (and other search engines), and from social media.

Think about that. The two things that associations built their value propositions around for decades – unique, focused information and “networking” – can be obtained instantaneously with a couple of clicks on the computer or (more likely) taps on a smart phone. Nothing to join, no dues, no meetings, no committees, etc.

To compete effectively with these technology innovations (with literally unlimited resources) your organization has to focus on a sense of community (real, personalized empathy for members, commitment to a profession or industry) and unique bottom-line benefits (career advancement, profit-making opportunities and business relationships). Your biggest competitive advantage is the “common good” – expanding and improving the industry or profession.

Competition exists in many forms for associations. In its most basic form, it is those other associations with which you directly compete for members. When competing with these other organizations, remember that the “we’re better” argument is old fashioned and very difficult for members and prospects to believe. Be the “better” option by being the most willing to form partnerships, and the easiest to work with.

Your competitive advantage is your association’s culture. Nurture it carefully.



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

CULTURE COLLISION OR CULTURE COHESION?

During its recently held CEO meeting for Capital and Major Cities in Helsinki, European Cities Marketing tackled new rising challenges through the issue of overtourism. This issue has risen up the agenda quickly across Europe and is becoming a source of concern for cities of all sizes. The subject is complex and a sensitive one, however, ECM feels a responsibility to help its members (DMOs, CVBs, etc.) navigate this issue and help them to plan ahead. Guided by experts from Toposophy (authors of the ECM Manifest on the Future of DMOs), the workshop considered overtourism from a variety of perspectives and allowed plenty of space for discussion, both on the challenges and on the many solutions that are being put forward around Europe.

HQ and ECM recently sat down to talk about the biggest challenges currently faced by the Meetings Industry. Experts Dieter Hardt-Stremayr and Pier Paolo Mariotti had a lot to say.

THE MEETINGS INDUSTRY AT A TIPPING POINT

OVERTOURISM

a phenomenon that is disrupting communities, imperilling cherished buildings and harming the experience of travellers and local residents alike.

GENTRIFICATION

usually defined as a process in which middle class residents move into working class areas, resulting in the displacement and exclusion of the indigenous communities.

[Dieter Hardt-Stremayr, ECM President and CEO of Graz Tourismus und Stadtmarketing GmbH](#)

Why has 'overtourism' lately become so important?

Tourism has a numbers issue but "overtourism" is part of a more general problem. It is not entirely a new term, nor is it a recent phenomenon. For decades, residents' protests in popular destinations and local government policies for counter-balancing overtourism's effects suggest that the problem has been around for a long time. Overtourism can occur in any small or big, urban or rural destinations. The degree of overtourism varies across cities depending on factors present on local ground. In some cities, it is only a 1-2 days per year occurrence, during high season.

It has arisen because of several factors starting with geopolitical changes. The expansion of low-cost carriers around Europe has made it cheaper and easier than ever to reach cities that were usually expensive, inciting people to travel more often, thus creating a globalisation of travel or rise of populism if you will. As travel becomes more commoditized, local communities tend to suffer the consequences.

What particular tourism management problems have emerged over the past 1-2 years?

With any growth come challenges. Cities already outperform their national economies. When population of a city grows, so do problems such as crime rates or energy consumption (cities represent three quarters of energy consumption and 80% of CO²

emissions worldwide). At the same time we see that modern city planning leads to incredible sustainable and liveable forms of living that outperform rural areas. Another major issue is congestion, with population levels already approaching the threshold for bearable living conditions in many cities. Gentrification has also increased. Such exclusion can also be provoked by visitors, and so it illustrates how tourism can be interpreted as a gentrifying process. For example, Airbnb has found itself singled out for being part of the problem. The company has been accused of aiding gentrification in driving up rental prices for locals.

All these factors include such issues as lost time, wasted fuel and increased cost of doing business.

We have to understand that overtourism as we see it has been emphasized as portrayed by the media.

Take Barcelona as an example. The city recently surveyed its local population to gain insight on the city's residents' perceptions. In the latter, 86.7% said that they rather thought tourism to be beneficial for Barcelona. We can see that in reality, tourism is more of a problem for the City as a whole (15.6%) than for its citizens (3%).

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.

THE MEETINGS INDUSTRY AS A BRIDGE TO SOLUTIONS

VISITORS

can be categorized into the following tourists; friends & relatives; congress delegates; businessmen.

Pier Paolo Mariotti, ECM Vice-President for the Meetings Industry and Certified Meeting Manager at EURAC Research

What are the Meetings Industry's contributions to the solution to overtourism?

We have come to a time when even direct competitors are working together. At the end of the day, competition strictly speaking is not so much a France or an England anymore, but rather more like a whole with meeting planners asking, "Are we going to go to Europe or somewhere else?"

With so much population restructuring, we can see cultural barriers break down throughout Europe, to the point of non-existence. Tourism plays a part in reinforcing networks and pertinence cohesion.

Meetings are the major contribution from the Meetings Industry as a response to the problem of overtourism in cities throughout the continent. They are timely planned in advance (some up to 5 years before they happen) giving the destination time to fully prepare for the visitor flow and control it by allocating its resources accordingly without disrupting local life. The conference industry is also helping to de-season this visitation flow, organising meetings throughout the year so as to limit time-targeted hardships during high-season.

Meeting participants (delegates) will come to the city and leave no negative effect on local life, using transport, accommodation and other facilities provisioned by the city.

From an economic standpoint, delegates have a larger weight than tourists. In that they require a larger business supply chain, anywhere from caterers to exhibitors, that leisure tourism is not using. Take Vienna as an example, delegates contribute €580/person/day as opposed to tourists who bring in €270/person/day.

In times of crisis, depending on its nature (long-term vs. short-term), the Meetings Industry will feel different grades of magnitude. In terms of terrorist attacks, the Meetings Industry will not be affected straight away and the crisis will be postponed as all reservations have already been made and it will be too late to change anything (eg. Barcelona). Political upheavals on the other hand will have an immediate effect on the Meetings Industry since they will be long-lasting.

Meetings help to position scientific and business institutions of the city on a global level. The quality of visitors will increase, in turn eliminating visitors that are less essential. Congresses are an excellent tool for cities to position their hospitals, research centers and excellence of the destination.

The Meetings Industry is a fundamental element in bridging cultures, cities and countries. For example: in a recent conference held in Bolzano, we received guests from 109 different nations.

The Meetings Industry is a relevant means of sharing knowledge as it is a dialogue for best practice and allows to grow in a future perspective. MEET. SHARE. GROW.



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

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GREAT SUCCESS AT THE 56TH ICCA CONGRESS IN PRAGUE

Prague is a city that attracts. Prague as a congress city is more than worth it. New bridges are being built in Prague. The congress organisers from ICCA were allowed to experience this several times during the 56th World Congress, the biggest ICCA Congress to date. The counter was at its highest in history: 1,300 delegates!

Marcel A.M. Vissers reports

Like every year, the delegates discuss hot topics of the meetings' industry, revealing mysteries or 'behind the scene' stories when bidding for a congress, sharing new ideas and best practices on the Convention Bureaus and Centres, Associations, DMCs and PCOs, hoteliers and representatives of municipalities. Brainstorming on solutions for the future which is heading towards sustainable, innovative and smart strategies.

With regards to the organisation, I can tell the Congress has made a great progress this year. Delegates (members of ICCA) can now vote in advance, reducing the chance of technical problems during the conference itself. Next year to the Congress is heading to Dubai, and that could also be a direct hit.

This year's congress celebrated the 10th Anniversary of the Headquarters Dress to Impress. It all started in 2007 in Pattaya, during the 46th ICCA Congress and it was also the birthday of the now deceased King of Thailand. That was celebrated with an abundance of golden leaves. Then I thought: 'why is everyone dressed up so boringly here?'

At that time people, were not thinking about new formulas for Gala Dinners. In Pattaya, this idea came to my mind for the first time: 'let's create a gala dinner somewhat more cheerful'. You cannot change much on round tables but you can certainly change the attendees' outfits. Today, the Dress to Impress dinners have become a wonderful experience for the congress' attendees.

Next year in Dubai, we will celebrate the 10th edition of Dress to Impress. Some themes are already being

discussed with ICCA. There will be a great party of course.













But what will be the main theme? Martin Sirk, ICCA's CEO, has already given me a few ideas. That's one of the wonders of the Dress to Impress. Everyone is welcome to propose their ideas.

How about "Arabian Night Stars" for next year's evening?

If the main topic for the evening is going to be something like "Arabian Night", we'll need a complementary but different dress-code description, maybe "Stars in the Desert" or "Desert Drama". I am personally thinking about "Lawrence of Arabia" ...

WE PROMISE WE WILL CONTINUE TO UPGRADE THIS GREAT SOCIAL EVENT EVERY YEAR.

HISTORY OF DRESS TO IMPRESS

 2007	46 th ICCA Congress	Pattaya, Thailand	<i>Birth of the idea</i>
 2008	47 th ICCA Congress	Victoria, Canada	<i>Autumn Colours</i>
 2009	48 th ICCA Congress	Florence, Italy	<i>Italian Fashion</i>
 2010	49 th ICCA Congress	Hyderabad, India	<i>Indian flavours</i>
 2011	50 th ICCA Congress	Leipzig, Germany	<i>Berlin Cabaret</i>
 2012	51 st ICCA Congress	San Juan, Puerto Rico	<i>Ocean waves</i>
 2013	52 nd ICCA Congress	Shanghai, China-PR.	<i>Emperors night</i>
 2014	53 rd ICCA Congress	Antalya, Turkey	<i>Sultans night</i>
 2015	54 th ICCA Congress	Buenos Aires, Argentina	<i>Tango night</i>
 2016	55 th ICCA Congress	Sarawak, Malaysia	<i>Global Tribes</i>
 2017	56 th ICCA Congress	Prague, Czech Republic	<i>Black and White Music</i>
 2018	57 th ICCA Congress	Dubai, UAE - 10 th anniversary	<i>Fireworks</i>



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EAS covers the issues you face

The EAS programme is designed by associations for associations. Ranging from big societal issues, European Union matters, strategy, governance, member relations, event management, communications and new technologies, the summit has the right mix of issues for all associations.

Diversity of case studies

One moderator and multiple speakers provide debates, lectures on practical issues, interactive sessions with the audience. Join us and learn directly from peers from the association community.

Give your input

Peer-to-peer is changing the world. At the EAS event you'll have the opportunity to highlight your local issues with peers at different sessions and receive new ideas for your daily activities.

Brussels, THE hub for associations

Hosting more than 2000 associations, Brussels is THE key hub for international associations. By joining the summit you also plug into a bigger network and expand your professional contacts.



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Solvay Executive Master in International Association Management resumes in January, a unique platform for mastering the fundamental skills in key management areas with a special focus on the association executives' needs.

The objective of the 17-day executive master course is to enhance the leadership, strategic planning and management skills of Europe's top association professionals and to highlight the best practices across the association sector. It is taught by Solvay academics and features regular interventions from prominent association executives sharing their insights and expertise.

The Executive Master in International Association Management is operated by the Solvay Brussels School of Economics and Management in cooperation with European Society of Association Executives (ESAE), the Union of International Associations (UIA), the Federation of European and International Associations (FAIB) and Visitbrussels.

EXECUTIVE MASTER IN INTERNATIONAL ASSOCIATION MANAGEMENT

START DATE 25 January 2018	PROGRAMME 17 days in total, 9.00am-5.30pm schedule
DURATION 17 days from January to June 2018 spread in 2 to 3-day full-day modules	M1 Leadership and Change 25-27 Jan. 2018
COST 7750€ (+ 21% VAT)	M2 Finance and Performance 1-3 March 2018
DISCOUNTS	M3 Strategy: Creating and Capturing Value 23-24 March 2018
<ul style="list-style-type: none"> ☉ -10 % and -15 % respectively for the 2nd and 3rd registration from the same association ☉ Applications from members of one of the supporting partners (FAIB, UIA and ESAE): -15% 	M4 Strategy and Governance: A perspective on change management 27-28 April 2018
MORE INFORMATION	M5 Project and Event Management 24-26 May 2018
Asja KAMENICA Programme Manager asja.kamenica@solvay.edu Tel : + 32 (0)2/650 38 94 http://exed.solvay.edu/associations	M6 Building the Fundamentals of Value-Focused Marketing 1-2 June 2018
	M7 Leveraging the Fundamentals of Value-Focused Marketing 15-16 June 2018



"After almost 3 years in a managerial position within an association, I was looking to learn something new but also gather feedback on my way of working and identify ways of doing things better. The EMIAM provided the perfect fit with my professional situation. Our association is relatively small in size and I am involved in a large number of projects therein, from governance to finance, as well as in event organisation."

Raquel Izquierdo de Santiago,
Secretary General
European Potato Trade Association (Europatat)



"This Master offers a unique combination of theoretical concepts widely supported by practical case studies. The Solvay professors bring their invaluable insight and join forces with association experts. Together, they cover all the key elements of international association management, and help you bring this deep strategic knowledge to the practical field."

Adline Lewuillon
Congress Operations Senior Manager
The European Cancer Organisation (ECCO)



"A very useful helicopter view on many complex and articulated topics, a precious benchmarking tool for current knowledge, a very helpful networking opportunity to exchange peer-to-peer experience in state-of-the-art association management."

Michael Delle Selve
Senior Communications Manager
The European Container Glass Federation (FEVE)

STEAMING AHEAD

As part of PCMA (Professional Convention Management Association)'s newly formed Advisory Board to help develop its presence in the European market, two Belgium-based board members share their thoughts on their new roles and more.



How does PCMA help associations plan their event marketing strategies?

GDB: Learning from industry peers and engaging with business events strategists can help a lot in deciding which events are best for which target audience. That is where associations like PCMA can play an important role and help associations. They are providing senior level education and business networking for the business events sector.

What are the common errors committed by associations when it comes to event marketing?

GDB: In our current world dominated by digital channels, the opportunities in approaches for event marketing are endless. I think both corporations and associations are not making enough use of data analysis and the invaluable insights available to define their event strategy and event design. Data can tell us so much. We only need to use it and interpret it much more to better set up personalised, targeted and real-time marketing and communications strategies, in reaching and engaging with the right audiences.

In deciding which events to attend, at Cisco, we try to match our priority personas (target audiences) with the attendee profiles of interesting events. Further, we will pro-actively reach out to our potential customers based on sales opportunities we know about or by interpreting their digital activity on our websites, for example.

What are the cost-effective ways for associations to measure the ROI of events?

GDB: I personally like the methodology of the ROI institute of Elling Hamso and Ilka Dzeik. It gives you a framework of how to approach event ROI and at the same time – when you turn it upside down – it gives you a planning framework. One should never organise an event for the sake of it. Any association and corporation should first think about the objectives they want to achieve and which target audience they want to reach, as well as be clear how to measure the objectives set, preferably with quantitative qualitative measures. On one hand, you have quantitative measures like the increase in sales opportunities, the value increase of the sales pipeline, the number of attendees, the number of client touchpoints etc. The qualitative measures include brand awareness results, increased mind share and enhanced perceptions.



GERD DE BRUYCKER,
Marketing Director at Cisco Systems



DAVI KAUR,
Head of Communications at EORTC
(European Organisation for Research and
Treatment of Cancer) and former Head of
Congress Unit at The European Cancer
Organisation

Welcome aboard. What would you like to contribute to PCMA?

DK: First of all, I would like to say how honoured I am to serve on the PCMA Advisory Board. For me, this is the first time I meet an association that talks about business and strategy.

Being on the board of an association for executives, I realised how diverse associations are, from having a very professional approach to a very basic small setup. I would like to bring PCMA to the European associations as I see that there is need for association executives to be educated on how to be more business orientated, understand the importance of market intelligence, adopt an effective communication and marketing strategy and really understand how to develop a financial strategy of a conference.

I have worked on large congresses and I fully understand that strategic development of a conference is key to its success and these meetings can be an effective part of a business strategy of the whole organisation.

What initiatives have you planned in the coming months?

DK: I am promoting the activities of PCMA through my association contacts and feeding back any comments and ideas to PCMA, so that it addresses the actual needs of European associations. As well as its own Convening Leaders flagship event in the USA, PCMA already holds Business Schools at key events in Europe aimed at meeting organisers and it will be taking part in key European association meetings as well.

I recommend for association executives to participate in these meetings and be part of the PCMA senior level knowledge sharing and education. The idea is that you take back what you have learnt and implement it in your daily working life, you will be surprised of the outcome!

What are the challenges for organisations these days, and how do you address them at your own organisation (EORTC)?

DK: One of the issues that organisations face is how to attract young professionals. To remain relevant and capture the ever-changing landscape, the input of young professionals is very important. In the healthcare world, the young professionals are too busy while they focus on their careers and do not

have time to invest in organisations and societies.

European Organisation for Research and Treatment of Cancer (EORTC) is a not-for-profit clinical research organisation conducting clinical trials in cancer. It already has a one-year training fellow programme, which allows young professionals such as clinicians and statisticians to learn how to conduct clinical trials. However, EORTC realised that, in order to stay at the forefront of clinical cancer research, it needs to invest in young healthcare professionals to become future leaders of its organisation.

Therefore, in partnership with McKinsey and Company, EORTC has compiled a two-year course, called the Early Career Investigator's Leadership Programme, which endeavours to develop selected young professionals in becoming effective leaders. EORTC believes that investing in future industry leaders will engage them to develop the organisation in the years to come. Investing the future now ensures ongoing sustainability.

ANTWERP, AN ATYPICAL CITY THAT INNOVATES AT THE SPEED OF LIFE

Despite its relatively humble proportions, Antwerp boasts the biggest port area in Europe and its vast offering of cultural, professional and culinary delights is enhanced by more than 170 nationalities. Shopping boutiques, museums, start-up hubs, premium hotels, the historical home of Rubens and the world's biggest diamond trade hub are all within strolling distance of each other. Antwerp embraces heritage and innovation, business and leisure, global ambitions and a genuine concern for nurturing a highly enjoyable quality of life for its temporary and permanent residents.

CONFERENCES AND EVENTS

Antwerp puts Europe at your feet, offering excellent connectivity to both the North Sea and continental mainland. The city lies at the cross-roads of 5 major international motorways and high-speed train connections. The city has found a way to combine its world leadership in terms of industry, creativity, retail and a wide range of facilities for maritime traffic with a unique quality of life. The port ranks 2nd largest port in Europe and 1st when it comes to chemical cluster.

The meeting infrastructure is diverse, the city offers a historical, yet contemporary state-of-the-art convention centre.

NEW CONVENTION CENTRE

Flanders Meeting & Convention Center Antwerp is located next the beautiful Central Station (built in 1905). For conferences, trade fairs and exhibitions, seminars, national and international conventions as well as various corporate events, you will find a variety of special and unique venues, such as AMUZ (concert hall in 16th century Church), Ampere (venue in Central Station) and also a vast range of touristic highlights.

A DEDICATION TO INNOVATION

When it comes to international corporate networks and innovation capacity, Antwerp ranks in the top 120 cities worldwide. Growth clusters of digital connectivity and innovation are on the rise and Antwerp is leading the pack. To solidify its position as the European reference in "the Internet of Things", the city is collaborating with the University of Antwerp, the Port of Antwerp and imec, the world leading research and innovation hub in Nano electronics and digital technologies, to become the Capital of Things. The city will also host an annual IoT Convention in Antwerp, from 2018 onwards, to do business in Internet of Things and show best practice. This convention will be organised for the first time on 6 June 2018 at the FMCCA and must develop into a two-day event.

SUSTAINABLE CHEMICALS AND CONSTRUCTION

Antwerp's dedication to sustainable innovation is just as tangible in business and industry as it is in the development of ecologically sound living areas. Recent projects include "Blue Gate Antwerp", a sustainable and innovative business park, and "BlueChem", a world leading incubator for sustainable chemistry and Belgium's largest private heating network in the "New South" residential area.

START ME UP

The City of Antwerp contains a lively start-up scene and a remarkably young, creative and IT-savvy population of early adopters. Multiple incubators connect venture capital investors with promising entrepreneurial pursuits and several local government programmes provide support in the form of affordable office spaces and expert advice. As a testing ground for innovative ideas, Antwerp provides young companies from all areas (Internet of Things, eHealth, energy, data management, design, advertising, fashion etc.) with valuable feedback that prepares them for the global stage. For added support, the Antwerp Innovation Centre is on hand to guide young companies towards increased innovation.

FUTURE CONGRESSES

<u>IN 2018</u>	<u>IN 2019</u>
Association World Congress (March)	World Resources Forum (February)
European Cleantech Forum (May)	Best Sommelier of the World (March)
IMEC (May)	The Brewers of Europe (June)
IoT - Internet of Things Conference (June)	World Congress Low Back & Pelvic Girdle Pain (November)
Kimberly Process (June)	
Europe BioBank Week (September)	



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ATYPICAL

ANTWERP

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Antwerp

knows how to turn on the charm. Just when you think that you've seen it all, you're in for another surprise. That's because the city and its residents are anything but followers. They are trendsetters, with the belief that there's always a different way.

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THE DEMAND FOR LOCALISED TRAVEL IS GROWING

COPENHAGEN HOSTED CONFERENCE ON THE FUTURE OF URBAN TRAVEL

What is urban travel like in the future? It's all about "localhood" for everyone - a message given to more than 300 participants at Tomorrow's Urban Travel Conference hosted by Wonderful Copenhagen in October, featuring over 10 speakers from around the world.

In line with their bold destination strategy ("the end of tourism as we know it"), a group of selected media were invited to attend the said event at Royal Danish Playhouse as part of a three-day fam trip from October 11 to 13.

As with most fam trips to Copenhagen, innovation is a key element. With the memories of attending the Meetovation (now-defunct) workshop four years ago still fresh in my mind, I revisited this beautiful canal city to learn how conventional travel would fall by the wayside to give way for sustainable tourism, not just ecologically, but also culturally. What can the tourism industry do to meet travellers' increasing demands for authentic local experiences?

Highlighted speakers include Joseph Pine II, an Experience Economy expert who stressed the importance of providing unique customised experiences to customers. Destinations that come to such a realisation should make it a priority to understand their heritage and "be what they say they are" when promoting themselves.

Anna Pollock, founder and CEO of Conscious Travel, urged the audience to turn crises into opportunities

by applying localhood in the tourism industry. The paradigm shift from the "dying old industry" to the emerging new "Visitor Economy" would prompt both hosts and customers to view tourism as an ecosystem where participants learn to collaborate, evolve and create meaningful value rather than as a model of industrial production and consumption where exploitation, competition and superficial fixes to deep-rooted problems are the norm.

The night before the event, we headed to Tårnet at the Tower of Christiansborg Palace for a delightful dinner with some of the key players from Meetingplace, Copenhagen's one-stop network of MICE partners and suppliers that helps meeting planners organise events in Copenhagen.

One of the Meetingplace partners is Scandinavian Airlines, whose SAS Plus service provides passengers with food and drinks made from locally sourced seasonal produce and free access to fast track security and the airline's comfortable lounges.

As usual, sustainability is a key driver for most hotels and venues in Copenhagen. Hotel Kong Arthur, a

family-run boutique hotel with a tranquil spa located in the centre of Copenhagen next to Lake Peblinge Sø, is strongly committed to minimising its carbon footprint and supporting social projects. Axelborg is an elegant historic building in the heart of the city with conference facilities for up to 400 people, run by Chef Rasmus Bo Bojesen who also runs Tårnet and a chocolate brand using organic wild Bolivian cocoa beans. Another Green Key-certified meeting venue is Tivoli Hotel & Congress Centre, featuring over 50 meeting facilities and a congress hall that can accommodate up to 2,400 participants.

The trip also included a fascinating "Copenhagen This Way" guided tour, visits to Nørrebro Bryghus (known for its wide array of locally brewed beers) and Toldbolden (a sustainable waterfront restaurant with rooms for all kinds of events and meetings), and Gemyse, Tivoli's new green and sustainable restaurant.

It's also worth mentioning that the iconic Radisson Blu Royal is currently undergoing a renovation that will stay true to its original design by world-famous architect Arne Jacobsen.

MORE INFORMATION

 **COPENHAGEN CONVENTION BUREAU**

WWW.COPENHAGENCYVB.COM

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A RUSSIAN CITY WITH A EUROPEAN FLAIR

Russia's undisputed cultural capital, St. Petersburg is considered the most European city in all of Russia. It's not difficult to see why – the city was founded three centuries ago by Tzar Peter the Great as the country's "window to Europe" after the Tzar spent many years travelling in Western Europe.

Today, St Petersburg is not just home to the country's incredible art collections, legendary museums, and internationally recognised historic buildings, but also a city with an adventurous spirit – evidenced by its dynamic food scene with its fair share of alternative independent restaurants, some of which were sampled by us (a group of five) during a four-day media fam trip organised by the Saint Petersburg Convention Bureau in mid-September.

Visiting St Petersburg is like visiting different European cities at the same time: the wide Parisian boulevards, the Italian neoclassical buildings, and interestingly, a "Little Amsterdam" – a historic artificial island called New Holland.

Built in 1721, **New Holland** was a thriving shipyard carved out of the banks of the Bolshaya Neva River featuring canals and elaborate docks, and named after its resemblance to Amsterdam. Closed to the public for decades, the triangular island opened as a public park in 2016 and has recently transformed itself as an urban hub for arts and culture and events. Despite its small size, the island has almost everything you need for a fun day out: lots of green space (much enhanced by a massive art installation flowing in the air at the time of our visit), playgrounds, bars and restaurants, yoga and ballet studios, and venues such as The Pavilion, which can accommodate events like small-scale exhibitions and lectures.

SOPHISTICATED EVENT SPACES

Just 6km away from Pulkovo International Airport, **ExpoForum** was the first site we visited after getting off the plane. Opened in 2014, this massive, cutting-edge convention and exhibition centre is one of the most modern event venues in Europe, featuring 50,000 sq. metres of flexible exhibition space (three exhibition pavilions) with a capacity for 8,000 delegates at conventions, up to 10,000 at concerts

and banqueting facilities for up to 6,500 people. The venue also features two hotels (both by Hilton), cafes and restaurants.

SPECIAL VENUES

St Petersburg also boasts a wide range of unique venues ranging from luxurious palaces to historical churches. While smaller and not as impressive as the Mariinsky Theatre, the **Mikhailovsky Theatre** is one of the city's top theatres specialising in classical opera and ballet masterpieces from Russia and Europe. Its several stately halls and the grand auditorium are available for hire. Another exceptional venue is **Boris Yeltsin Presidential Library**, which serves as Russia's largest cultural and information centre featuring the latest technologies. With its conference hall for up to 300 people and multi-media rooms, the public and business venue hosts all kinds of events from international summits and conferences to symposia and exhibitions.

ELEGANT AND CHIC HOTELS

The city's hotel offerings are constantly improving, with the latest addition being **Lotte Hotel St. Petersburg**, where we attended the grand opening ceremony on

September 15. Housed in a historic building on St. Isaac's Square, the hotel boasts two banquet halls and a summer-only terrace and open bar (for up to 65 guests) overlooking St. Isaac's Square.

Very few hotels exude old-world charm like the five-star **Belmond Grand Hotel Europe**, a truly iconic cultural landmark renowned for its impressive façade and decorative interiors, as well as a famous guest list that reads like a Who's Who of pop culture, literature, politics, and the nobility in the past and present. From dazzling ballrooms to intimate meeting rooms with every modern facility, the hotel is a classy choice for any event.

Last but not least, we thoroughly enjoyed our stay at W St. Petersburg, whose chic, modern fabulousness stands in contrast with the city's elegant traditions. It boasts meeting spaces of different sizes, including the W Terrace, which offers unbeatable views to St. Isaac's Cathedral and the Admiralty. Open from May to September, it also comes with a funky lounge bar serving cocktails and snacks with DJ accompaniment.



EXTRAORDINARY GASTRONOMY

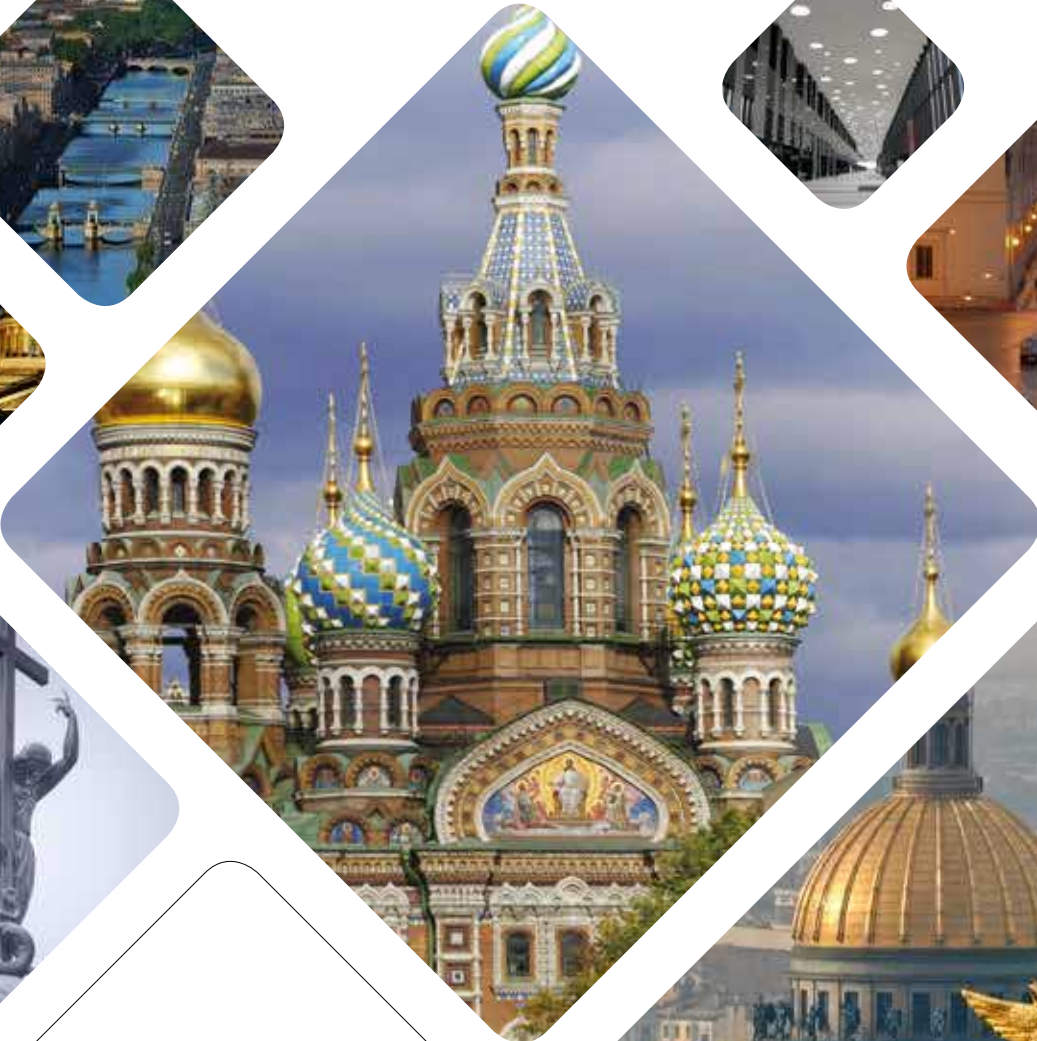
The biggest surprise of our visit was the exceptional quality of food in St Petersburg. Instead of tasting classic Russian dishes like borscht and dumplings, we were treated to highly refined gourmet dishes at L'Europe, locally and internationally sourced fusion cuisine at gastrobar Hamlet+Jacks, magically concocted tartar tapas at TarTarBar (Mackerel with green beans in sake sauce, anyone?) and modern Russian food at Charlie. Top-notch food for much less than what you would pay in Western Europe. What's not to like?

INCOMPARABLE CULTURE AND HERITAGE

No visit to St Petersburg is complete without exploring its rich heritage and imperial history. Our guided tour covered such main attractions as Peter and Paul's Fortress, Church of the Savior on Spilled Blood, Palace Square, The Bronze Horseman, Spit of Vasilyevsky Island, Smolny Cathedral, and of course, the State Hermitage Museum, where we admired famous paintings and treasures in the Gold and Diamond rooms. Another popular attraction is the astounding Grand Maket Rossiya, the world's second largest miniature museum. It covers the vastness of the

Russian Federation in an area of 800 sq. metres in both daylight and night conditions.

We finished off our trip by enjoying a magnificent performance of Tosca at Mariinsky II, a shiny new opera house that stands alongside the legendary Mariinsky Theatre. Featuring an auditorium with 2,000 seats and a glowing onyx exterior, the new complex is expected to strengthen the status of the Mariinsky Theatre as one of the world's most important cultural institutions.



MORE INFORMATION
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GEORGIA WELCOMES YOU WITH OPEN ARMS

At the crossroads of Europe and Asia, Georgia is a unique value-for-money destination with ancient traditions, remarkable landscapes, stunning architecture and more. Now with a newly established Convention Bureau, Georgia is ready to shine, says Giorgi Chogovadze, Head of the Georgian National Tourism Administration.

How has Georgia grown and developed as a destination over the years?

Georgia is an ancient country that brilliantly combines natural scenery and beautiful architecture, a place of myths and legends, a nation brimming with traditions, delicious cuisine and winemaking customs that span 8,000 years.

In recent years, we have witnessed a tremendous growth in number of international arrivals. Notably, in 2016 Georgia received more than 6.35 million people, and in 2017 we are expecting to reach 7 million. The tourism sector has become the driving force for the economy, with international revenue from tourism amounting to 2.2 billion US dollars and making up about 7% of the nation's GDP.



**GIORGI
CHOGOVDZE**

What advantages does Georgia offer as a MICE tourism destination?

Georgia is a safe, easily accessible and welcoming country. We uphold a visa-free regime with 98 nations, which enables resident permit holders from 50 countries, including Gulf Cooperation Council (GCC) and European nations, to enter Georgia without a visa, and the same applies to existing Schengen and US visa holders.

Today, more than 40 airlines offer direct flights to over 50 destinations. We rank among top European nations in terms of safety, and the Georgian hospitality is renowned across the world.

Major cities of Georgia, such as Tbilisi and Batumi, offer quality accommodation and meeting spaces, and almost all major hotel chains are present and expanding their operations. Furthermore, local brands such as Rooms Hotel and Iota provide boutique-style offerings for international travellers.

What have you accomplished with the new Convention Bureau?

The Convention Bureau has grown quite rapidly with 45 members to date. All members are selected in accordance with strict criteria and offer professional, high quality support, as well as a variety of accommodation and meeting spaces to any organiser or planner.

The Bureau itself has achieved considerable success; Georgia was awarded the Buying Business Travel Prize for "Best Mice Destination Abroad" and the Bureau achieved another milestone in 2017,

winning the bid to host the World Federation of Tourist Guides Associations' 18th Congress in 2019.

What does the future look like for Georgia?

In accordance with our national tourism strategy developed with support from the World Bank Group, the country will grow to host almost 11 million international arrivals annually by year 2025. We foresee the tourism sector as a key tool for cultural exchange, development and economic prosperity.

Herewith, considering Georgia's unique geographic and political positions, top safety rankings, and value-for-money proposition, we envision Georgia as a major hub for international meetings and events in the nearest future.

What's new about the MICE infrastructure in Georgia?

We have just expanded the Tbilisi International Airport, making it more accommodating for a greater number of flights and passengers. The airport is located only 15 minutes from the city centre, making it easy for guests to reach their hotels quickly.

Furthermore, the hotels in Georgia offer different venues and meeting spaces for a variety of needs and preferences. Tbilisi is also home to the largest exposition centre on the Caucasus - "Expo Georgia". Georgia also boasts inexpensive attractions, low-cost local transportation, and endless tourism possibilities, such as skiing, beauty and health spas, rafting and kayaking - all at a fraction of the cost of European countries without compromising on quality.



MORE INFORMATION



Georgia

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OMAN CELEBRATES THE **FIRST ICCA OMAN MEETINGS ASSOCIATION EXPERT FORUM**

Oman Convention & Exhibition Centre (OCEC) in association with the Oman Convention Bureau (Ministry of Tourism) and the International Congress and Convention Association (ICCA) celebrated the success of their first ICCA Oman Meetings Association Expert Forum on November 21-22.

Attended by 183 participants as well as several high-ranking ministers including the Undersecretary of Tourism, H.E. Maitha Al Mahrooqi, the two-day forum sought to build new relationships between international and local associations in Oman in the hope of attracting more conferences and events. The event also provided a platform for knowledge exchange and professional development for local businesses and professional communities. By hosting the forum, Oman also had the opportunity to showcase the destination to the ICCA global community and build momentum for future conferences and events.

The future looks bright for Oman. Following the ACI Airport Exchange hosted by Oman Airports Management Company and the UNWTO/UNESCO World Conference on Tourism and Culture in December, Oman Convention & Exhibition Centre and the Oman Convention Bureau will host two major congresses in the coming years: the World Hospital Congress in 2019 as well as the Royal College of Obstetricians & Gynecologists in 2020.



"I would like to thank ICCA expert forum for the invitation and giving me the opportunity to share my positive experience with the bidding process. The Omani Society of Obstetrics and Gynecology have gone through the bidding process for the RCOG World Congress 2020 and we are happy to announce that we have won the bid. This win will have a great impact in medical congress that will be arranged by Oman and will definitely help elevate Muscat as a destination for future congresses in different fields of medicine."

Dr Tamima Rashid Al Dughaisi
Senior consultant maternal fetal medicine sultana
Qaboos university hospital
President of Omani society of Obstetrics and
gynecology
Vice President of Oman Medical Association



"Within the healthcare industry any international event must undoubtedly consider collaboration between inside and outside stakeholders to allow the former to stay abreast in outstanding trends and the latter to pitch the right message. Furthermore, to ensure that synergies are created among Omani host and the international scene, thereby reaching full success, consolidation of targets is a must."

Marisa Gil Lapetra
Knowledge Strategies Manager
International Hospital Federation



"The timing of ICCA Oman Meetings Association Expert Forum in Oman couldn't be better. The Oman meetings industry is developing at a rapid phase due to infrastructural development and proactive engagement of local associations. Oman's economy is going through huge changes to their business models and are diversifying into a wide range of exciting new sectors; association-related meetings activity is bubbling up across trade, healthcare and high-tech scientific sectors, thanks to the vision of Oman's leadership, Oman Convention Bureau, Oman Convention & Exhibition Centre and the industry stakeholders. Business events continue to play a key role in achieving Oman's Vision 2040. These ambitious plans outline concrete steps to further develop the city into a global knowledge hub that advances a range of key industries and drives innovation across vital global sectors. During the forum the engagement of leading global associations and PCO experts showcases Oman meetings industry's commitment. Such initiatives will ensure the growth of Oman's position in the global meetings industry."

Senthil Gopinath, Regional Director, ICCA Middle East



"I am gratified to see that Oman has already put together a professional roundtable of local stakeholders to welcome international conferences. Targeted promotion in the MICE industry will lead associations to discover a fascinating destination new to our professional conference world, and yet so close to home."

Jocelyne Mülli
Managing Director
K.I.T. Group GmbH



"With the help of the ICCA Oman Meetings Association Expert Forum, Oman is quickly becoming a sought-after destination for association meetings in the Arabian Gulf, thanks to the rapid development of infrastructure and education and the country's deep-rooted culture and heritage."

Khalid Al Zadjali
Director of Oman Convention Bureau



"With a platform such as the ICCA Oman Meetings Association Expert Forum, we had such a positive response from local associations who were eager to engage with their international counterparts. We were delighted with the attendance and the enthralling discussions during the panel and workshops. Thanks to the development of the new airport and the Oman Convention & Exhibition Centre, I believe we have huge potential in becoming the next business hub for international meetings, together we can bring even more international business to the Sultanate."

Trevor McCartney
General Manager, Oman Convention & Exhibition Centre

MORE INFORMATION



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place in America

3rd
place in LATAM

Mexico has beaches and cultural attractions to spare, but when it comes to business, Mexico's vigorous industry place it among the **most competitive countries in the world.**



Mexico's competitive advantages

Budgets go a long way

- Competitive prices in hotels, food and beverage, production, labor and other complementary services



Location & connectivity

- Strategic location and excellent connectivity (airlines announced the increase of more than one million new seats to Mexico by 2017: in direct international flights from more than 20 countries)



Infrastructure

- Versatile, top-tier infrastructure in more than 30 convention centers
- World class hotels (320 thousand rooms in 4 and 5 stars hotels)



Diversity

- 34 World Heritage Sites Appointed by UNESCO
- 6th place in the world
- 47 thousand archaeological sites (160 open to public)
- More than 1,229 museums

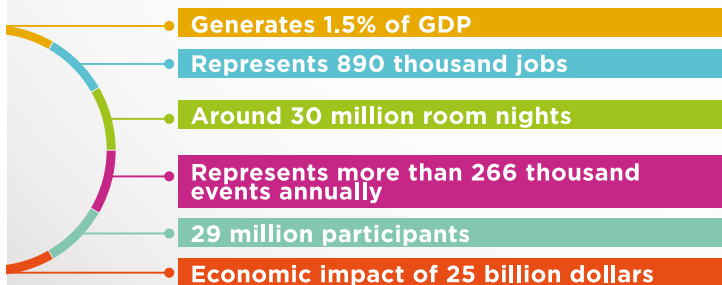


Mature supply chain

- 9th place worldwide in international tourist arrivals
- 35 million visitors
- In Mexico, more than 266 thousand events are held annually



The Meeting Industry plays a key role in Mexico's Economy:



Mexico is ranked as the

2nd largest economy in Latin America

14th largest in the world.



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LATIN AMERICA: STILL A LONG WAY TO GO BUT ON THE RIGHT TRACK

Arnaldo Nardone, a MICE veteran in Latin America and former president of ICCA Board of Directors, tells HQ what Latin America can do to make a bigger mark on a global stage, and how FIEXPO, a hugely successful regional trade fair that celebrates its 10th anniversary this year, will transform into an Ibero-American show in the future.



What can Latin American countries do to improve their standing in the meeting industry on a global scale?

The Latin countries have been improving their positioning in the international market over the last decade with great success, but there is still a long way to go. There is a big difference of knowledge about the meeting business among the Latin countries, especially cities that are the main players in the business. A lot remains to be done to consolidate the region as a strong destination as a whole.

Some might think that the job can be done using the same strategy in traditional tourism but the reality is many convention bureaus (CVB) do not have enough human resources and budgets so they cannot get the job done. These convention bureaus exist in name only, rather than develop the business in the right way a real working entity.

When compared with their European counterparts, just a few CVBs in Latin America could match up and compete on global basis. That's why we need more alliances between public and private sectors to work out strategic long-term plans together for the present and the future. Also, as there are still connection problems in this huge continent, we need more flight connections between destinations,

especially for secondary cities, not just capitals. We need to solve those problems if we want to keep and improve our growth.

What are the biggest players right now?

Argentina, Brazil, Chile, Colombia are doing well, and new destinations like Costa Rica are coming strong to the market. Their success is attributed to the presence of CVBs in strong cities, good work coordination between private and public sectors, healthy budgets, strong investment in infrastructure and human resources training, business knowledge and teamwork.

What are the major developments of the MICE destinations in Latin America in 2018?

Major developments in Latin America usually revolve around infrastructure investment. Many new convention centres are under construction, and many cities, hotels and airports are also improving their general facilities. As use of technology is becoming a trend for our destinations, we are watching how cities are investing heavily to become "smart cities."

FIEXPO celebrates its 10th anniversary this year in Santiago de Chile. As its ambassador and co-organiser, why do you think the trade fair is such a success?

FIEXPO has been growing fast and strong nowadays as the most important regional meetings trade show in Latin America, Central America and the Caribbean. Our strategic partnership with ICCA as an association

regional partner (ARP) gives us the chance to improve the business for all the Latin destinations that are usually exhibitors in our show. At the same time, the Latin Politician Forum that will come to its 5th edition, serving as a strong platform where private and public sectors could exchange ideas, trends and discuss challenges, and helping Latin destinations enhance their positioning in the global market.

The education programme is also developed to cover critical issues that give human resources professionals more support and we bring together the best leaders in the global market to help us achieve that. We have also signed an agreement with Joint Meetings Industry Council (JMIC) to develop the Iceberg project to promote the real value of meetings beyond the economic impact.

Any future plans for FIEXPO?

FIEXPO is improving technology to reach more audiences and create more business opportunities between clients and exhibitors. Now we are working on becoming an Ibero-American show by bringing Spain and Portugal together with all the Latin destinations, improving prospects and creating more opportunities between the regions. So you see FIEXPO has a lot of new projects on the table and is ready to face the new challenges. We always say the show is made by Latin people for Latin people and we know how to do that!

CHILE, THE **NATURAL CHOICE** FOR INTERNATIONAL MEETINGS

With the perfect blend of nature, cuisine, adventure, and high service standards, Chile has become one of the world's top destinations for major events. Indeed, the Lonely Planet placed the country at the number one spot in its Best in Travel 2018, cementing its position as an iconic destination for travel lovers.

Chile rewards visitors with unforgettable experiences like stargazing in the world's driest desert, ancient glaciers at the southernmost tip of the continent, primeval forests, lakes that lie at the foot of imposing volcanoes, islands filled with legends, and a winemaking tradition that goes back centuries – all surrounding a capital city that is at the cutting edge of innovation and accessibility.

On top of its natural wonders, Chile boasts first-class infrastructure, very low crime rates, and economic and political stability that have generated high levels of confidence, making it the perfect choice for holding international events.

The country offers eleven convention bureaus, helping to promote its infrastructure and the many options available for all classes of meetings and conventions. Santiago, the capital, stands at the head of this sector with a number of convention centers and more than 14,500 high-end hotel rooms within the city. This convenience, together with its architectural beauty and historic heritage, has won Santiago acclaim as Business Destinations magazine's number one choice for MICE in South America this year, while it currently holds third position on the ICCA ranking for Latin America.

MICE AND ADVENTURE

Other destinations like Antofagasta, La Serena, Valparaíso, Viña del Mar, Santa Cruz, Concepción, Valdivia, Puerto Varas, Aysén Region, and Magallanes Region have also attracted many international meetings and incentive visits thanks for their modern services and unique natural settings, providing opportunities for a wide range of activities and making them popular choices for the MICE segment.

Chile not only a place where you can hold world-class meetings and conferences, it also offers a range of enjoyable landscapes and climates.

The country is divided into five markedly different ecological regions: the hot, dry North with the Atacama Desert; Santiago, Valparaíso, and the Central Valleys, with their Mediterranean climate landscaped into mountains and vineyards; further southwards are the country's volcanoes and Lake District, offering hot springs and sailing; and at the southernmost end of the continent, the eternal glaciers of Patagonia and Antarctica. Away from the mainland, Easter Island and Robinson Crusoe Island are unique destinations, filled with mystique.

MORE INFORMATION

Antofagasta Convention Bureau

www.aia.cl/acb

La Serena Convention Bureau

www.laserenaconvention.cl

Valparaíso Convention Bureau

www.valparaisocb.com

Viña del Mar Convention Bureau

www.vdmcb.cl

Santiago Convention Bureau

www.scb.cl

Santa Cruz Convention Bureau

www.santacruzibureau.cl

Concepción Convention Bureau

www.concepcioncb.cl

Los Ríos Convention Bureau

www.losrioscb.cl

Visit Puerto Varas

www.visitpuertovaras.cl

Aysén Bureau

www.recorreaaysen.cl

Patagonia Bureau

www.patagoniabureau.com



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AMAZING
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MORE INFORMATION ABOUT CHILEAN DESTINATIONS FOR INTERNATIONAL MEETINGS:

Antofagasta Convention Bureau: www.aia.cl/acb **La Serena Convention Bureau:** www.laserenaconvention.cl

Valparaíso Convention Bureau: www.valparaisocb.com **Viña del Mar Convention Bureau:** www.vdmcb.cl

Santiago Convention Bureau: www.scb.cl **Santa Cruz Convention Bureau:** www.santacruzibureau.cl

Concepción Convention Bureau: www.concepcioncb.cl **Los Ríos Convention Bureau:** www.losrioscb.cl

Visit Puerto Varas: www.visitpuertovaras.cl **Aysén Bureau:** www.recorreaysen.cl

Patagonia Bureau: www.patagoniabureau.com



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FIEXPO, A **MUST-ATTEND BUSINESS EVENT** IN LATIN AMERICA

FIEXPO Latin America celebrated ten years as the key business space for the continent's meetings industry at Santiago de Chile in the first of the three-year cycle as host city.

With unanimous compliments of exhibitors, hosted buyers and trade visitors for its remarkable growing undisputed success in the meeting industry, FIEXPO Latin America proved once more to be the most powerful link between premium destinations, the most outstanding international buyers and Latin America and the Caribbean tourism government officers and private companies.

Along the two-day fair, exhibitors from 16 countries - Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru, Puerto Rico, Dominican Republic and Uruguay - showed their offer to visitors and hosted

buyers (which increased 24% from last year) through meetings that increased 28% compared to 2016 edition in Lima, Peru.

LATIN AMERICAN POLITICAL FORUM ON MEETINGS TOURISM

Proposals were presented and debated in a forum for the exchange of ideas and projects to focus attention of tourism ministers, secretaries, directors and senior officials on the potential and economic relevance of the meetings industry.

TOP INTERNATIONAL SPEAKERS

Among the speakers who gave keynote lectures and shared constructive options applicable to Latin America,

were Nina Freysen-Pretorius, president of ICCA, Rajeev Kohli, president of SITE, Anne Wallin Rodven, director of InspirAR and responsible for the creation of the Norwegian Bureau of Conventions and Daniel Palomo, ICCA's third vice-president and sales director of Houston Convention Bureau.

A black tie party marked FIEXPO Latin America's milestone of ten years celebration with a gala dinner to honor influential contributors to the continent's meeting industry. Awards were granted to acknowledge presentation of the stands at the fair: Guatemala won the first prize and Costa Rica was recognized as best ecological stand, while Peru, Colombia and Chile received special mentions.



SANTIAGO, CHILE CHOSEN AS THE BEST 2017 MICE DESTINATION

Santiago, Chile was chosen by the prestigious magazine Business Destination as the number one destination for Business Tourism in South America 2017 as part of the Commercial Destination Awards published in conjunction with American Express and is an official media partner with the Association of Corporate Travel Executives (www.acte.org).

This achievement was made possible by teamwork between the Santiago Convention Bureau (SCB) and the Image Chile Foundation, that proposed Santiago to compete with other Latin American cities.

"This is a huge opportunity to get to know our conditions and infrastructure while enjoying the beauty of the surrounding area. On the one hand you have all the infrastructure and technology of a large metropolis and then just an hour away you find vineyards or the Andes Mountains with modern ski resorts. The city has a lot of complementary panoramas to offer", stated SCB general manager Silvia Ramírez.

Santiago was highlighted as a city with outstanding business potential. Data from the Regional Tourism Corporation indicate that the city has over 70 four-star hotels, over 14,000 hotel rooms with a view for expansion, over 33,000 square meters of convention fair and exhibition space ready to accommodate approximately 8,000 delegates.

In addition, the capital city of Chile was chosen by The Economist as the safest city in Latin America and by Fast Company magazine as the smartest city in the region. The jury responsible for choosing the number one destination was made up of MICE users and purchasers, corporate travel executives, corporate travel buyers from Fortune 500 companies, MICE solution providers and members of the Association of Corporate Travel Executives (ACTE).



MEDELLIN EMERGES AS A LEADING DESTINATION FOR MAJOR EVENTS

Thanks to a series of government initiatives, Medellin has attracted prominent events from around the world over the past years, showcasing the city's impressive MICE capabilities and strengths for hosting world-class events from a variety of industry sectors, including the following:

2014

WORLD URBAN FORUM, APRIL 5 - 11

Attended by over 22,000 guests including Nobel Prize winner Joseph Stiglitz and John Dramani Mahama, president of the Republic of Ghana, the Forum examined the challenges faced by the world regarding human settlements such as rapid urbanisation and its impact on cities, communities, economies, climate change and politics.

2015

WORLD TOURISM ORGANISATION GENERAL ASSEMBLY, SEPTEMBER 12 - 17

Over 1,000 delegates from 158 countries and around 3,000 visitors attended this event, widely considered the most important global meeting of senior tourism officials and high-level representatives of the private tourism sector.

2016

WORLD ECONOMIC FORUM FOR LATIN AMERICA, JUNE 16 - 17

Medellin was selected as the host city for setting an example to the region with its achievements in social

innovation, economic resilience and environmental sustainability. Over 550 delegates from 40 countries attended this two-day event at the Intercontinental Hotel, including President of Argentina Mauricio Macri and President of the Inter-American Development Bank Luis Alberto Moreno.

2017

WORD OF BUSINESS IDEAS ON LEADERSHIP (WOBI), DECEMBER 5-6

This annual business forum gathered leaders from all industries seeking to develop transformative leadership qualities needed to bring positive change in their organisations. Among the 700 guests were Magnús Scheving, creator of the children's television show LazyTown and Jeison Aristizabal, the 2016 CNN Hero of the Year.

2018

THE INTERGOVERNMENTAL SCIENCE-POLICY PLATFORM ON BIODIVERSITY AND ECOSYSTEM SERVICES (IPBES), MARCH 17 - 24

The independent intergovernmental organisation will present their comprehensive assessment reports on land degradation, biodiversity and ecosystem in the 6th annual plenary session to be attended by about 500 at the Intercontinental.

2018

SMART CITY BUSINESS AMERICA CONGRESS & EXPO, AUGUST 12-18

Held for the first time outside Brazil, the congress will bring together about 3,000 investors, mayors, entrepreneurs, government representatives and academics at Plaza Mayor for debates, strategic meetings and conferences related to the development of smart cities in Latin America. Medellin was chosen as the host city for its outstanding track record in innovation, digital creation and connectivity in Latin America.

As one of the world's most innovative and resilient cities, Medellin is looking forward to hosting more major events as it strives towards transforming itself into a welcoming and inspiring destination for world-class events.



MORE INFORMATION

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WWW.MEETMEDELLIN.COM

PANAMA SETS SIGHTS ON INTERNATIONAL BUSINESS

Three New Convention Centers, \$800 Million Airport Expansion and Latin America's First Light Rail System Make Panama a Destination to Watch

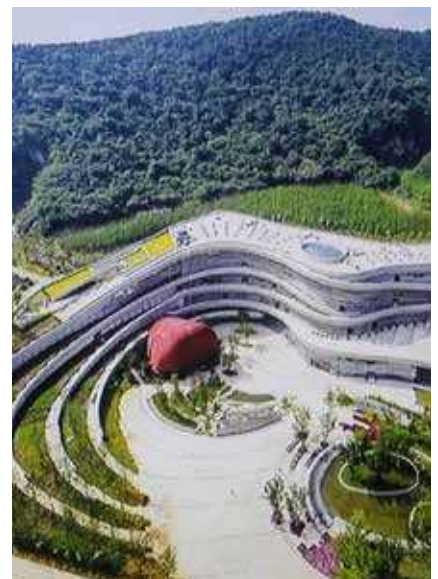
Panama is staking its claim as the destination of choice for international meetings and conventions as the Central American nation touts its three new convention centers, major expansion of its international airport, the region's first light rail system, and unique cultural and eco-friendly attractions as reasons why meeting and travel planners and association executives should consider Panama for their next event.

The Panama Tourism Authority (ATP) and more than 20 tourism industry partners showcased the world's most exciting up-and-coming destination at IMEX America, which took place Oct. 10-12 at the Sands Expo Center in Las Vegas.

The construction of the new Amador Convention Center in Panama City is nearing completion and is scheduled to open at the end of 2018. Featuring 624,000 square-feet (58,000 square meters) of exhibition space for groups of up to 25,000 people, the Amador Convention Center offers stunning views of the Panama City skyline, Bridge of the Americas and Panama Canal.

The convention center is the centerpiece of a US\$193 million development on Panama City's Amador Causeway, which separates the famous Panama Canal from the Pacific Ocean and links the city to attractions including the Frank Gehry-designed Biomuseo and Punta Culebra Nature Preserve. Long term plans call for the creation of a new cruise ship port near Isla Naos at the southern end of the causeway.

An entertainment district is under construction adjacent to the new convention center, with more than 20,000 hotel rooms available in Panama's nearby central city. The colonial Casco Viejo, UNESCO World Heritage Site Panama Viejo and Panama Canal's Miraflores Locks offer unique cultural experiences not found anywhere else in the world.



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THE PRIDE OF LIMA

Several consecutive years receiving important congresses and international events have earned Lima a reputation of one of the best destinations for meetings and incentive travel in the world.

Lima has hosted a series of key global events in the last few years, such as the **United Nations Climate Change Conference** in 2014, **World Bank Forum** in 2015, **APEC Peru** 2016 and **IOC Session Lima** 2017. Peru's capital city will host the **Pan American Games** of 2019. Many other events of cultural, scientific and academic significance were hosted; many others are to be hosted in Lima in the next years – something that provides evidence of the wide range of developments made by the city in recent times.

The Lima Convention and Visitors Bureau has been a key figure behind the city's progress in this area. As the leading private institution tasked with promoting the city as a world-class meeting destination, the bureau works alongside a range of associated members, including some of the most recognized service providers and representatives from the global meetings industry. Considering the wide array of attractions on offer within the city, teamed with the positive economic and political climate in the country, it is clear that Lima is an outstanding destination for tourism, business travel and investment.

Located on the central coast of Peru and set against the mesmerizing backdrop of the Pacific Ocean, Lima is the political, cultural and commercial centre of the Republic of Peru, as well as its capital city. Founded in 1535, Lima is known to this day as **'the city of kings'** as a result of its influence as a Spanish colony within the Americas. Rich with history and culture, and providing a unique combination of tradition and modernity, the city has been recognized as a UNESCO World Heritage Site since 1991. Over the centuries, Lima has developed an impressive tourism industry, offering archaeological sites, renowned museums and a variety of entertainment options.

Boasting consistent and continuous growth in the MICE industry, the city of Lima has been able to take advantage of changes in the international business tourism market by developing efficient practices for exclusive experiences. As a result, the capital of Peru has become a window of opportunities for social responsibility and sustainability programs, adapting to global events and changing client needs to produce first-rate infrastructure, venues and services.

The capital claims to be one of the most visited cities in Latin America, welcoming more than 5 million visitors in 2016. Lima has also superb global connections, enjoying direct flights to more than 40 international destinations, and it boasts an impressive catalogue of international hotel brands. This list is continuously increasing, generating significant growth in hotel rooms in the city. Lima is widely considered to be the gastronomic capital of the Americas for its offering of high quality and varied foods, with three of the world's 50 best restaurants located in the city.





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CLIMBING THE GLOBAL RANKINGS

The city is experiencing extraordinary growth in its MICE sector, with its number of hosted events increasing by roughly 20 percent every year. Lima is currently very well ranked in the Americas, being considered in the list of the Top 5 destinations in the last 4 years.

In order to maintain its position as a first-choice destination for meetings and congresses, Lima has combined its main attractions with its key meeting infrastructure, allowing it to receive events of any size. Lima offers a new 10,684 sqm m convention centre, complete with hi-tech infrastructure across eight floors. The centre's 18 rooms of varying sizes can be used independently or adjoined, offering an overall capacity of more than 10,000 people.



FOR MORE INFORMATION:

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BUILDING THE ASSOCIATION COMMUNITY

THE CHINA EXPERIENCE

Text by Alicia Yao, Director of Int'l Department for <China Social Organization> Magazine & Deputy General Secretary of China MICE Committee

January 8th 2008 is key to understanding the recent flourishing period of the Chinese Association Market. On that date, the **China Association for Non-profit Organisation (CANPO)** was established under the Ministry of Civil Affairs. The organisation is composed of 4 types of social organisations: **Foundations, Trade Associations, Chambers of Commerce and Private Non-Enterprise Organisations.**

By the end of June 2017, there were 725,000 social organisations in China including: 344,000 trade associations and chambers of commerce, 375,081 private non-enterprise organisation and 5,919 foundations.

The private non-enterprise organisations refer to social organisations engaged in non-profit social service activities organised by non-state-owned assets of enterprises and institutions, social groups and other social forces as well as individual citizens. Such as various types of private schools, hospitals, arts groups, research institutes, stadiums, vocational training centres, welfare homes, personnel exchange centre.

2015 - A NEW ERA FOR CHINESE ASSOCIATIONS

CHINESE ASSOCIATIONS STARTED DECOUPLING FROM THE ADMINISTRATION

In July 8th 2015, the General Office of the Central Party of China Committee and the General Office of the State Council issued the "**Overall Plan for Decoupling the Trade Associations Chamber of Commerce from the Administration**" and issued a circular calling on all organisations and departments to put it in action. The Central Party's Committee and the State Council declared that Trade Association and Chambers of Commerce should be all decoupled from their executive branch **by the end of 2018.**

This separation included 5 different aspects: separation of **organisations, functions, assets from finance, personnel management** and also separation of **party building and foreign affairs.**

The decoupling of the associations made them become truly market-oriented organisations. This same decoupling of trade associations from the government requires a process of self-reliance and improvement. In this process, the associations have learned to grasp its own orientation and direction in the tide of the market economy and always place themselves at the service of their members based on their interests so as to truly become an active driving force for promoting the development of a market economy.

With the **One Belt & One Road Policy**, all the decoupled associations are looking for new market development for their members.



BENEFITS FOR DECOUPLED ASSOCIATIONS

- 1 Belt & Road for Economic development and investment to help Corporate members overseas
- 2 Help the Chinese Government with Political & Trade Balance
- 3 Easy accessibility: make China Associations of Transportation find new market (including ports, roads, railways, logistics), railway construction and related equipment, aviation services, equipment, machine production, etc.
- 4 Infrastructure development: make China Associations of Construction find new markets (including Construction and Infrastructure Engineering), Equipment Manufacturing (Equipment and Auxiliary Equipment Manufacturing), Infrastructure Materials (Steel, Building Materials, Nonferrous Metals etc.).
- 5 Energy Building: make China Associations of Pipeline-related industries find new markets including China's oil and gas imports, power plant construction, and power equipment.
- 6 Trading: make China Associations of Business and Cultural Industries find new markets.
- 7 Information Industry Development: make China Associations of the Digitization Tendency of Economies find new markets for their Information Products and Services.
- 8 Financing institutions such as Asia Infrastructure Investment Bank (AIIB) and Silk Road Fund will inevitably actively finance overseas information infrastructures, which can be directly related to the demand for Chinese equipment.
- 9 Chinese association owned meetings and exhibitions are going out for brand promotion and market development.
- 10 More core PCO and AMC will be appearing in China.



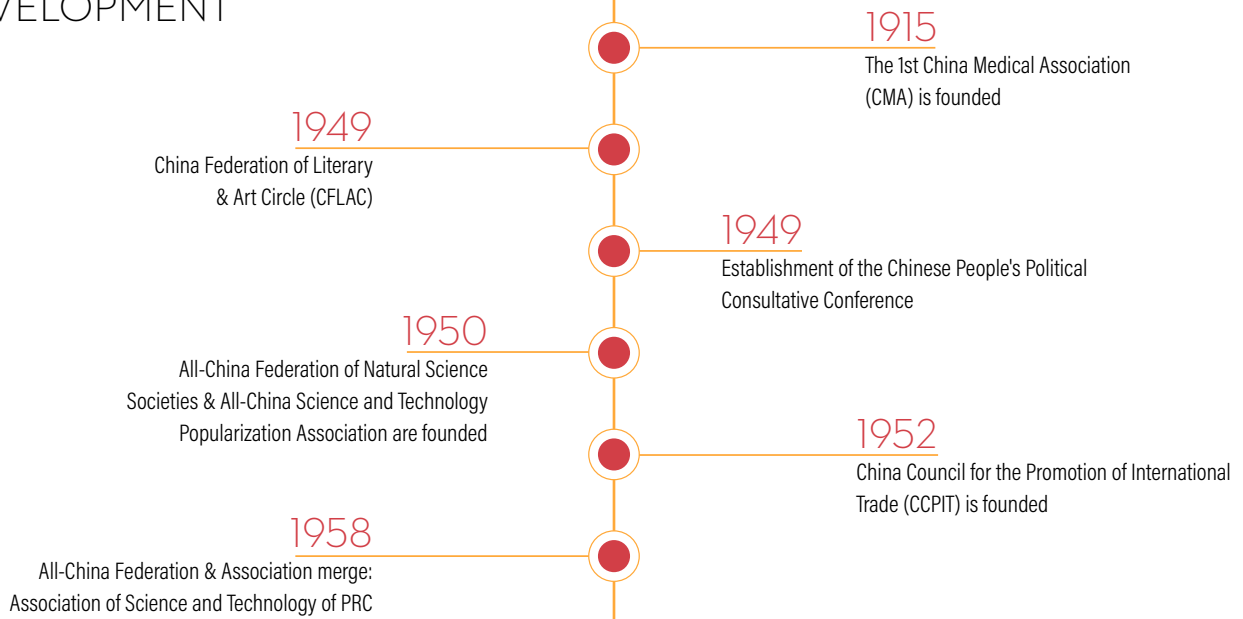
CHINESE ASSOCIATION MEETINGS AND EXHIBITIONS OUT-GOING

According to the "2014-2018 China Incentive Tourism Industry Market Outlook and Investment Strategic Planning Analysis Report", the China Business meeting & incentive travel transaction size is expected to maintain more than 20% growth rate. In 2017, China business meeting & incentive travel transactions are expected to more than 180 billion Yuan. In 2020, these figures are expected to be close to 300 billion Yuan.

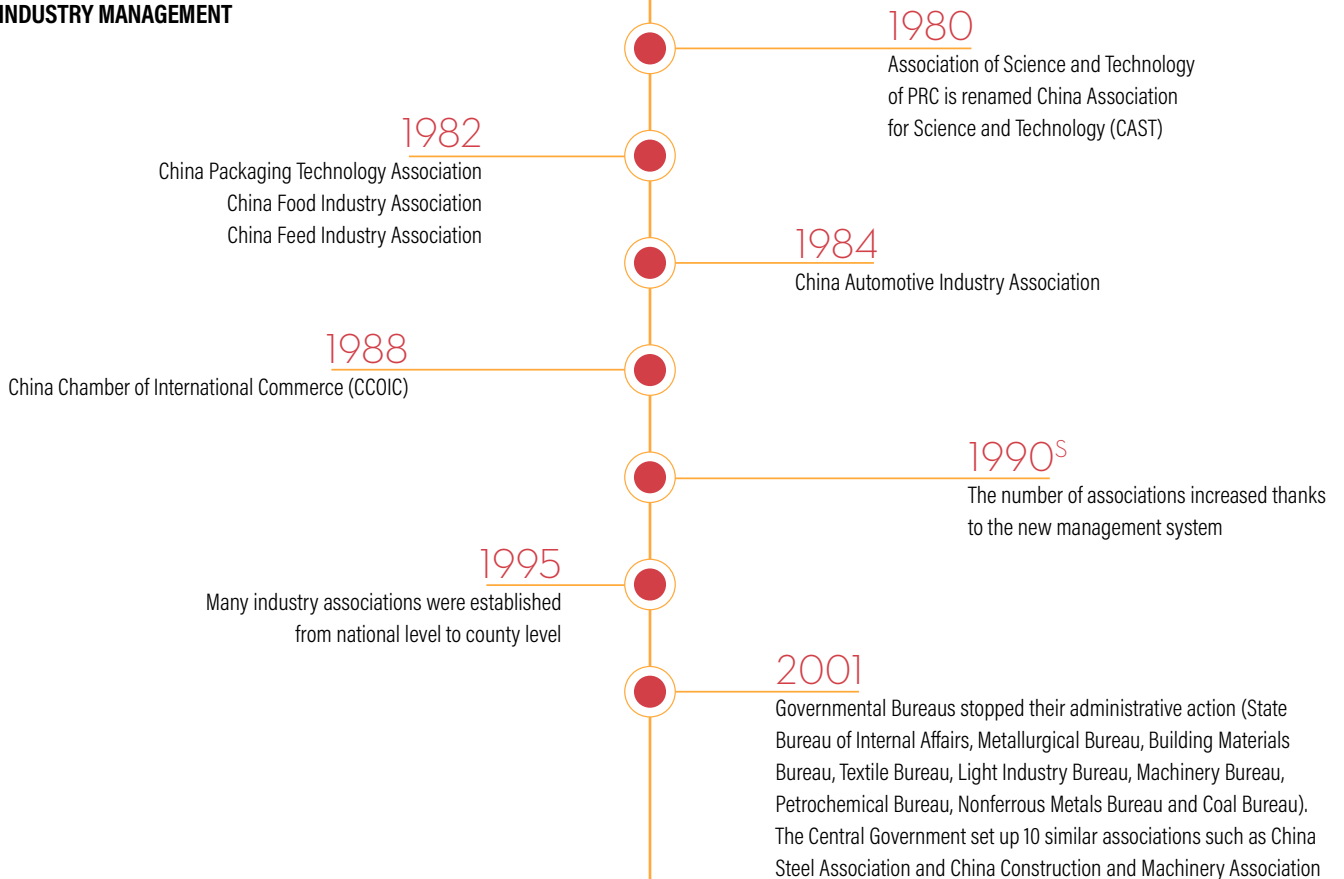
According to the market analysis of the China MICE Committee, China Association of Travel Services, the China outbound business incentive will account for about 30% of the size of the China business incentive tourism transaction. That is, about 54 billion Yuan in 2017, and it is expected to be close to 90 billion Yuan in 2020.



EARLY STAGE DEVELOPMENT



1980-2015 MID-TERM DEVELOPMENT FROM DEPARTMENTAL MANAGEMENT TO INDUSTRY MANAGEMENT



THE SPRING OF THE TRADE ASSOCIATION DEVELOPMENT

CASE STUDIES OF RESTRUCTURING AND REBRANDING

World Association of Chinese Cuisine (WACC) was founded in 1991 and engaged in the Chinese culinary culture, Cooking technology research, Education of the chefs and Catering industry managers.

By November 2015, it had more than 500 member companies in over 40 countries and regions in Asia, Europe, the Americas, Africa and Oceania, covering over 70 overseas Chinese communities in the World. It had 9 committees including International Catering Culture Research Committee, Chinese Famous Chef Professional Committee, Entrepreneurs Committee, China Service Committee, Fashion & Leisure Committee, Hospitality and Catering Committee, International Culinary Education Committee, Coffee Industry Committee and Halal food Industry Committee. They also established China's "Belt and Road" Food and Beverage Alliance and they opened Rep Offices in Middle East and Northeast Asia. In December 9th 2015, the World Association of Chinese Cuisine (WACC) changed its name to World Federation of Chinese Catering Industry (WFCCI).

In 2016, there were about 500,000 overseas Chinese restaurants with a market size of more than 250 billion U.S. dollars, which is equivalent to half of China's catering market.


The China Association of Travel Services (CATS) was established in October 1997 and was decoupled in August 2017. The association counts now with the China Railroad Travel Committee, China Travel Law Committee, China MICE Committee, China Travel Committee for Elderly People. The China Research & Study Travel Committee and Tourism Investment and Finance Committee will be set up soon to meet the needs of the market development.

INBOUND TRAVEL TO CHINA

Inbound visitor arrivals in 2017 are expected to reach 143 million and international visitor revenue will reach 126 billion U.S. dollars.

CHINA OUTBOUND TRAVEL

In 2017, the number of outbound visitors will reach 127 million and outbound travel revenue will reach a total of 2.3 trillion Yuan, up 11.8% over the previous year.



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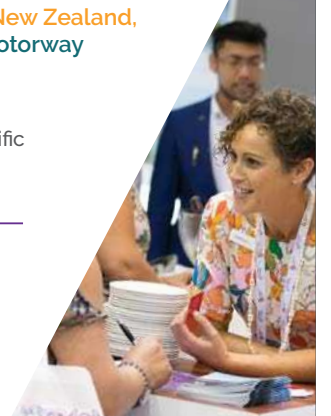
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PHILIPPINE ASSOCIATIONS TO STRENGTHEN ROLE IN NATION-BUILDING

Manila-based Philippine Council of Associations and Association Executives (PCAAE), the country's "association of associations", held recently its 5th Associations Summit (AS5) with over 200 attendees in agreement that the power of working together is a key component for associations to strengthen their role in nation-building.

The event, aptly themed "Stronger Together", was co-presented by PCAAE and the Philippine Tourism Promotions Board (TPB) and was supported, among others, by the Philippine International Convention Centre (PICC), the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP), and the American Society of Association Executives (ASAE).

The Summit featured 15 plenary sessions, breakout sessions, and learning tracks, and had 30 distinguished speakers, including those from overseas, who shared best practices and insights on association governance, leadership, and management as well as what associations have done and are doing in helping boost national socio-economic development.

Aside from the various educational tracks during the event, the Summit also shone the spotlight on outstanding associations and association board members and professionals through the annual "Ang Susi Awards" ("The Key" in English). The awards recognised associations for their outstanding achievements in six categories: helping the environment, empowering people, serving communities, enhancing trade and industry, developing technology solutions, and for being agents of change. In addition, there were two individual awards: the "Association Board Member of the Year" and the "Association Executive of the Year".

The PCAAE, with currently over 1,000 members, supporters and service users, was launched on November 20, 2013 to further advance association governance and management in member-serving organisations in the Philippines.



BRACED FOR THE FUTURE

Karen Bolinger, CEO of Melbourne Convention Bureau, was elected as the new President of the Association of Australian Convention Bureaux (AACB) in early September. She told HQ what her new role means to Australia's business events industry.

What are your goals as AACB's new president?

AACB has a powerful voice in advocating for industry, stakeholders and partners who benefit from the sector, as well as influencing government to raise the profile of this vital economic driver for Australia. I plan to continue the great work that has already been achieved and delivering new initiatives established in the 2017/18 strategic plan.

What will be your strategy to balance business support through AACB for big and smaller cities in Australia?

AACB's current strategy applies equally to large and small destinations alike. Our key focus is to raise the profile of the business events industry across Australia through communications and market intelligence activities that drive our advocacy agenda. By raising the profile of the industry, we seek to drive positive policy and investment decisions.

The AACB is also a unique club of competitors that enables bureau staff to network, exchange ideas and learn from each other. However, we continuously review our value proposition to all members, and look forward to the outcomes of the strategic planning process that we are currently undertaking.

How do you see AACB's contribution to the meeting industry in Australia?

AACB's longstanding history in measuring bid performance amongst its members recently transitioned into a more robust market intelligence project, providing an in-depth forward analysis of the success or failure of bids and the pipeline available. As mentioned previously, this research informs our advocacy agenda, and has been

recognised across government and industry stakeholders as leading intelligence. We will continue to explore how we grow this initiative and better disseminate key findings to inform both supply and demand activities.

Moving forward, the AACB and broader industry will seek to tell the business events story in a more compelling and easily understood way in order to better articulate the sector's value beyond the measurable economic metrics, such as knowledge creation and exchange, innovation and trade, and other broader community benefits.

Any thoughts on the meeting industry for regional associations within Australia?

The Association meeting industry within Australia is showing growth, with delegate numbers growing steadily over the past three years. According to data from the Associations Forum Events Survey (2016), the median number of delegates has grown by 38% over the past 3 years (325 in 2014 to 450 in 2016).

From a local perspective, the outlook on association meetings within Australia appears strong. AACB market intelligence shows that across 2016/17, member convention bureaux secured 214 domestic association bids for their respective destinations,

**KAREN
BOLINGER**



translating to more than 90,000 expected delegates who will go on to spend approximately \$140m.

Do you see major support from government stakeholders for the expansion of Australia's meeting industry in next five years?

Yes, Australia's state and territory governments understand the importance of business events and have significant investment in infrastructure (convention centres) and marketing/bidding agencies (convention bureaux). The federal government is also beginning to recognise the many benefits of the business events industry, including the role that it plays in building a stronger, more productive and more diverse Australian economy, and the long-term strategic benefits accruing from business events, such as attracting trade, investment and global talent.

What are the key markets for Australia in terms of Association meeting industry in the next five years?

Source markets like Europe/UK and North America will continue to be Australia's key feeders for international association meetings, however, growth within our own region, the Asia Pacific, will undoubtedly take place across the next 5 years as the market matures.

The economic opportunity in the international business events market is a significant one – and, moreover, one that Australia is well placed to capitalise on given our facilities and expertise, attractive tourism assets, and proximity to fast-growing Asia. The incentive sector in China is growing and a key focus area for Business Events Australia (Tourism Australia). In the year ending June 2017, China was Australia's second largest inbound market for visitor arrivals and the largest market for total expenditure and visitor nights.

How important is collaboration with Australian universities in terms of attracting international business events?

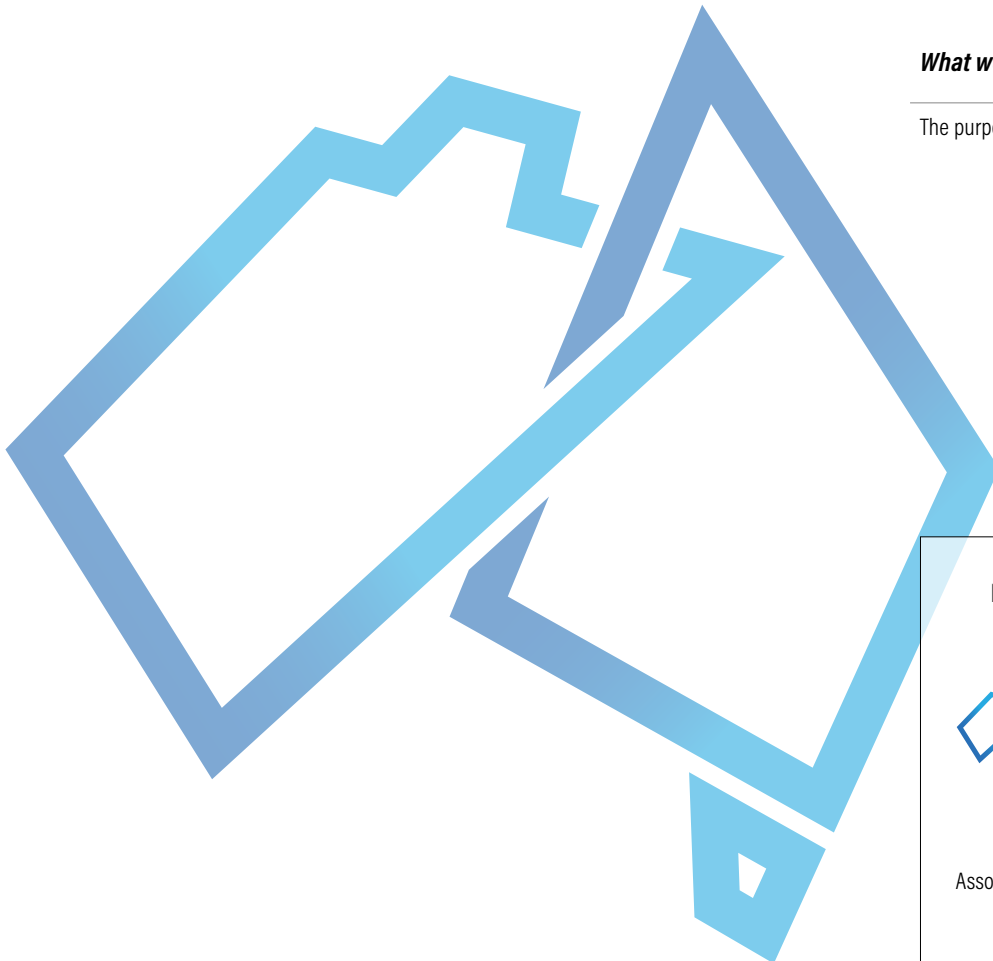
Australian convention bureaux have long partnered with their local universities and research institutions to bid on international association meetings. According to our latest Forward Calendar of International Business Events, 23% of association bids won were due to the strength and professionalism of the bid team – often in partnership with universities. However, future collaboration with universities will be to continue to raise the profile of the business events industry in Australia for mutual benefit, with common goals of transferring knowledge, fostering innovation, boosting productivity, nurturing research collaboration and attracting global talent.

Any words for young professionals in the meeting industry?

There are three choices in life: Give Up, Give In or Give it All You've Got.

What words do you live by?

The purpose of life is a life with purpose.



MORE INFORMATION



Association of Australian Convention Bureaux

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ELEVATING PENANG FROM A 'POSTCARD CITY' TO 'BUSINESS CARD CITY'

The inaugural BE @ Penang 2016 conference organised by the Penang Convention & Exhibition Bureau (PCEB) led by CEO Ashwin Gunasekaran, attracted over 120 local and regional delegates from the Business Events industry. The second edition, themed **BE EMPOWERED, was held at the RM350 million SPICE project, in the world's first hybrid solar powered convention centre on 7 & 8 December. Ken Tan reports**

This year's Keynote speaker, the esteemed Mr Roy Sheppard kicked off the event on an energetic note by empowering industry players to act independently, yet collectively. He shared the most valuable advice imparted by his grandfather: "*Being of service is the most honourable thing*". According to him, a successful person is someone who looks for and attracts opportunities for other people. "*It's not just about the job you do, but the people that you meet*". Our reputation is the sum of what other people say about us or our organisation, based on how good we make our contacts and customers feel. Therefore, reputation is determined by emotion, not logic. We are all in the business of reassuring people, so what can we proactively do to enhance our organisation and destination's reputation, credibility and reliability?

Roy mentioned a term from the UK - Coopetition. If we can work hand in hand with our competitors and build trust between them, more opportunities can come from more people collaborating and learning together by sharing information. He also encouraged the audience to aim higher with another term - BHAG, Big Hairy Ambitious Goals.

Mr Martin Lewis from CAT Publications provided some insights on attracting the European market. Europe is not just one market but twenty different diverse markets with different languages and attitudes, it is

crucial to be laser-sharp about what we are trying to achieve and who we are trying to target. Investors are looking for uniqueness, good urban infrastructure, and opportunities to attract talent from Asia. Associations from Europe and US have realised that the future is in Asia and they want to explore different places and experience different cultures. Penang can make the most out of that by helping them achieve that. Conventions and congresses are always looking for opportunities to taste the city, we need to be able to attract more people so that they can get a flavour and an initial positive review of the city.

Being of service is the most honourable thing



A strong emphasis was placed on branding. Martin shared examples like Silicon Valley in San Francisco, and the all-encompassing I Amsterdam campaign. He also gave an example of the knowledge economy, how London had set itself as a tech city to attract technology businesses with the successful London Tech Week. Branding is about telling emotionally compelling stories, by capitalising on Penang's unique selling point of its heritage, warm hospitality and eco-tourism, there is potential for Penang to progress from a 'postcard city' to a 'business card city'. By collaborating more with educational and academic establishments with credibility can bring better educated and better tourists of higher intellect, not just those that want to come and get drunk for their stag nights like in Barcelona. He further stresses: "tourism will destroy the integrity of the destination". The panellists for the discussion on 'Business Events: The Industry of the Future?' elaborated on the Iceberg Theory that applies to the profound impact of the meeting industry. Mr Jason Yeh from GIS Group shared the top ten industry sectors, and encouraged focus on the top core sectors like medical and education. The basic necessities for societies are education, health and security. Besides the economic impact (delegates have higher spending power), there are also strong social impact that comes with the knowledge transfer. The involvement of local communities can bring social benefits and attention to local causes.

The panel discussion on the crucial role of technology in business events highlighted the examples and

benefits of using technology to create appealing and engaging experiences. NFC based data-exchange tokens can provide exchange of contacts, presentations, video contents or marketing materials instantly with just one tap. Movement tracking devices can offer useful real-time stats update. AI-integrated chatbots allows 24-hour service and instant response. The cost of implementing new technology can also reduce the overall operational cost.

Tourism will destroy the integrity of the destination

The panellists on 'The Winning Bid' stressed the importance of alliances when it comes to bidding. Ashwin shared about alliance formation: "When the industry collaborates, talents are involved and ideas are born. The business opportunity is vast and everyone can have a slice." *The engagement process from each part of the team is fundamental and critical, starting from the very beginning. Gracie Geikie from Place Borneo said: "A winning bid team takes more than just being dressed in your national costumes."* She also mentioned that the executive summary is the most important, keep it short to the point. When losing a bid, it is important to stay together as a team to understand and learn from it, keep the team together, and strengthen the relationship so that we don't have to start from the starting point for the next bid cycle. The critical success factors are defined as smart partnerships, government agency's support, intensive research, getting the innovative content right, building and developing the destination's strengths and success stories.

The PR and marketing department can also do a better job in attaching the brand to engaging, unusual and emotionally connected stories. Media gurus Martin Lewis and Karen Yue (TTG Media Group) shared a few strategies like investing on eye-catching photography, highlighting good causes relevant to the brand values, utilising VIPs for press opportunities, and aligning the story or message to the government's agenda to encourage media coverage.

In the CEO deep dive session, the delegates discussed manpower challenges faced by chief executives such as retaining the right people, engaging younger people, and making people feel integral to the change. The best piece of advice is to hire for attitude, and train for skill.

Be @ Penang 2017 brought together over 250 delegates and 20 expert international and local speakers. The conference served as a catalyst in developing Penang, a second-tier city, into a competitive Business Events destination.

MORE INFORMATION





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10 REASONS WHY SOUTH KOREA IS ENERGISING THE EVENTS WORLD

South Korea is a work of art - its old and new and everything in between, it's majestic and awe-inspiring and humbling and harmonious; it's a showpiece of well-preserved traditions and a pioneer of futuristic modernity, it's a secret you might want to keep to yourself but announce to the world all at the same time. Here's a look at the top ten reasons that make it a world-class business events destination.



1 TOP CONVENTION DESTINATION

Korea is simply the best! Ranking first in the UIA Global Meetings Statistics in 2016, Korea is the top preferred destination for international events, large-scale conventions, high-level meetings and incentive travel with an experience that runs as deep as the Han River. Proving its ability to host large scale meetings Korea hosted the G20 Seoul Summit in 2010 (≈ 10,000 delegates), the Seoul Nuclear Security Summit in 2012 (≈ 10,000 delegates), The World Energy Congress 2013 (≈ 7,500), The World Water Forum 2015 (≈ 46,000 delegates), The Rotary International Convention in 2016 (44,607 delegates) and The World Architects Congress in 2017 (≈ 30,000 delegates)

2 WORLD'S MOST INNOVATIVE COUNTRY

Korea is right on top when it comes to incorporating fresh ideas with new technology to improve meeting productivity, knowledge and experience. It has successfully maintained its top position on the Bloomberg 2017 Innovation Index from 2016, thanks to a great pool of industry experts and innovators. It topped the charts on R&D intensity, manufacturing value-added and patent activity.

3 EASY AND CONVENIENT ACCESS

Korea is easily accessible from most major international cities providing convenience and a strategic advantage to MICE planners. Incheon International Airport has been ranked as the world's best airport for 12 consecutive years by the Airport Service Quality evaluation (ASQ), has visa-free status for 150 countries and is backed by a battery of seven domestic airports, a super-efficient subway system, excellent road and rail infrastructure, and the KTX high speed, 'bullet train'.

4 OUTSTANDING MICE INFRASTRUCTURE

A wide range of Korea's convention facilities enable it to cater to various types and sizes of events especially

making a mark for its unique venues with a mix of modern and tradition. With the fastest average internet connection in the world and the No. 1 country in UN ICT Development Index, Korea knows how to take your business events to the next level.

5 SAFE AND SUSTAINABLE

Korea has an excellent record in public safety and security, as demonstrated through hosting major events attended by world leaders, and fortifies the quality of life with high standards in public health and environment. It has always prioritized energy efficient working environment to make sustainable meetings possible, prime examples being: the COEX Convention and Exhibition Center which is the first in Asia to be Gold certified by EarthCheck, and the Songdo Convensia which is the first LEED Certified convention centre in Asia.

6 ATTRACTIVE AND SPECIALIZED MICE CITIES

Regional attractions add to the colourful spectrum of Korea's MICE destinations with their unique charm. Each locale has specialized industry, offering greater appeal, together with its state of the art convention centres. Organisers can choose the destination that best suits their needs and preferences.

7 TRADITIONAL CHARM AND TRENDSETTING CULTURE

With over 5000 years of history scattered over the gleaming new cities of Korea, it is a vibrant modernized nation that maintains its traditional culture. As a result, Korea offers meeting planners and delegates a spectacle of world heritage sites, picturesque nature and urban landscapes which are also smartly incorporated into unique activities.

8 FLAVOURFUL AND NOURISHING KOREAN CUISINE

Traditional Korean food, Hansik, is now fast emerging

as a global culinary trend thanks to its delicious flavour, health benefits and aesthetic value and one can find the traditional kimchi, bibimbap and the Korean BBQ in many top kitchens of Korea and around the world. Coupled with international influences, Korea can ensure that all delegates will find both local, and international cuisine to suit all budgets.

9 HIGHLY CUSTOMIZABLE SUPPORT PROGRAMMES

The Korea MICE Bureau offers associations and corporate groups generous and highly custom-made support to successfully host international business events in Korea. Qualifying events can benefit from items such as: complimentary banquets for delegates, cultural programmes and tours, performances, and more.

10 DEDICATED AND KNOWLEDGEABLE PROFESSIONALS

Last but not the least, Korea MICE Bureau's success lies with the people who work behind the scenes! Dedicated and knowledgeable professionals are always ready to assist and provide highly customizable support programmes to make your meetings successful and memorable in Korea. They serve as liaison to local convention bureaux, venues, PCO, and DMC to ensure that a Korean experience remains etched in your heart forever!

FOR MORE INFORMATION:
on business events in Korea
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A BRIGHT FUTURE IN STORE FOR THE NEWLY REDEVELOPED ADELAIDE CONVENTION CENTRE

Australia's first convention centre has been reborn as the nation's newest, after undergoing a two-phase \$397 million redevelopment that allows it to host not only much larger events, but also more smaller events simultaneously.

Nine years in the making, the Centre's expansion has not only transformed Adelaide's skyline with two new buildings, providing 20,000sqm of multi-purpose space, but also positioned the venue as Australia's most flexible and technologically advanced meetings venue.

A NEW LEVEL OF INNOVATION AND FLEXIBILITY

"We're a centre transformed," says Simon Burgess, General Manager, Adelaide Convention Centre (ACC). "It's a new breed of convention centre in terms of innovation and flexibility," adds Burgess.

The new East Building marks the first time that rotating drums, hinged seating and operable walls have been brought together in one venue, making it one of the

world's most flexible convention centres, and providing exciting and creative opportunities for event organisers. The centrepiece of the new East Building is a state-of-the-art Plenary Hall with tiered seating for 3,500. It also offers 3,000sqm of flat floor space for exhibitions and can be subdivided into more than 15 different configurations.

FIRST MAJOR EVENT "OUT OF THIS WORLD"

This past year was full of milestones for Adelaide Convention Centre. The venue not only celebrated its 30th anniversary with the completion of its redevelopment, but also played host to the 68th International Astronautical Congress (IAC). The world's largest annual gathering of space professionals, IAC 2017 was attended by 4470 delegates from 71 nations, 700 students, 300 volunteers and several thousand

members of the public, making it not only one of the largest events in IAC history, but also the largest event of its type ever hosted in Adelaide. It was a fitting event to showcase the expanded centre's capacity and expertise to host large-scale events.

A POSITIVE OUTLOOK

The future certainly looks bright for the Adelaide Convention Centre with the venue forecast to inject \$1.92 billion into South Australia's economy over the next 25 years. More than 95 major conferences are already secured through 2020, which collectively are set to bring 71,000 delegates to Adelaide. Major events in 2018 include the Australian Tourism Exchange; the 'Accelerate' MEA National Conference; and the AuSAE Conference and Exhibition (ACE) 2018 – Ignite Your Thinking.

The Centre will no doubt be a welcome addition to Adelaide's changing landscape, including its rejuvenated Riverbank Precinct, a series of new growth industries and a pipeline of additional hotels and development, and play a vital role in Adelaide's development as a leading destination for business events.



MORE INFORMATION:



ADELAIDE CONVENTION CENTRE

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ADELAIDE CONVENTION CENTRE

A CITY IN TRANSFORMATION A CENTRE TRANSFORMED

Following a \$397 million investment, the Adelaide Convention Centre is Australia's newest, most versatile and technologically advanced venue. Comprising three distinct yet seamlessly integrated buildings, the Centre is the pinnacle of innovation and flexibility. The new East Building, launched in August 2017, features a state-of-the-art Plenary which can be subdivided into more than 15 different configurations.

The Centre is positioned at the heart of the Riverbank Precinct, which is in the midst of a multi-billion-dollar rejuvenation, and sits adjacent to BioMed City – the largest life and health sciences cluster in the Southern Hemisphere. The Riverbank is where the city's cultural, sporting, education, medical, conference and entertainment zones merge, making Adelaide Australia's best connected business events district.



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