

HQ

# Headquarters

HQ

THE ASSOCIATION  
MAGAZINE

#84 BUILDING BRIDGES  
IN THE MEETINGS  
INDUSTRY  
SEPT 2018

Sustainable  
Destination  
Management

Brand Your  
Organisation  
Through Top-Level  
Member Service

Destination DC Leading  
The Mice Industry  
In America

MEMBERSHIP

COVER PHOTO: Cheong Fatt Tze  
Mansion, Penang, Malaysia





# EXPERIENCE PENANG, UNFILTERED

## Penang, Your Next Business Events Destination

Up in the northern region of peninsula Malaysia is the world-famous state of Penang. Made up of Penang Island and Mainland Penang, this beautiful Malaysian state is a tropical paradise that is home to the UNESCO World Heritage Site of George Town.

Penang is one of the few authentic melting pots in the world, where multiple Asian cultures thrive through the mix of Penang's multi-ethnic people. This confluence of cultures sits at the point where the East and the West have been meeting for centuries.

Penang is a treasure trove of living heritage matched with gorgeous colonial and pre-war architecture. It is home to Malaysia's most vibrant arts and festivals scene and one of Asia's most colourful gastronomic culture. All of this juxtaposed against the backdrop of an international cosmopolitan city.



▲ Serve authentic Penang street food at your conference

**The Penang Convention & Exhibition Bureau welcomes you to step beyond meetings and indulge in Penang's infinite Experiences Unfiltered!**

### CULTURAL HARMONY

Located within the bustling UNESCO World Heritage Site of George Town, the 'Street of Harmony' is the perfect example of Penang's beautiful diversity of ethnicities, religions and cultures. Here you will see the Indian Muslim Kapitan Keling Mosque, the Chinese Kuan Yin Temple, the Anglican St. George's Church, the Hindu Sri Mahamariamman Temple, the Catholic Cathedral of Assumption and the Chinese clan house Khoo Kongsi along the same street.



▲ Sri Mahamariamman Temple



▲ St. George's Church

### LUSH NATURE

While Penang is a modern international city that is undergoing rapid development, it is very much a green city. In the heart of Penang Island is a 130-million-year-old rainforest that blankets the area known as Penang Hill. Here you can escape the city and breathe in the fresh air 833m above sea level, complete with captivating sunset views. For something more adventurous, explore the trails of Malaysia's smallest forest reserve at the Penang National Park or take a boat ride to the secluded Monkey Beach.



# PENANG DNA

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▲ Conquer the Langur Way Canopy Walk

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### KNOWLEDGE HUB

As one of the leading medical tourism destinations in the world, Penang is home to numerous cutting-edge medical facilities and



▲ At the cutting-edge of medical technology

has one of the highest concentration of medical specialists in the region. It is also home to over 470 multinationals, with the largest names in technology, medical devices and computing, setting up large campuses complete with R&D facilities.

Penang is also home to Malaysia's only APEX university, the University of Science Malaysia (USM), and over 10 private colleges. This unparalleled mix of knowledge sectors, expertise, professionals and facilities offers conferences and their delegates a wealth of resources for networking and knowledge exchange.

FOR MORE INFORMATION ON  
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NINA FREYSEN-PRETORIUS  
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**THE ASSOCIATION  
MAGAZINE**

*BUILDING BRIDGES  
IN THE MEETINGS  
INDUSTRY*

**EDITOR IN CHIEF**

Marcel A.M. Vissers  
+32 (0)3 226 88 81

marcel@meetingmediagroup.com

**MAGAZINE MANAGER**

Jesús Guerrero Chacón  
+32 (0)2 761 70 52

jesus@meetingmediagroup.com

**MANAGING DIRECTOR**

Vivian Xu  
+32 (0)489 550 485

vivian@meetingmediagroup.com

**DEPUTY EDITOR /  
CREATIVE DIRECTOR**

Kenneth Tan  
+32 (0)2 761 70 56

ken@meetingmediagroup.com

**EDITOR**

Katie Lau  
katie@meetingmediagroup.com

**RESPONSIBLE EDITOR**

Mechelseplein 23/1  
2000 Antwerpen, Belgium

**LATIN AMERICA  
& THE CARIBBEAN**

Ana Mariño  
+593 0983020725

amarino@miceconsulting.com

**SOUTH KOREA**

Soohoon Oh  
+82 2 734 0786

soohoonoh@medireponline.com

**FINANCE & ACCOUNTING**

T. +32 (0)3 226 88 81

finance@meetingmediagroup.com

**GRAPHIC DESIGN**

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

**MEETING MEDIA GROUP**

4 avenue des Prisonniers Politiques  
1150 Brussels (Belgium)  
T. +32 (0)2 761 70 50  
F. +32 (0)2 761 70 51

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**Sustainable Destination  
Management:** The Road  
to a Circular Economy



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- IAPCO
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- ESAE Association of Executives
- ICCA
- INTERNATIONAL ACCREDITATIONS
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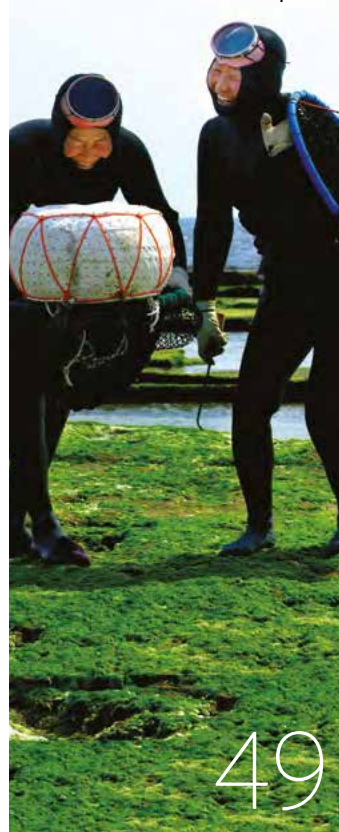


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# Membership Is a Kind of Worship

I have already attended many lectures about membership in my life. It seemed to me an easy job but in closer inspection I also noticed that it causes a lot of headaches.

I got the first headache when I saw the membership of European Society of Association Executives (*ESAE*). I compared the numbers with a similar professional association in the US (*the American Society of Association Executives - ASAE - with 22,000 members*) and I fell back on my chair.

Why is it so difficult to bring European Associations together? Culture? Language? The same problems are occurring in Africa and Asia. It is so difficult to do good fishing in that large pond of associations. Are we fishing in the wrong pond or are our nets not geared to the target group?

Let's have a look in our industry at two global professional associations AIPC and ICCA and see that the membership is successful. Every year there are new members and there is steady growth. Why they do and the others do not. The same questions can also be asked about other professions – outside the meetings industry - that fail to build a responsible member base. Membership is worship. It requires total dedication and focus on the goal. Without indulgences, without giving up praying and begging. Fortunately my eye has fallen on a website of 'The membership guys', a platform of people who have boned the concept of membership in all areas and have worked out a path for people involved with membership. They know something about it but you have also to pay for it because they are website builders.

Personally, I think that associations should look at how the business world deals with its customers. They worship their customers. Associations should do the same with their members because members create the association. On page 23 of this magazine you can find a clarified article by Mark Levin of Association Insights. He says the same thing as me and maybe something more clear:

Remember - even nonprofits can - and should - be run in a businesslike manner. They are just different kinds of businesses. The need to give top-quality member/customer/supporter service is the same for all organizations.



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



#### REPLY LETTER

[MARCEL@MEETINGMEDIAGROUP.COM](mailto:MARCEL@MEETINGMEDIAGROUP.COM)



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## KEYNOTE ANNOUNCEMENT



**Laura Schwartz**

Former Director of White House  
Events, Clinton Administration



**Kate Ancketill**

Founder and CEO  
of GDR Creative Intelligence

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Other highlights include: Panel discussions from women leaders in the industry, CMO's as well as sessions on diversity, ROI and onsite engagement. The future of event technology, The Art of remarkable meetings, strategic venue sourcing and Fay Sharpe (BCD) will be teaching us how to reach our life goals.

**Register NOW at [cventconnect.com/europe](http://cventconnect.com/europe)**



Dear Readers,

Welcome back from the summer break, the HQ team had been reflecting and working on the **feedback** from our readers, contributors and clients to improve on the **reading experience** of Headquarters magazine. We are here to provide a little aid to beat the holiday blues – *a refreshed design combined with a regular HQ dosage of inspiring content!*

Headquarters' **new visual style** is a fresh canvas to present in-depth reports on association matters and meetings destination coverage – with an injection of youthful spirit (*a reflection of our new company team/vibe*), while retaining the essence of the HQ brand. No point fixing what's not broken, right? Before you wonder “*am I holding a different magazine?*”, let us briefly run through some of the little changes that you may notice:

- New typefaces for **enhanced legibility**
- **Photography**; A picture paints a thousand words, we will only accept and publish pictures that paint two thousand words and more (*goodbye to generic, irrelevant, cheesy/ computer generated stock images*)
- **Clearer categorisation** of content, with visual icons

This little revamp is just the beginning. We will continue to gather relevant and **engaging content** in our ever-changing meetings industry, identify market opportunities and global trends, and create innovative possibilities to ‘*build bridges in the meetings industry*’.

Print will never be dead as long as there are beautiful magazines to provide a pleasant and engaging browsing experience, we can all find joy in physically flipping through pages.

**The HQ Team**

**WRITE TO US!**

✉ [press@meetingmediagroup.com](mailto:press@meetingmediagroup.com)

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# Third Time's a Charm!

FIDI is the global alliance of professional international moving and relocation companies, specialised in moving household goods and personal effects from country to country, one continent to another, upholding the best quality standards.

FIDI represents over 600 independent companies in more than 100 countries. **Laura Rossignoli**, the Events Officer behind FIDI's events shares the trials of organising 2018's annual congress.



CHECK OUT  
FIDI.ORG

**HQ: Tell us about the scale and requirements of the conference and business events you organise for FIDI Global Alliance every year?**

LR: The FIDI Global Alliance holds four academy seminars and four Board meetings yearly in addition to its overall signature Annual Conference. The seminars are conducted over five days on-site, benefiting from the expertise of experienced trainers from within the industry.

Our Annual Conference is truly international, attended by 600 industry delegates from over 70 countries and is held across the globe in a different location every year. It is a four-day conference comprising in-depth keynote, panel discussions and workshops. Exchange of best practices from such an experienced business pool is also enhanced by a complete social programme which includes cocktails, dinners, tours and sporting activities for all, specifically tailored to facilitate networking, engagement and international cooperation.

**Where have they been hosted?**

We have been all over the world from Melbourne to Beijing and everywhere in-between. We try to alternate Continent-Europe-Continent. We were in Cape Town for 2015, then 2016 Geneva, and 2017 Dubai.

There are many destinations out there for FIDI to visit and experience and we hope to take the Conference to as many as possible. In 2020 we will be visiting

Japan for the first time ever – which we greatly anticipate as a further enriching experience.

**Where is your congress headed to next? What are the destinations in consideration, and what were the deciding factors for the destination to be chosen in the end?**

2018 has probably been the most challenging year FIDI has ever experienced when it comes to planning its Annual Conference. The force majeure clause that every contract has but that every planner hopes never has to be put in motion, not only get activated once but twice for the 2018 FIDI Conference.

We started with Rio de Janeiro as the selected destination, reaching contracting stages with our hotel and DMC. Unfortunately, the economic-social unrest in the city became a security risk, not to mention a perception challenge in convincing our attendees to come in the first place. After careful consideration, we had to accept that the risk of bringing 600 attendees to such a volatile and continuously developing situation was too high. With the close support and assessments of our local-based board member, FIDI decided to move the conference to an alternative location.

Initially the Miami, Florida area of the US caught our eye, but we were introduced to and instantly taken by sunny Puerto Rico, who embraced our challenges and welcomed us. Their cooperation was impressive, from the supportive Tourism

Bureau to the DMC – Destination Puerto Rico DMC Network. Having identified a great hotel and DMC, we had got even further into our preparations than in Brazil, with a complete programme and whole conference design theme confirmed.

Unfortunately, about a week away from launching our registration, Mother Nature took a hand and two major hurricanes tore across Puerto Rico. Having had the opportunity to visit, prior and again right between the two hurricanes, I witnessed first-hand its terrible devastation. But with the support of our DMC – Destination Puerto Rico and Hotel – El Conquistador, we remained optimistic in continuing with our conference there. It was now, more important than ever for the people of Puerto Rico that we bring our group to this island to help contribute to its rebuilding.

This was not to be, even though our hotel was initially optimistic, and of great support to its local community during the months that followed, it had to undergo extensive renovation and was obliged to close, thus ending our contract. This was a big blow and it was with a very heavy heart that we had to cancel Puerto Rico and find ourselves another - our third destination for 2018.

The hotel in Puerto Rico introduced us to two of their sister properties in Boca Raton and San Diego, both of which had the space, capacity, and charm we were looking for. After reviewing both options, we chose San Diego and the ho-



tel Del Coronado became our third and 'hopefully' final destination for 2018. So you see, with the best will in the world, some situations cannot be overcome. Ultimately, while the core focus of the Conference has to be preserved and enhanced, the safety of the delegates and smooth-running of the conference are primordial.

### Do you work with a PCO or in-house organising committee?

We are set up in-house. As the Events Officer, I coordinate and oversee all the logistics from start to finish relating to the conference. However, we do work with DMCs, they play a key role in our extended team, ensuring that everything goes according to plan and without a glitch – our go-tos. They are also proud to showcase their city to us so we can have the best activities, allowing for our attendee's exclusive fun.

In Puerto Rico we were due to work with Destination Puerto Rico, a DMC network company, who were superb in assisting us with our first change of location at short notice, and proved invaluable when moving to San Diego. With their DMC Network, they were able to recommend and introduce us to the formidable Arrangements Unlimited. Liaising closely with Destination Puerto Rico, they were able to know about who we are, what our programme entails and our expectations, which enabled an easy and smooth transition to the city of San Diego. They knew all about us before we even got there!

Despite having a challenging planning experience, we didn't play it safe when it comes to new activities in San Diego. The silent disco was a risky recommendation that turned out to be one of our best gala dinner parties.



▲ Silent disco closing party

For an Association like FIDI, our supplier teams play key roles and truly become part of the extended onsite FIDI Team, assisting with everything from logistics, programme planning, transfers to decoration and overall general support. We are able to attribute the success of our 2018 Conference programme to Arrangements Unlimited for their unwavering support and amazing knowledge and time management in getting everything from proposal, viewing, securing and execution in less than three months, allowing us to have a great programme for our attendees.

Being a conference that moves all around the world, we find it is only normal that we have destinations where we simply don't have the insights, local knowledge, allowing for great venues, fun and out-of-the box activities for the attendees (even for those who already know the city!), but they work as support and additional team members on-site. A case of "more hands make light work", giving us the time to focus on other aspects.

Our opening session entertainment was a drum group called Crew, who operate alongside Arms Wide Open, an organisa-

tion which gives back to the community. It was a fun and engaging opening, where each attendee was given drumsticks to participate; these drumsticks were then donated to Crew for Arms Wide Open.



▲ Opening entertainment that gives back

With the help of our DMC – Arrangements Unlimited, we were able to tap into some exclusive tours, such as private whale watching on board yacht America. There were four different tours to our programme, including a brewery cycle tour, old Mexico, kayaking and the Three B's tour (Brothels, Bites and Booze), which I believe gave an excellent variety of activities that San Diego can offer. We brought over 500 delegates to the city of Coronado, which several had heard off but not visited, and introduced the history of the Hotel Del Coronado, from the Crown room with its rich presidential history to the famous beach where Marilyn Monroe was filmed. It showcased a side of San Diego that many of our delegates had never seen before and were pleased to discover.







# Membership - Online & Offline Communities

In this regular ESAE segment, **Florence Bindelle** shares with HQ the ins and outs of maintaining online and offline communities of members.

Find out what associations are doing to engage current members (*valuable tips on what can be done to enhance the member experience*), and also to attract new ones.



**ABOUT THE AUTHOR**

**Florence Bindelle** is the president of ESAE (European Society of Association Executives) and Secretary General of EuropeanIssuers

**What are the main difference and challenges between online and offline community? What are associations doing to attract new members and engage current members?**

The word “community” has grown a great deal in the last decade thanks to the development of social media. In the association industry we manage offline and online communities. An online community, also called an internet community, is a virtual community whose members interact with each other primarily via the Internet. For many, online communities may feel like home, consisting of a “family of invisible friends”.

Those who wish to be a part of an online community usually have to become a member via a specific site and necessarily need an internet connection. An online community can act as an information system where members can post, comment on discussions, give advice or collaborate. Commonly, people communicate through social networking sites, chat rooms, forums, e-mail lists and discussion boards. People may also join online communities through video games, blogs and virtual worlds. This represents an aggregation of individuals or business partners who interact around a shared interest.

Associations must handle online and offline communities of members. With the digitalization, it is easier to manage communities online through specific channels, but the challenge is the multitude of channels that exist that might dilute the result of your actions. Indeed, to reach your community an association might need to manage those different channels (*internal online community, Facebook, LinkedIn groups, app of the community, virtual events...*) and it will take time. However, this will not replace the face to face time spend during events and working groups or educational courses that contribute to create the extra cement to aggregate and maintain the community and develop long term relationships.





To maintain a good and active community either online and offline is important to attract new members and engage current members. To that end organising live events can help you achieve both.



Inviting experts to speak, offering specialist training, or simply providing a chance for members to meet and network can provide real added value – and highlight the association's work to outsiders. Awards, face to face trainings and workshops or webinars are common practice. Associations are focused on running targeted, high value events for their members over events aimed at broader awareness. Events depth over breadth and focusing on more personal gatherings for between 21 to 40 people can make the difference. By opening events up to both members and non-members you could increase attendance, attract new members and make extra money. Consider organising taster events or enable new members to attend one event either free-of-charge or at a discounted rate. This will encourage future participation. For any association not currently exploiting online events considering taking events online to grow this appears to represent a big potential opportunity. Do analyse the delegates and consider if your events can be optimised to meet their needs/requirements.

Events can be a highly effective recruitment tool, helping associations to grow headcount and become financially stronger. Associations and membership bodies that think holistically when

it comes to their event design – *pleasing existing members while engaging with new ones* – will be the ones that do best. However, events are not the only way. It is crucial to recognize membership engagement and your Key Opinion Leaders in the network of your current members to recruit and reach out to new ones. Develop your ambassadors programme. You can also elaborate strong relation with partners within your community and ask them to support your objective as well in terms of membership growth.

**Member experience: do members expect an enjoyable experience at events apart from new education sessions? How do private member communities and public website interact?**

Members expect an enjoyable experience at events. They will enjoy themselves and the experience of events for various reasons which are connected to their expectations. The use of digitalisation if not gamification can be a good part of the enjoyable experience. GDPR issues can be a barrier when creating such a community, so check if you comply with the requirements. You can also consider people at events that are abroad for instance if you create virtual conferences.

The online and offline communities can interact in different ways. Curating one's online community has started to be applied to the offline world. Services and products now battle for position and comments grow with the makers of each service or product directly discussing and communicating with potential customers. This is the way companies are increasingly marketing and educating their own internal communities. The ones that are offline but significantly easier to reach digitally. They do measure data and customize the experience. They develop an app that allow users to have quick answers. The scope and outreach is much larger than just one region and the outreach is worldwide. Associations are following this business trend but still lacking behind.

**Recruiting, engaging and retaining members: search for new members (core function of associations?), membership modelling & mapping, and members loyalty.**

The association model is based on members that share a same interest. Membership model is therefore to maintain and recruit new members or develop side topics that generate interest amongst a broader community. To track membership engagement, surveys or conference calls are good ways to report and monitor improvements. Sometimes one little thing can be an improvement to the benefit the entire community. There are different ways and models to achieve membership growth: mergers or acquisition, revision of the categories of members, revision of the categories of services or develop an integrated service offer or disintegrate services. There is no 'one size fits all' approach and each organisation should find its way and path which depends of its maturity and stage of development.



#### BOARD MEMBER UPDATES

Elected for another term respectively as president and treasurer:

**Florence Bindelle** and **Pascale Vandebussche** (ECIIA)

Newly elected as Vice President of ESAE: **Giuseppe Marletta** (AIJA)

Newly elected Board members:

**Maria Rosa Gibellini** (EIF)  
**Stylianos Filopoulos** (WIM)  
**Dirk Bochar** (FEANI)  
**Attilio Caligiani** (WIA)





# The First 100 Days – **OPERATING UNDER GDPR**

About 100 days ago, the **General Data Protection Regulation (GDPR)** entered into force, placing new responsibilities on associations when it comes to the management of data. The topic dominated discussions in the first half of the year, causing much debate and considerable concerns. However, little has been heard about it since May 25th. How has life changed for associations under the new Regulation? What are the lessons learned? What challenges still need to be tackled? This article summarises our discussions with 21 European and international associations.

## **SELF-TAUGHT GDPR EXPERTS ON THE RISE**

In September 2017, talking with association professionals about the new data protection regulation still solicited responses like ‘GDP-what?’. Only 12 months later, most associations have become rather adept when it comes to data protection: Of the 21 associations we talked to, 95% believe that they have a good grasp of the subject. A steep learning curve, as only 40% felt that they understood GDPR in January 2018.

How did this change happen? 60% of the associations we talked to struggled through the often complex regulation by themselves - mostly in record time. “Our organisation is a volunteer-run NGO. Our biggest challenge was to implement the GDPR with only a basic understand-

*ing of the rules, little to no technical experience, and without any funds”,* reports a European federation. For the same reasons, outside help wasn’t always an option: “We had contacted lawyers to get adequate counselling, but the fees requested were too high for a small non-profit organisation like ours” reports another international association.

## **IT’S A MARATHON, NOT A SPRINT**

Often, the first hurdle was to convince leadership of the importance of investing in data protection. It was often felt that GDPR was intended to reign in the excessive data collection of large companies, thus having no impact on non-profit membership organisations: “They [the board] thought the GDPR is nonsense in the frame of our activities.” confirms one association contact.



By spring 2018, most associations had understood that GDPR was about to get serious and just could not be ignored. *“We were late to begin with the GDPR matter, it took much time for one person in a very small staff”* commented one association. *“We did for the moment the minimum needed”* confirms one association, while another one clarifies: *“Being a small members-organisation with modest administrative support the capacity to work on GDPR was in the second half of 2018”*. In short, GDPR is an ongoing process, and one that is far from over for most associations.

**THE CONSENT TRAP?**

Another key challenge was question of consent: Was it really necessary to attain the permission of every single member, newsletter subscriber and prospect in order to continue using their contact data? 40% of the associations we talked to did indeed choose *‘consent’* as legal grounds for most of their data processing, thus setting themselves an almost impossible task: *“Obtaining consents is obviously a gigantic challenge when you work with a database of tens of thousands contacts”* declared one association; *“many [contacts] do not bother to reply”* noted another.

The other 60% avoided this challenge by selecting *‘legitimate interest’* as legal grounds for most data processing. This is also the path we chose at Interel. While this approach requires some detailed audits, it does not threaten entire association databases with extinction. Indeed, once you start processing under *‘consent’*, it is hard to contact anyone who has not actively given permission, making it harder and harder to effectively do what associations need to do: communicate. This is *what* we call the GDPR *‘consent trap’*.

**TAKE-AWAYS**

The good news first: despite some claims to the contrary, all associations have survived *‘Day X’* - the deadline for ensuring full GDPR compliance in May 2018. While many felt frustrated

by the lack of clear cut advice, most have found a way to adapt and carry on.

As most association did not have the *‘luxury’* of professional support in GDPR implementation, they had to make do with self-training, short-term patches, delays and - in some cases - a very narrow interpretation of the Regulation. As a result, many associations are still working on implementation, while some got caught in the *‘consent trap’*.

How did we fare at Interel? As an association management company, we had the opportunity to invest in the creation of a *‘GDPR Toolkit for Associations’*, made available to all the associations we are working with. Nevertheless, it feels like GDPR has just begun. The research this article quotes, as well our GDPR White Paper and FAQ Sessions are all part of our ongoing efforts to develop and promote best practice. We invite all interested associations to join this conversation, download our White Paper *‘GDPR for Associations’* and share their thoughts at our executive sessions.



 **FEEL FREE TO CONTACT ME AT**  
[BENITA.LIPPS@INTERELGROUP.COM](mailto:benita.lipps@interelgroup.com)



Interel would like to thank these association participants (*and those who asked to remain anonymous*) for their contributions in the GDPR research:

- ANEC
- CITA
- CER
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- EFHOH
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- BNE
- FEA
- EIRMA AISBL
- EDANA
- R.E.FO.R.MED AISBL





# What Really Makes the Generation of Millennial Association Activists Tick?

## AUTHOR

**Jwana Ribeiro da Silva,**  
Team Member of  
Association Management  
Division, K.I.T. Group GmbH,  
Berlin, Germany.

## IT ALL STARTS WITH VALUES

Faced with a shrinking pool of funds and increased competition, associations have understood the importance of rationalization and have been slowly but surely becoming more and more business-like. The use of managerial tools, techniques and modes of thinking is no longer the exception in the world of associations. Contracting the professional services of an Association Management Company is an attractive and efficient way to acquire high levels of expertise, staffing and resources.

We provide models of governance, administrative frameworks, fundraising ex-

pertise, a flair for communication, highly developed event management skills and an armoury of technologies to support all these efforts. But there is one feature that all our clients share as organizations and that is the fact that they are truly value-driven. It is members' shared interests and aspirations that give the organization its purpose. It is people's willingness to volunteer that make the association's mission, goals and objectives achievable. This may seem obvious, but it helps put the notion of membership in context, we should perhaps not consider membership as an end in itself, but as a means to acquire the capital required to meet its goals.

## VOLUNTEERS & VOLUNTEER OPPORTUNITIES ARE KEY TO SUSTAINABLE IMPACT

While some individuals may join an association simply to access a service or enjoy a specific benefit, for the majority a meaningful membership is more than just a subscription. Studies show that volunteers are amongst the most engaged members and that they play a key role in promoting the association both internally and to the outside world.

Keeping volunteer opportunities attractive and appropriate for new generations of professionals is essential for the organization's mission and value propo-



sition. We must help our association clients nurture the drive that people have to make valuable contributions and to be true stakeholders in the community.

There is a long standing myth that Millennials aren't interested in volunteering. But that is simply not true: volunteering is mission-driven and Millennials are achievement oriented. They are keen on volunteering, but perhaps in slightly different ways. The typical association mould simply no longer suits newer generations' habits and aspirations. Generation Y will represent more than half of the global workforce by 2025 and so our volunteer opportunities will soon be redundant. If the way people are willing to contribute evolves, opportunities to volunteer must evolve too.

**MICRO VOLUNTEERING**

K.I.T. Group GmbH Association Management provides solutions for associations to diversify their membership makeup through offering new forms of volunteering opportunities. Not all member profiles are willing or able to commit to holding office for multiple terms and may not find themselves on Boards or Committees, it is nevertheless essential that all profiles get to contribute and we

encourage clients to create possibilities for people to serve on specific projects for a specific term or to work on a specific project until completion. Here lies the appeal of micro volunteering: allowing members to voluntarily contribute in a more concentrated and focused fashion. Far from being uninterested in volunteering, younger generations see volunteer participation as a win-win and want to know that their contribution is making an impact. By keeping these people engaged we strengthen the output of the association and consolidate its membership.

The possibilities for micro volunteering are countless and can prove highly effective at engaging all sorts of member profile, from students through to those in retirement, from surgeons to technicians, from renowned scientists to social workers – the key is to offer a choice of ways to make meaningful contributions.

Conferences are a fantastic context in which to convert delegates into stakeholders. For example, The International Society for Pediatric and Adolescent Diabetes (ISPAD) recruits members to become roving reporters on social media, the International Liver Transplant Society (ILTS) Vanguard Committee

members serve as mentors to first-time attendees, the International Union of Immunological Societies (IUIS) meanwhile ensures gender, age, geographical and topical inclusion with a rigorous diversity policy in every sector of the programme.

Throughout the year all of our association clients use our online community tools to engage their communities. This way we can maximise contributions to society activities even by those with the least time and means to travel. European Operating Room Nurses Association (EORNA) activists translate guidelines into their languages for use by their compatriots and ISPAD members, from every part of the developed and developing world, advise each other online on the treatment of kids with diabetes.

**IN SHORT**

The importance of the individual's enduring drive to volunteer is equalled only by the importance of associations and AMCs providing meaningful and relevant ways for them to contribute. So yes - it's smart to learn about membership modelling, mapping and to build a strong membership model, but be sure that appropriate and meaningful volunteering options are part of the equation.

This article was provided by the International Association of Professional Congress Organisers, author **Jwana Ribeiro da Silva**, Team Member of Association Management Division, K.I.T. Group GmbH, Berlin, Germany.

**K.I.T. Group**, founded in 1986, has become a leading organiser of national and international conferences and events as well as being the preferred partner for many associations, societies and organisations

**WEBSITE**  
[KIT-GROUP.ORG](http://KIT-GROUP.ORG)

**IAPCO** represents today 130 companies comprised of over 7500 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries

**EMAIL**  
[INFO@IAPCO.ORG](mailto:INFO@IAPCO.ORG)

**WEBSITE**  
[IAPCO.ORG](http://IAPCO.ORG)







# LET THAILAND TRANSFORM YOUR BUSINESS EVENTS INTO a Vibrant Journey of Extraordinary Experiences

Concentration on quality business and leisure activities has helped Thailand's competitiveness rise in global rankings. Through its Thailand CONNECT campaign, Thailand Convention & Exhibition Bureau or TCEB encourages business travellers to create their own 'Bleisure' journeys and discover the captivating destinations and culture throughout the country.

For business travellers seeking new experiences, Thailand is a land of alluring destinations offering outstanding inspirations, each noteworthy for its unique heritage, charming culture, colourful surroundings and spiritual fulfilment. The growth of travel routes coupled with an extensive expansion of air, sea and land transport systems has increased opportunities for enjoyable Bleisure trips. Thailand is truly an ensemble of authentic treasures just waiting to colour your business journey. Just ask TCEB.

Investment in business events - meetings, incentives, conventions and exhibitions or MICE facilities, venue standards and culinary expertise, together with the Thai government's move towards greater digital efficiency and a Thailand 4.0 economy, will make Thailand more attractive as a MICE destination delivering a first-class experience for event participants. For business travellers seeking to expand into the region, Thailand is ideally located at the crossroads of Asia, with easy access to the region's dynamic markets, including its own booming domestic market of 65 million people. Thailand is ranked 3rd among ASEAN countries for ease of doing business.

What makes Thailand so appealing? Business travellers get to work with highly skilled, passionate professionals with comprehensive communication skills. These warm and engaging Thais drive events to new challenges and possibilities. Outstanding collaborative efforts between the public and private sectors make it so much easier for international travellers to attend business events in Thailand, and help make the Kingdom a leading MICE destination in Asia.

Unique Bleisure destinations and cultural flair give Thailand an extra "WOW"



# 20 Brand Your Organisation Through Top-Level Member Service



## ABOUT THE AUTHOR

**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](mailto:MARK@BAILEADERSHIP.COM)



or via his website at  
[BAILEADERSHIP.COM](http://BAILEADERSHIP.COM)

Since the retention of members is one of the most important and ongoing challenges for any nonprofit, there should be no limit on the effort these organisations make to keep their membership base satisfied. Too often, however, organisations seem to think that because of their nonprofit status they can't "compete" for these supporters the same way that a private, for-profit company can.

Not so.

The only limits on what nonprofits can do to keep their members/supporters satisfied are the limits of their budget - and their imagination!

Maybe what membership organisations need to do is spend less time complaining about the advantages of these for-profit competitors and more time learning from them. If these companies are so good at customer service and keeping customers, maybe membership organisations should learn from their success. Instead of fighting the competition, maybe membership organisations should be emulating the competition. Not-for-profit is a designation given to membership organisations by some government agency, it doesn't have to be a business philosophy.

Remember - even nonprofits can - and should - be run in a business-like manner. They are just different kinds of businesses. The need to give top-quality member/customer/supporter service is the same for all organisations.

STEP #

## 1 CREATE A POSITIVE MEMBER SERVICE ENVIRONMENT

Successful companies and organisations of all types believe that good customer service has to be part of a culture, not just a slogan. These organisations understand that every employee plays a part in good customer service, regardless of his or her position in the company.

Nonprofits also need to institutionalise a customer/member service culture. The first step is to develop some member service policies and standards. This can't be just a reminder to the staff to answer the phone quickly and be polite. Real commitment means identifying as many ways as possible to actually measure good customer service, and then setting standards of good performance.

STEP #

## 2 DEVELOP TOP-DOWN INVOLVEMENT

If the top leaders in the organisation (Board members, officers, top-level staff) aren't committed to better member service through a systematic approach, then the other staff and members are unlikely to be as concerned about it as they should be. The organisation's Board of Directors and top staff need to adopt a formal, specific, written set of customer service policies and guidelines. These policies should be reviewed frequently and used as part of the evaluation of the organisation's retention efforts.

STEP #

## 3 EMPOWER MEMBER/CUSTOMER SERVICE PERSONNEL

One of the global telecommunications giants has a very interesting philosophy regarding who is responsible for solving their customers' problems. According to their Chairman, "No matter who you are, when you come in contact with a customer who has a problem, you own



that problem until you help the customer get it solved.”

Nonprofits need to take note of this concept. If there was ever a great slogan for member service and member retention, it is “You own the problem until it is solved.” That doesn’t mean that the leader or staffer who is the first contact with the member and his/her problem has to be the person with the answer to the problem. It’s very possible that the member’s problem is better handled by another staff person or volunteer leader. It DOES mean that the person who first interacted with the member is responsible not just for transferring the problem to someone else, but also for making sure that the problem is solved.

This means that the days of “It’s not my job” are over. It means that staffers can no longer consider themselves or their departments separate entities, dedicated to only one area such as legislation or education. It means that all leaders, volunteer and staff, have to be willing to accept “reminders” and inquiries from others who have asked them to help solve a member problem.

## STEP # 4 REALLY UNDERSTAND YOUR MEMBER/ CUSTOMER NEEDS AND WANTS

The Marriott Corporation, the worldwide hotel chain, works hard to instill the notion of top quality customer service in all of its employees (not just the service people). One of the techniques they employ is something that, for lack of a better term, is known as “empathy training.” Every management-level employee is asked to go out into Marriott’s various business enterprises (hotels, food service, etc.) and perform the work required of the people who are employed in the areas for which the manager is responsible. This means that every manager is going to experience (at least for a short while) the challenges, frustrations, and rewards of working for Marriott in these various jobs.

Nonprofit membership organisations

can use the same technique to give staffers at least a small idea of what members face every day in their jobs and in their professions. One association asked its staffers to spend a day with one of the organisation’s members. Association staff members actually went out and spent an entire day with a member, from the opening of the business in the morning to the last after-hours meeting in the evening. The idea was to let the staffers really get some insight into the problems members faced. The goal was simple - when the staffer picked up the phone and listened to the requests of members calling their Headquarters office, the staff could actually “picture” the situation the member was describing.

## STEP # 5 DETERMINE THE ELEMENTS OF YOUR ORGANISATION’S MEMBER SERVICE PROGRAM

By looking at these successful companies, membership organisations can pick up many ideas for enhanced member/customer service, and retention. Here are some additional tips on giving the best member service.

### A | ASK THE RIGHT QUESTIONS

Sometimes members aren’t really sure what they want from an organisation. Even when asked something as simple as “How may we help you?” there can be a miscommunication. Members actually don’t know how the organisation can help them unless they know everything that the organisation does. What they do know, in all cases, is what problem they need solved. Try to guide them into explaining what their problem is, and get them in touch with the correct person or department.

### B | LEARN TO BE A LITTLE BILINGUAL

Sometimes people who work for membership organisations can fall into the trap of using names and initials and references that are well-known to staff and organisational leaders but not nec-

essarily to members at large. Be careful to speak the “language” of members/customers.

### C | SET QUALITY CONTROL STANDARDS ON EVERYTHING THE ORGANISATION DOES

Membership organisations need to emulate successful companies by establishing standards of performance on all aspects of customer service. Tracking the organisation’s performance in such things as turnaround time on orders, meeting deadlines on publications, returning phone calls in a specified time frame, etc., isn’t supposed to put undue pressure on overworked staff members. It is supposed to remind everyone of the organisation’s commitment to meeting member/customer needs.

### D | DON’T PANIC IF SOMETHING GOES WRONG

Improving an organisation’s member/customer service is an important goal, but the effort must focus on continuous improvement, not on perfection. No organisation is ever going to be perfect in member/customer service. If something goes wrong (and it will), the ability to retain that member or customer is dependent upon how your organisation handles the situation. Customer service surveys over the years indicate that a vast majority of members/customers who have a problem with an organisation’s products or services will do business with that organisation again, as long as the problem is solved to the member/customer’s satisfaction. Apologise for mistakes, ask the member/customer what it will take to make the situation right, and then (within reason) do what they ask.

Nonprofits face competition from many sources for their members’ time and support. Providing over-the-top member service may be the nonprofit’s biggest competitive advantage.



# When Women Come Together, Great Things Happen



When I joined Professional Women International Brussels (PWI Brussels) a few years ago, little did I know just how much it would influence my life. Just another opportunity to network and attend some events, I thought.

Two and a half years later, I am a member of PWI Brussels' Board as Vice-President responsible for Partnerships. I have organised and lead our Events Team. I have helped put together a number of great events and initiatives, and I have grown... ohh so much!

I consider myself to be a strong, independent woman. I go through life proudly, take up new challenges and openly face what comes my way. Why would volunteering for a women's organisation bring me any benefit?

*Firstly, when women come together, great things happen.*

I believe that we, as a society, can achieve more and flourish when we work together, women and men alike.



## ABOUT THE AUTHOR

Anna Koj is a Managing Partner of Akronos Consulting - a boutique consultancy in Brussels, VP Partnerships at Professional Women International Brussels (PWI Brussels), and recruitment and leadership Consultant at EARS - European Affairs Recruitment Specialists.

She helps individual clients to thrive by aligning their personal and professional vision and organisations to identify the best talent. She specialises in strategic communications, institutional relations and organisational leadership.



FOR MORE INFO  
[PWI.BE](http://PWI.BE)

Equality, the right and opportunity to equally contribute to the common project, is something I have been taught early on by my parents, something I have brought along with me to adulthood.

I realise, however, that still many women grow and live convinced that their work and actions are somehow less valuable, that they don't have the right to take ownership of their own personal and professional life. PWI Brussels has shown me the unique power of women coming together. We shine when working collectively, building on our individual strengths to achieve a common goal. This has been such an incredible empowerment tool for so many women I have met along the way.

*Secondly, volunteering lets you grow your professional skills almost seemingly, and it's so much fun.*

Volunteering is a great way of learning by doing, while also having the time to look inside yourself, reflect on what suits you, what doesn't and finding your

own, unique leadership style. It's not about attending a yet another one-day training course, getting a certificate and pretending you have overnight become an expert. Instead, since it all happens so naturally, these new skills grow on you and you own them without feeling fake and having to fake it, till you make it.

*Finally, having safe space really is a thing.*

Before and even after joining PWI Brussels, I honestly thought that the whole concept of "safe space" was a just another empty, overused term. I couldn't have been more wrong. Volunteering for an association that has enough professional structure allows you to push yourself and try new ways of leading a project or a team. It gives you a chance to find out your professional persona, realise where you may be lacking skills and allows space and opportunities to develop them. All this without the constant fear of being judged and possibly fired.



# Membership Engagement

## Is My Leadership Facilitating Change?



**ABOUT THE AUTHOR**

**Jeffer London** is an engagement-maker at the Center for Creative Leadership. See his blog about stimulating conversation at [LONDONJ@CCL.ORG](mailto:LONDONJ@CCL.ORG) and services at [CCL.ORG](http://CCL.ORG)



Leaders need to create direction, alignment and commitment – but how to do it?

As the generations of people we lead evolve, we need to change as well. It is no longer enough to be a visionary, roll out strategies or rely only on our key players – we need to get a wider net of people involved in our organization’s activities to engender shared ownership and meaning-making.

This manner of *facilitative leadership* is rising, especially in associations and organizations that depend on volunteers. Facilitative Leaders use an inclusive style to tap the potential of people. They co-create and collaborate in order to get things done. The projects of facilitative leaders are done in an iterative manner that allows all individuals to contribute, evaluate and improve aspects of shared initiatives.

Think about your last leadership activity – something like your annual strategic plan – how engaged are your members in it? Do you think you could have been more facilitative? Think about these questions in relation to your recent behavior:

### 1 Do we have collaborative member relationships?

- How much consensus is there on tasks, deliverables, roles and responsibilities?
- In what ways did I demonstrate collaborative values, partnership, inclusion and co-facilitation?

- Have I involved people in key projects? Were members’ views validated before, during and after projects?

### 2 Do we plan appropriate group processes?

- Do members feel we foster open participation with respect for their culture, norms and diversity? Have we embraced members varied cultural and thinking styles?
- Do contributors produce quality results or outcomes that meets member’s needs?
- Have I blocked adequate time for group forums and allowed myself to participate fully?

### 3 How much of a participatory environment have I created?

- Am I demonstrating effective participatory and interpersonal communication skills?
- Do I truly listen to members and create a space for mutual listening? Do members and staff feel trust? Are they honored, recognized and included?
- What have I done to create a safe space where feedback is natural? And group conflict are recognized, resolved and learnt from?

### 4 Am I guiding the group towards appropriate and useful outcomes?

- How clear is the context in group interventions? Is there consensus on the desired outcomes?
- What system do we have in place

to allow for small and large group work? Group reflection and dialogue?

- To what degree has group work achieved the necessary results? Is there a raised awareness of systemic issues and how to tackle them together?

### 5 Are we building and maintaining facilitative skills across the organisation?

- Have we engrained skills in group brainstorming, problem-solving, decision-making across our group?
- How have I supported a few key people to master the skills of leading group processes?
- In what ways have I evoked group creativity? Have I supported the development of other’s ideas?

### 6 Am I a role model for positive and professional collaboration?

- Do we allow space to practice self-assessment and self-awareness?
- Do people feel they can take risks, experiment, fail and learn?
- Can you, or your facilitators, act with neutrality, integrity and a non-judgmental stance?

Yes, facilitative leadership takes more time, but sometimes we need to slow down to move faster. When it comes to motivating members, remember, it is not something you do that to people, it is something you do with people.



# Recruit, Engage, Retain: ECM Membership Modelling

How European Cities Marketing (*the network for Tourist Boards, Convention Bureaux and Destination Marketing Organisations in Europe*) attract new members and keep the current ones?



What are the benefits for destinations to become an ECM member and how do members interact among each other?

HQ interviewed **Pier Paolo Mariotti**, ECM Vice-President for the Meetings Industry, for some valuable hints.





## HQ: What is European Cities Marketing and who are its members?

PPM: ECM provides an exchange platform for Meetings Industry, Leisure and City Marketing professionals. Thanks to ECM, these member organisations [ed. *DMOs City Tourist Organisations and Conventions Bureaux*] share knowledge, best practices and widen their network and have more cards in hand to enhance the attractiveness of their destination. And whether they are representing capital, leading cities or smaller European cities, there are plenty of benefits for them! While keeping its focus on cities, ECM also proposes National and Regional entities to tackle this perspective by establishing permanent contact and working together with cities, one of the basis to enhance national business.

## What are the main advantages of European Cities Marketing?

Well... ECM is the only membership association dedicated to strengthening city marketing in Europe. The organisation allows its members to exchange information, experience and best practices continuously through different platforms: the ECM Knowledge Groups, the ECM conferences twice a year, the ECM Expert Meetings and of course through the ECM Intranet where they can contact each other at any time!

Members can also improve their competitiveness through all the reports provided by the association each year. The ECM Knowledge Group Research & Statistics conducts all kinds of ad hoc studies to meet the needs of ECM members. As some questions come up regularly, the group also publishes annual reports on, the evolution of hotel bednights in European cities (*ECM Benchmarking Report*), trends in the conference and business meetings market (*ECM Meetings Statistics Report*), funding of our members (*ECM Finance Survey*). Quarterly, the group also publishes a report focusing on short-term tourism (*ECM City Tourism Monitor*) and reports provided by ECM partners on the Hotel Industry in Europe

(*ECM-MKG European Destinations Observatory*) as well as the Travel Behaviour (*ECM-ForwardKeys Air Travellers' Traffic Barometer*).

The promotional activity and business workshops that we offer are also a way for our members to strengthen their destination.

Of course, I can't miss the part where I am the most involved in the organisation: Education. I have been the course director of the ECM Summer School for 7 years [ed. *since 2011*]. Since 1987, the ECM Summer School is a programme that sets out the background and context of the industry (*key players, exhibitions, press, social media, sustainability, clients, intermediaries, RFP and decision-making processes*) with a focus on European and international best practices. More than 1800 have graduated the Summer School and it shows the importance of education to face continuing changes in the Industry.

ECM also offers a platform where ECM members can exchange best practices and have open discussions twice a year on all the topics of interest to those working in European Convention Bureaux [ed. *next ECM Meeting will be held in Edinburgh, February 13-16, 2019*].

## Can you tell us more about the ECM Knowledge Groups?

An essential part of the ECM activity - and one of the main success factors of the association - are its Knowledge Groups. These experts' teams focus on specific themes of meetings industry, urban tourism development and city marketing. They discuss existing issues for cities, share industry best practices, prepare reports, conduct surveys and, in some cases, undertake joint marketing activities. The different groups are "City Cards", "City Marketing", "Digital Destinations", "Meetings Industry", "Research & Statistics" and "Tourist Information Centres".

The Meetings Industry Knowledge Group is responsible for the planning and delivery of important convention marketing

projects. The group exchanges and identifies key issues in the Meetings Industry. This is also the place where European convention bureaux can meet among their peers.

## Is it difficult for ECM to keep its members year after year?

Of course, all that things that ECM offers to its members wouldn't be that developed and adapted without the active participation of the members themselves. Retention is a crucial part of our programme and getting members active and involved is a good way to achieve it. They are involved during our meetings of course but also throughout the year in between events through their participation to chats, to surveys... To do so, we are often in contact with them to warn them about the new reports, the next survey, events etc... Of course, less is more, so we are trying to reduce the frequency of our communication and make it more impactful. We need to keep in mind that our members work with us on a voluntary basis and we don't want to overflow them with our emails!

ECM's motto is MEET. SHARE. GROW.: a natural trend where all elements are linked to each other. Whether we talk about Meetings Industry, City Marketing or Leisure, our members can easily get the benefit of their own investment: they MEET their colleagues from all over Europe, together they SHARE their experiences and learn from each other which allows them to GROW, to improve their daily work and the role of their organisation. This is what makes ECM flourishing and unique!





FIND OUT MORE  
[PRAGUECC.CZ](http://PRAGUECC.CZ)



▲ Prague Congress Centre's Forum Hall

# Prague Congress Centre

## Your Path to a Greener Event

### How Did The PCC Become Green?

The Prague Congress Centre has recently undergone a vast reconstruction of its technical areas. Since then its savings on energy consumption have been considerable and the building from 1981 has been run according to the principles of sustainable development.

The reconstruction focused on our boiler room, cooling system, air-conditioning system, engine room, measurement and regulation systems as well as lighting system. The whole energy saving project which cost 126 million CZK and which guarantees that PCC will save in total 213 million CZK in ten years.

The reconstruction was conducted by ENESA in the form of energy services with a guaranteed result, the so called Energy Performance Contracting, when the PCC was fully operational. ENESA has proposed a set of energy-saving measures and introduced energy management to ensure a comfortable living environment in all halls, offices and corridors with the lowest energy consumption and a maximum utilization of waste energy. What we managed to save (9 740 945 kWh) equals the average annual consumption of 5013 households.

Technicians in a technical centre monitor all the processes on huge monitors and check smooth and correct func-

tionality. The intelligent control system responds to all changes and regulates the performance of engines, cooling machines and heat sources exactly according to the weather, the geographical orientation of individual spaces, the occupancy of rooms and halls and the concentration of CO<sub>2</sub> in the air. The system simply measures and evaluates everything and, depending on the number of people in the room, exchanges more or less air. Depending on the outside temperature it switches on or off the heating or cooling and, of course, can prepare the space according to the schedule so that the optimal temperature is reached at the exact beginning of the event. In individual rooms, used air (*so-called waste air*) is converted to 100% fresh and clean air using heat exchangers as soon as it reaches the CO<sub>2</sub> concentration limit. The waste air passes part of its heat on the fresh air in the heat exchanger and preheats it. The waste heat recovery system reduces heat and cold consumption considerably. Thanks to our new systems and ef-



forts annually we save 726 tons of CO<sub>2</sub> which when loaded into 6 149 wagons would create a train starting in London and ending in Oxford.

The electricity that the PCC partly produces for its needs is also being saved in the lighting of the premises. All existing lights in the basement were replaced by LEDs with controlled dimming that respond to the movement of the operating staff. In practice, underground garages or corridors are illuminated only dimly, and the intensity of light increases when sensors detect a movement of a person or car.

**Do you know how to pursue sustainability in F&B?**

The Prague Congress Centre is not only into reducing but also into recycling. All waste is separated and even the visitors can contribute and use recycling waste bins, which is by most of them very welcomed. With our main catering partner Zátíší Catering Group we seek for new zero waste solutions because food and dinnerware constitute the most significant source of waste and environmental impact at most events. Carefully planning to avoid excess of food we also limit the use of dinnerware making sure to provide only reusable or compostable one, aiming to spare for example the annual consumption of 300,000 straws and 1,200,000 napkins. It is simple but efficient to substitute plastic with pas-

ta-made straws that will last for 4 hours before getting soaked up and giving any taste to your drink.

Sharing a meal is an important part of team-building and so by offering pre-consumer food waste in our community fridge we also feed our employees with food for thoughts. Together we not only go sustainable, but we also won't let the work of our colleagues, the chefs, go down the drain.

We aspire for sustainability in the event industry and we are a proud host of the TOP 2018 Responsible Company award which is together with the organiser and the catering service planned to push the wasteless concept to its limits giving the attendants their own catering kit as an invitation. Limiting logistics thanks to having a catering partner on-site and choosing local sources will also result in reducing carbon footprint; and on the top of that it goes without saying that leaders of responsible companies will travel for a sustainable event at the Prague Congress Centre by underground as we are located very close to a metro station.

The modernization of the Prague Congress centre was, is and will be an important step towards the future in accordance with the principles of sustainability. We are not indifferent to what we leave behind. Fell the change.



▲ Help yourself at PCC's community fridge!

*What Makes the PCC an Extraordinary Place?*

- 20 halls and 50 meeting rooms and with foyers for up to 10,000 persons
- variable spaces for small gatherings and/ or large congresses
- unique location in the center of Prague with an exhibition area of 13,000 m<sup>2</sup>
  - a breathtaking city view
  - accommodation in the immediate vicinity – more than 800 rooms,
- five minutes to the Holiday Inn Prague Congress Centre
  - excellent transport accessibility, next to the metro station Vyšehrad



▲ The spacious Congress Hall Foyer

# Expertise and contacts are a fundamental prerequisite...

...for the success of the Congress Ambassador, says the long-time ambassador and Rector of the Charles University in Prague, prof. MUDr. Tomáš Zima, DrSc., MBA, in an interview on the meetings industry.



**HQ: What was your first congress, you helped to organize and what are your memories of it?**

Prof. Z: The first one was the 14th International Congress of Biochemistry IBU in 1988, one of the biggest congresses in Prague. The congress was organized by the Czech society for biochemistry, and I attended this event as a student back then. It was one of my first experiences and I was impressed and learnt a lot about new findings. I met many personalities from the field of biochemistry and molecular biology industry, and I have a close co-operation with many of them to this date.

**You have been acting as a Congress Ambassador for a long time. What do you enjoy on planning and organizing of congresses and conferences?**

I lecture and participate in many local as well as international events. In the past, I initiated many congresses and conferences, that were held in Prague successfully. I consider the European Society for Biomedical Research of Alcoholism ESBRA Congress in 2003 to have been one of the most important for me together with the 35th Congress of the International Society for Oncodevelopmental Biology and Medicine (ISOBM) in 2007. I chaired both and prepared them both in cooperation with my colleagues. I consider these scientific meetings to be very beneficial not only for the exchange of knowledge and sharing the experience, but at the same time for meeting new people and establishing new friendly relations and cooperation.

It is great that the young scientists can meet the personalities of the industry on specific dates at one place.

**Is there any congress you would like to bring to Prague?**

I don't have any dream congresses, all of them are important and beneficial from my perspective. However, I would be delighted if we could bring the World Congress of International Federation of Clinical Chemistry (IFCC), that will be held in 2020 in Seoul, to Prague. Recently, I worked on the preparation of FEBS Congress, that was held in Prague in July 2018.

**Could you, please, share more information on the FEBS Congress with us?**

The first scientific meeting of the Federation was held in London in March 1964 with the participation of international representations and more than a thousand participants. Since then, the Congress has been held every year. The Federation has currently more than 35,000 members in more than 35 national unions across Europe. FEBS Congress offers young scientists the opportunity to meet their colleagues from the industry, present their scientific findings, sometimes their first ones ever, learn new information, and meet personalities of the industry including Nobel Prize winners. For example, this year, FEBS granted 300 scholarships for young scientists to attend the event.

The first Prague Congress was held in 1968, and I am excited that this year the Congress was held in Prague for the

third time. I was honoured to cooperate on preparations of the 34th FEBS Congress, that was organized in Prague in 2009. Biochemistry, molecular biology and medical genetics are fields that have a long tradition in the Czech Republic, and our research results are competitive on a global scale. The preparations of this year's Congress have taken three years, and I believe the effort made to hold it successfully will be worthwhile.

**If you could give some advice to young scientists considering bringing a congress to Prague, what would it be like?**

Young scientists have nowadays a unique chance to launch their career not only by carrying out their day-to-day scientific work but also at various scientific conferences, meetings, seminars and foreign fellowships. They can meet important personalities and representatives of the individual disciplines. Likewise, they can invite their foreign colleagues to us, to our scientific workplaces, where many of them currently have a top-level background.

And my advice for young colleagues? Definitely to gain solid expertise and contacts at the leading workplaces in the field first. It is the basic assumption. Prague and the Czech Republic is very attractive destination thanks to its hospitality, beauties, safety and professional background of PCOs and DMCS.



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# Hangzhou: Advantage Industry and Internet DNA Will Open a New Era of MICE Industry



The “rising star cities” in MICE industry are now striving to innovate in order to win the favour of more conference purchasers, organisations and enterprises.

China has taken lead in billion-dollar MICE boom in 2017, it is time to admit that the China’s MICE market is a goldmine. In recent years, Hangzhou has come out of a unique development path to conference marketing in the fierce competition with many senior destination cities such as Beijing, Shanghai and Hong Kong. Now Hangzhou is attracting the attentions from the organisers of the global conference by relying on its open environment where great innovations were conceived and the label of the “unicorn enterprise gathering center” and the “internet conferences hub”.

According to the latest statistics from CB Insights, 214 Unicorns have been born in the world up to now, of which 55 are in China and 26 are in Hangzhou. There is also a large group of Pre-unicorn companies valued at more than \$100 million, running on the first line of entrepreneurship. These enterprises are from information industry, cultural and creative, financial services, health industry, high-end equipment industry and so on.

Hangzhou has been promoting its MICE industry on a large scale of three con-

secutive years. As a new first-tier cities in China, almost all the international brand hotels have entered into Hangzhou. Hangzhou now has 23 five-star hotels, 8 convention and exhibition centers and successfully held the 2016 G20 Summit. By holding continuous large-scale international activities, Hangzhou is no longer a small city in the south of the Yangtze River, but a city marked as a MICE destination worldwide.

In this process, it is noteworthy that Hangzhou has entered a new development stage from single brand marketing strategy, or the shaping image of the MICE destination, to excavating the city’s own advantages, which can be driven by the advantages of industries.

What kind of enterprise a city has is what kind of future it has. For the development of Hangzhou, a company that cannot be ignored is Alibaba, the representative of high-tech enterprises in China. Due to the existence and promotion of Ali economic ecosystems (*Alibaba, Ant Financial Service Group, Cainiao Network Technology, etc.*), Hangzhou is in the leading position in China in many aspects, such as informatisation of urban industry and life, digitisation and mobility.

As one of the Chinese cities with the most dynamic economic development,

historic Hangzhou has become a major innovation hub in recent years. The city seems to have natural DNA of Internet, much like Silicon Valley back then, but with many differences in other ways. The traditional yet trailblazing city is attracting the Business travellers around the world.

A casual search on any online conference service platform in China, the first choice to hold conference on the IT Internet industry will be Hangzhou. China CTO Congress 2017, China Mobile Internet Conference, the “Internet +” Digital Economic Summit, the China Industrial Internet Conference and other large-scale conference activities have settled in Hangzhou. The Computing Conference (*Yunqi Conference*) formerly known as the Aliyun Developers Conference, has been expanding since 2009. Nearly 60,000 people from 67 countries attended the conference on 2017, reflecting the flourishing development of Hangzhou Internet industry and MICE industry. Hangzhou has become the most representative and symbolic conference destination city in the for IT& Internet.

Just like the initial development of Alibaba, Jack Ma mainly focused on services for small and medium-sized enterprises. Nowadays Hangzhou is paying close attention to the enterprises in the start-up stage, especially the Unicorns and Pre-unicorns, meeting their practical demand. After all, it is a city of innovation, with 12.23% entrepreneurial rate, ranking China’s first place in four consecutive years. The Hangzhou government has been discussing on a special incentive policy on unicorns to consolidate their industrial advantages and create a brand-new image of the MICE city destination.



# What's It Like to be an Executive Master Student in International Association Management?

## EXPERIENCE REPORT 1

**Jacqueline Phillips**, Head of Finance,  
European Association for International  
Education (EAIE)



**HQ:** After attending the 7 modules of the Executive Master in International Association Management, what would you consider the most useful for your association? What was the most important lesson according to your personal experience?

JP: It's difficult to choose just one as there were so many insights and take-aways from each module, but the marketing modules presented by JP Aerts are probably the most useful for my association at this time. The most important lesson is the necessity to keep evolving and innovating, not just thinking outside the box but creating whole new boxes. This applies personally as well as strategically, and was a key message delivered throughout the course, but in particular by Susan West, JP Aerts and the inspiring Luc de Brabandere. JP Aerts pressed the importance of asso-

ciation's not just continuing to do what they have always done but to 'jump the curve' in order to remain relevant in a changing world.

**How will your association benefit from what you learned over the past year?**

My association is poised and eager to attempt to jump the curve and now we have a set of ideas, principles and tools to help make that happen. I feel inspired and equipped to actively participate in this process.

**Anything you would like to share about the lecturers? Any anecdotes?**

My fondest memories are of the project and event management module presented by Frederic Hoffman. He had very interesting case studies, games and simulations which included having

us all outdoors throwing balls, project managing the building of the Empire State Building and online project management simulations. The class started capturing lecturer quotes of the day and Frederic's "a fool with a tool is still a fool" is one I will chuckle over for a long time.

**What would you say to a fellow association executive considering subscribing for the 2019 intake? Were your objectives met?**

I would highly recommend the course. It provides a well-rounded set of skills and knowledge to lead an association as well as an expert network of classmates, lecturers and guest lecturers. I feel extremely lucky to have been part of the class of 2018 as it was a fantastic group of association leaders and experts, many of whom I now consider friends.





# What's It Like to be an Executive Master Student in International Association Management?

## EXPERIENCE REPORT 2

Alfonso Lara Montero, Chief Executive,  
European Social Network

**HQ: After attending the 7 modules of the Executive Master in International Association Management, what would you consider the most useful for your association? What was the most important lesson according to your personal experience?**

ALM: Having attended this executive master has helped me realise the theory behind the decisions that I need to make as Chief Executive of an international organisation. The master has also provided me with the tools to reflect on the options I have when I need to make certain decisions. I have learnt to understand better the way we all behave in times of change when it comes to leadership and management.

Having met colleagues in similar circumstances with whom I can exchange on the issues we face and the way we may solve or address them is a very valuable way to help us as managers and leaders grow and improve while learning as to how we may approach processes from different perspectives.

**How will your association benefit from what you learned over the past year?**

The learning I have acquired over the past year will help me assess different options when making decisions related to leadership and management, branding, governance, finance and accountability matters or activities organisation. The theories assessed, the case studies, the ideas that came out of the group work are extremely valuable when it comes to making decisions in my own organisation.

**Anything you would like to share about the lecturers? Any anecdotes?**

There have been many anecdotes, so I would not like to get personal. Having said that our team created its own whatsapp group to help us share some of the best moments and quotes of the day or module, which I would certainly recommend as a great networking exercise, too.

I recall the module on VAT. This drives us all mad and I still think that we are probably uncertain as to what is or may not be subject to VAT. We also had great roleplays and discovered that some of us had hidden talents as actors and actresses.

**What would you say to a fellow association executive considering subscribing for the 2019 intake? Were your objectives met?**

I would say that for all of those wishing to learn more about the theory behind some of the decisions they need to make as leaders and managers of small international associations, the executive master in international association management is a great course to give a fantastic insight into the crucial areas where they would need to make pretty tough decisions sometimes. Therefore, if they want to have some support and meet likeminded peers, I think that they are at the right place.



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**PROGRAMME MANAGER**  
ASJA KAMENICA



[ASJA.KAMENICA@SOLVAY.EDU](mailto:ASJA.KAMENICA@SOLVAY.EDU)



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An aerial photograph of a vibrant coral reef in turquoise water. Two seaplanes are visible on the water's surface in the upper left quadrant. The reef extends from the bottom right towards the center, showing various shades of brown and green coral formations.

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# Planning Major Events: A Deep Dive Into Planning Sibos with Malu Barrios, Director of Event Services



[ICCSYDNEY.COM.AU](http://ICCSYDNEY.COM.AU)



There are less than two months until International Convention Centre Sydney (ICC Sydney) hosts Sibos 2018, the world's premier financial services event.

Returning to Sydney after 12 years, the event will celebrate its 40<sup>th</sup> birthday and take place at a pivotal point in the growth of Sydney's financial services sector.

It takes a village to deliver an extraordinary event like Sibos and it all starts with understanding a client's objectives and vision. Ultimately their success is our success, so this is fundamental.

For me, defining this success commenced in 2015 when I was given the privilege to attend and observe all facets of the event in Singapore. This set the benchmark for what we wanted to

achieve in Australia before the doors to ICC Sydney had even officially opened.

To put planning in motion, ICC Sydney attended briefings with partners across the globe, prior to establishing a dedicated project team, with representatives from each operational department of the venue, in November last year.

Working in partnership with financial industry cooperative and event organiser, SWIFT, the team has now designed a world class event concept – the result of extensive collaboration, discussions and daily correspondence.

Sibos is set to be one of the biggest events the venue has held to date and will exclusively take over all levels of our Convention Centre and Exhibition Cen-

tre with a complex multi-day conference program and exhibition.

Over 160 exhibitors and 40 FinTech companies will set up their custom-built stands, with interactive zones spread throughout the venue to engage the 7,000 business leaders we are expecting to welcome. Additionally, all 70 meeting rooms will be used for plenary sessions, exhibitor meeting rooms and office spaces.

For the first time, ICC Sydney's 5,000sqm Open-Air Deck will be transformed into a connected garden to provide delegates with a chill out zone where they can grab a coffee, relax, enjoy a fresh juice or rejuvenate with tai chi each morning.

To maximise the venue's beautiful natu-





▲ ICC Sydney Event Services Team

ral light and waterfront views, we will also introduce a number of pop-ups and multi-purpose break out locations in foyer spaces for delegates to enjoy between events.

This will be complemented with custom-made signage and intuitive wayfinding so visitors can easily navigate the integrated precinct – *an important aspect of delivering a seamless event experience.*

Always a highlight, we are currently busy planning the cocktail event which will mark the last night of Sibos, complete with an amazing set-up in our Grand Ballroom and fireworks display over Darling Harbour.

Our culinary team is also designing customised menus to showcase the best



of Australia's outstanding produce while fuelling delegates' bodies and minds, in keeping with our Feeding Your Performance philosophy.

Following a tasting session of almost 300 dishes last month, the menu is almost set and will be rotated daily to feature a raft of fresh, seasonal flavours such as yoghurt braised Southern NSW lamb served with feta and confit tomato fondue; crispy barramundi fillet with mussels, sea vegetables, leeks and saffron and seasonal heirloom beets with compressed cucumber, radicchio, black garlic and more. Guests can taste the very best of New South Wales produce at exhibition stands and in the purpose-built Sibos Restaurant, housed within ICC Sydney's exhibition halls.

In the background, ICC Sydney and the SWIFT technology teams are also planning to utilise the venue's robust technical backbone to provide high-quality information security and ensure superior internet connectivity while supporting close to 8,000 concurrent device connections during the event.

To minimise waste, exhibitors will have the opportunity to donate items at the completion of Sibos 2018, with ICC Sydney and community partners facilitating their relocation. On site recycling and off-site composting of food waste will also underpin the event's environmental credentials, with excess food redistributed to those in need in partnership with OzHarvest.

Hosting an event like Sibos requires a significant security overlay and we have been readily preparing contingency plans and attending briefings with the various agencies.

Delivering a large-scale event is immensely rewarding, however it doesn't come without challenges.

From working across time zones, coordinating with an extensive network of stakeholders, ensuring compliance requirements are met to anticipating every possible scenario, this event has only been made possible by the tremendous effort of ICC Sydney's dedicated team who are the best in the business.

Our approach to event services at ICC Sydney is anchored in clear communication, collaboration, innovative thinking and meticulous planning – no less than 1,200 team members are working together across event services, culinary, audio visual and technology, security, and the communications and marketing team, in partnership with SWIFT and its vast network of stakeholders.

With preparations now well underway, Sibos is on track to be a great success for ICC Sydney, Australia's Sydney's financial services sector and the broader city. We look forward to seeing the many months of planning come to life to underscore Australia's reputation as a leading destination for business events on the global stage. It's going to be extraordinary.



# IMEX America 2018

## Expanded, Exciting & Experiential

Experiential innovations, learnings, industry trends and new exhibitors are among the hundreds of reasons to attend IMEX America.



OCTOBER 16-18 LAS VEGAS  
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### MEMORABLE MASTERCLASS

A new partnership with C2 International, the ground-breaking leader in business conferences, will bring a huge dose of creativity and excitement to the show. Following an enthusiastic response to their Learning Labs at IMEX in Frankfurt, C2 will be presenting a suite of different Learning Labs at IMEX America, as well as a Thursday morning, open-to-all, Masterclass on the show floor.

### MORE EXHIBITORS AND OPPORTUNITIES TO DO GLOBAL BUSINESS

Driving business success remains at the heart of IMEX and with over 3,300 destinations, venues and suppliers from 130-plus countries under one roof, this year's show is no exception. IMEX America has moved into a larger hall to accommodate new and expanded exhibitors, such as Meet New York, Malta Tourism Authority, Nobu Hotels and Visit Dallas Pacifica Hotels – all at the show for the first time.

Many exhibitors are increasing the size of their booths including Detroit Metro Convention & Visitors Bureau, DMI Hotels, Croatian National Tourist Board, Mexico, Royal Caribbean International and Bermuda Tourism Authority who have all doubled their presence.

### POWERFUL & PERSONALISED EDUCATION FOR ALL

In line with tradition, the show kicks off on October 15, Smart Monday - a full day of complimentary, cutting-edge professional development which is powered by MPI.

Additionally, an Association Leadership Forum, created by ASAE exclusively for association leaders and an Executive Meeting Forum dedicated to senior corporate executives with a focus on SMM program management, procurement leadership or meetings management are also on offer on Smart Monday.

Once again IMEX America 2018 will live out its mission to *'educate, innovate and help all its clients to make powerful connections with the right people'* by presenting easy-access professional development each day of the show. The Inspiration Hub, situated on the show floor, will be the central point of focus for hundreds of sessions on hot topics including security, sustainability, creativity, innovation, technology, experiential events and legacy – IMEX's Talking Point for this year.

### RECOGNISING PERSONAL IMPACT AND LEGACY

Various aspects of legacy will be cov-

ered throughout the program - political, personal, environmental, CSR and social impact/knowledge legacy - all designed to help planners produce more engaging, topical events with longer-lasting positive outcomes.

Following great feedback, a *'Legacy Wall'* launched at IMEX in Frankfurt will also premiere at IMEX America, showcasing heart-warming and inspiring stories case studies from exhibitors, partners and IMEX staff.

Carina Bauer, CEO of the IMEX Group, explains: *"With an expanded show floor, new exhibitors and numerous networking events, the opportunities to do business at IMEX America are second to none this year."*

*"As always, we're committed to putting on a great show - one that ignites fresh thinking, explores new trends and encourages people to connect and do business easily. In a fast-changing world, we believe that coming together in the same place to see, hear and talk commerce - and to understand the wider forces shaping our industry - is fundamental to business success."*

IMEX America takes place October 16 - 18 at the Sands® Expo and Convention Center at The Venetian®| The Palazzo® in Las Vegas, preceded by Smart Monday, powered by MPI, on October 15.



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## COUNTDOWN TO OUR BIGGEST SHOW EVER

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**#IMEX18**





# Sustainable Destination Management: The Road to a Circular Economy

A WHITE PAPER AND ANALYSIS OF THE 2017 GLOBAL DESTINATION SUSTAINABILITY

The Global Destination Sustainability Index (*GDS-Index*) is a resource that benefits society and our not-so-green-anymore planet as a whole. 2017's edition is participated by 40 destinations from five continents, sharing their strategies, environmental practices and achievements within the industry. **Mélanie Delaplanche**, Sustainability Services Director from MCI Brussels shares with us valuable notes on adopting a sustainable approach in business tourism.



[MELANIE.DELAPLANCHE@MCI-GROUP.COM](mailto:MELANIE.DELAPLANCHE@MCI-GROUP.COM)



[DOWNLOAD WHITEPAPER  
GDS-INDEX.COM](https://www.gds-index.com)



## HQ: How can changing from linear to circular economy benefit a destination?

MD: A linear economy is based on a “produce, use and throw” model, generating waste we don't really know what to do with. This model cannot be sustained anymore and is not very inspirational either. On the other hand, a circular economy is based on waste elimination (to protect finite natural resources) and relies on the sustainability pillars of respect for the environment, social and economic spheres.

Destinations depend on natural and urban habitats to generate business linked to tourism (whether individual or business oriented), and they need to be able to balance tourism with their local community needs and within their natural capacity whilst ensuring a thriving economy.

A circular approach will consider a long-term view for the future of a destination, it will include the destination's stakeholders in the process, and people will be engaged and become your ambassadors' because they are inspired what you're doing.

The number of events linked to Smart Cities, nature conservation, wellbeing,

etc... is growing and the chances that a destination with sustainability credentials will attract this type of events are greater. Proposing activities with a touch of localness will definitely offer a more authentic experience. In addition to offering added value to their clients, a sustainable or circular approach will create engagement internally and also with your wider stakeholders.

## How can we get other destinations (who are not one of the 35 participating cities) to see sustainability as a key measure of destination success?

Sustainability has been around for quite a long time now in the Meetings and Events industry although always in the background. I definitely see a growing interest for sustainability, the GDS-Index is becoming a reference in the industry and represents an opportunity for destinations to improve their sustainability performance, and be recognised as a game changer. Having a sustainability strategy is also an amazing way to engage and inspire stakeholders involved in the Industry and a way to elevate a destination's brand value.

Cities are playing a major role in tackling climate change, DMOs and CVBs have a great role to play in partnering

with their city to ensure alignment. Sometimes the city will be leading the initiative, but why not DMOs and CVBs? Australian destinations like Melbourne and Sydney work very closely with the local authorities and propose a holistic approach throughout.

The example of Scandinavian destinations shows how sustainability can lead to success. Copenhagen, Gothenburg, Stockholm, Reykjavik have been true leaders in this field and are now recognised for the quality of their infrastructure and sustainable innovative approaches.

## What are the stellar examples of well-designed sustainability strategies, or innovative solutions implemented in the MICE industry?

Gothenburg, the number one performing destination for the past two years is a stellar example of well-designed sustainability. They live and breathe sustainability, it is integrated in their processes and DNA. Their vision is that our industry is an important contributor towards a sustainable society and they consider their role is to raise awareness and support any client and event coming to Gothenburg in being more sustainable.



With Barcelona, Gothenburg is already considering very seriously accessibility aspects and putting concrete actions in place. They have developed an App to help disabled public to navigate the city and get the most out of their main shows. Barcelona has put a lot of effort too in tailor making specific activities and tours for disabled people.

Scandinavian destinations are definitely examples of well-designed and holistic sustainability strategies; Copenhagen motto is that whether it is the goal or not, chances are that an event organised in this destination will be sustainable, this is to me a very inspiring example of maturity, when sustainability is totally embedded in industry practices and becomes a no brainer. But let's not forget Glasgow, also in the top 5 performing destinations of the Index, with 15% (in 2016) of all conferences in the city were in the field of sustainability, second only to medical and life sciences meetings, supported by Glasgow's vision to become a world-leading centre for sustainable policy, innovation and action.

**How can destinations score better in each of the four GDS-Index assessment criteria - Environmental Performance, Social Performance, Supplier Performance, and Convention Bureau Performance?**

The environmental and social performances are mostly linked to national or

city data, on which destinations do not have a direct impact, this is the reason why although they are very important aspects to consider, we are not putting the emphasis on these two first aspects in the weighting for the final score. However, Supplier performance and more specifically CVB performance is where a destination can make a difference and improve their scoring. Engaging with the local community is a key aspect. CVBs are key players to encourage and communicate about all the initiatives on offer.

My top tip to improve performance is for the CVB to design a sustainability strategy policy and see how it can be implemented and communicated. Start small and you'll achieve big things.

**Despite the fact that each city has its own challenges, unique vision for change and way of working, what are the most relevant and actionable key insights?**

This is a very good question! DMOs and CVBs, if they want to raise their game should be demonstrating:

1- Leadership with purpose: we all have a responsibility to build a better world and society, and Tourism can do better. CVBs and DMOs must take the lead in driving sustainability across a destination. Organisations with a clear vision and communication will drive engagement in their communities whilst

gaining a competitive advantage.

2- A focused strategy: in order to align with national and local policy makers. Having a medium to long-term plan is absolutely key to success and is a powerful tool to engage effectively all stakeholders involved.

3- And finally, collaboration: there is not much one can achieve on their own and the business tourism industry is no exception! Collaboration will foster education and spark innovation by engaging your stakeholders on an inspiring circular journey!

And once these three main elements are in place, you can start putting in place tactics to implement a vision, examples and the main aspects to consider are to engage with the community, focus on the local experience and adopt a truly circular approach when it comes to F&B by eliminating waste. Travel is an important element to be considered and some destinations like Kyoto are putting in place some very interesting schemes with carbon offset emission programmes. And finally, tell the story! Some destinations already do a lot but do not communicate about it.

The benchmark exercise for the Index is a very helpful tool to understand which aspects are important to consider to improve sustainability performance and the best practice sharing a source of inspiration.



GLOBAL  
**DESTINATION  
SUSTAINABILITY**  
INDEX



# IBTM World Tech Watch Award

## Five minutes with the judges

IBTM World 2018 is fast approaching and with the entries of the Tech Watch Award shortly closing, we caught up with the judges to find out what they are looking forward to seeing at this year's awards and what, in their opinion, makes a winning entry. The judges will score entries based on innovation, concept/business model and value to the MICE industry. The final shortlist will also be put out to the public vote, alongside the judges, so IBTM World attendees can also have their say. Here is their advice to help applicants make the most out of their entries:

### Q: What emerging tech trends do you see as having a significant impact on events and/or exhibitions in the next few years?

Corbin Ball, Founder of Corbin Ball Associates, Chair of the judge's panel, Meetings Technology Speaker: There are many trends that come to mind including:

- Better tracking of the attendee journey through a variety of mobile and wearable applications
- Advances in AR and VR
- Better tracking of meetings spend
- The use of AI for chatbots and voice interface
- Facial recognition

### Q: What are you hoping to see from this year's entrants?

Dahlia El Gazzar, Founder of DAHLIA+ Inc: I hope to see tech that can bring personalised experiences to attendees, tech that can help events professionals automate their workflow, and tech that integrates the latest tech trends in ways

that are beneficial to the events industry. I'm also hoping to see more women in event tech show their talent.

### Q: Which area of meetings tech are you most excited about?

Padraic Gilligan, Managing Partner at SoolNua: Audience engagement - I love what Sli.do does and how it continues to innovate within a strictly limited context.

Corbin Ball: One of the great things about working on the IBTM World Tech Watch Award is seeing the wide diversity of creative ideas bubbling up. What excites me is to see innovations that will benefit our industry.

### Q: What technology currently outside of the meetings and events industry do you think has the potential to cross over and benefit the M&E industry?

Ruud Janssen, Founder of TNOG and co-founder EMG: Artificial Intelligence and stronger low bandwidth tools to

keep connected in a smart non-intrusive way are yet to make their entry. I'm keen to see that develop further. Also, event design tools to collaboratively think online are getting so good, but still go unnoticed by many in the events industry. We can learn from adjacent spaces about how to better collaborate online, so we have more time offline and onsite to really speak, connect and spend quality time together.

### Q: What are your goals in participating as an IBTM Tech Watch Award judge?

Michael Shapiro, Senior Editor, Meetings & Conventions: I've long kept an eye on the IBTM World Tech Watch as a great source for what's trending and the next big thing. I'm excited to see what's coming next and I look forward to being a part of the conversation.

James Morgan, Founder of Event Tech Lab: I like to judge this competition, as it's the largest one in the world. It's great to see the most up to date innovations entering the competition.

## ibtm<sup>®</sup> WORLD

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### ABOUT IBTM

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# Taiwan, a Destination Ahead of its Curve in Technology

Taiwan is a prime destination for hosting association and corporate meetings, now especially so for the tech industry. The MICE environment in Taiwan is bound to get even more of a boost with the launch of Taiwan Tech Arena (TTA), a tech innovation and entrepreneurship hub connecting the world's tech start-up ecosystems.



▲ e21FORUM in COMPUTEX Taipei 2018

Taiwan is a country that is thoroughly modern and completely digitalized. With a population of 23 million, Taiwan's human and industrial resources have carved out a huge niche in the global ICT industry. Many of Taiwan's information and communications technology (ICT) companies are moving up the global supply chain by building their own brands.

Taiwan has a wealth of knowledge and expertise for tech associations to tap into and is also a leading manufacturer of the world's electronics and high-end IT products. With over 30 years of history in deep technology fields including advanced manufacturing for semiconductors, hardware and software integration, and biotechnology, Taiwan has long been an enabler of technological breakthroughs across the globe.

With internationally renowned technology companies like Acer and ASUS, and reputable universities for prolific knowledge transfer, Taiwan has 13 companies named among the world's 100 technology leaders (by Thomson Reuters Corp.), with Taiwan Semiconductor Manufacturing Co. ranking seventh, the only Asian company among the top 10 this year. As the heart of the world's tech supply chain, Taiwan has sufficient resources for organizing technology related meetings.

To upgrade the industry into the higher-value stage, the Taiwan government is now advancing plans to develop sectors that include internet of things (IoT) and smart machines, among other industries. The aim is to open an Asian Silicon Valley business zone by 2023 for IoT development. Google, IBM, and Microsoft are all expanding in Taiwan this year, making the success of Taiwan's reinvention from a manufacturing hub to an innovation centre more evident.

With all strength in the technology area and MICE environment, Taiwan has its fair share of experience when it comes to hosting technology-related association meetings. The World Congress on Information Technology (WCIT) 2017 was the premier international IT forum that gathered over 2,500 visionaries, industry leaders, government leaders and academics from more than 80 countries. COMPUTEX Taipei, the leading global ICT and IoT show, was established in 1981; this year's five-day global ecosystem event attracted 42,284 international visitors from 168 countries and featured six themes: AI, 5G, Blockchain, IoT, Innovations & Startups, and Gaming & VR. Bigger cities in Taiwan like Taipei, Taichung, and Kaohsiung are equipped with full facilities exhibition and convention centres, as well as seamless planning assistance for innovative and dynamic international conferences.



Taiwan's MICE Promotion Program is aimed at turning Taiwan into a leader for outstanding MICE services with the long-term objective to enhance the quality and efficiency of services, strengthen Taiwan's brand and sharpen the competitive edge in the global market and make Taiwan one of the top destinations for MICE business.

MEET TAIWAN team offers site inspection assistance to international organization representatives and provides financial assistance to promote international conferences to be held in Taiwan, the assistance may be up to NT\$500,000 (US\$16,265) on bidding and promoting stage; up to NT\$2,800,000 (US\$91,083) for holding.

**FIND OUT MORE ABOUT TAIWAN HERE**  
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# The Natural Beauty Gangwon Province

Gangwon Province is the region where the largest number of tourists visit during the holidays in South Korea. You've heard of Seoul, but on the other side of South Korea is an enchanting and magical coastal area known as Gangwon Province.

Its serene beauty and natural wonders made Gangwon the ideal location for the 2018 Winter Games, but it is truly a playground year-round. With its breathtaking scenery, legendary seafood restaurants, beautiful temples and brilliant beaches, this seacoast province is famed throughout Asia as the place where adventure awaits.

Gangwon Province, the nation's favorite vacation destination, is also almost a synonym for wilderness and nature for Korean people. Gangwon Province is the choice destination for Korea's large urban populations, when the urge to escape their routine and recharge their body, mind and soul drives them out of their concrete jungles. Temples nestling in deep mountain valleys helps to recover peace of mind, and exhilarating outdoor activities amid unspoiled nature are the things that make Gangwon Province irresistible.

### **GANGWON MICE: VARIOUSLY SIZED CONVENTION FACILITIES**

Gangwon Province is best fit destination for international event and a wide array of team building activities based on a diversity of cultures, Gangwon province is living up to its reputation as the best travel destination for international MICE groups in Korea. 2018 Pyeongchang Winter Olympic Games brings establishment of new accommodation and pos-

sible meeting venues, plus a new high-speed train called KTX reducing the time travel between Gangwon to Seoul & Incheon from 5 hours to 2 hours.

### **THE ONLY DIVIDED PROVINCE BY THE DMZ IN THE WORLD**

Gangwon remains directly affected by in South Korea's troubled history, with the Demilitarized Zone (DMZ) still cutting off the third of the province that lies in North Korea.

After the Korean War ended in July 1953, a 250 kilometer-long, 4 kilometer-wide cease-fire zone known as the Demilitarized Zone was established across the middle of the Korean Peninsula at the 38th parallel north. In addition, a Civilian Control Line called "Mintongseon" was created bordering the DMZ to restrict access to that area of land.

The DMZ vividly captures the scars and wounds of the Korean War as well as the wishes and hopes for the future.





MIXING BUSINESS AND LEISURE TRAVEL

# Bleisure Gangwon





# Honjeo opseoye

"Honjeo opseoye" is the Jeju dialect for "Welcome!!!"

## Introducing you to the world of Jeju.

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The only city to win UNESCO's Triple Crown, the distinction of being designated as a World Natural Heritage, Global Geopark and Biosphere Reserve, along with the prestige of being included in the 'New 7 Wonders of Nature'

World's leading the Business Event Destination, Jeju



# What to Do & Where to Stay in Jeju, South Korea!

## Activities

### 1 EXPERIENCE HAENYO'S VALUE

Haenyeo (known as the mermaids or 'sea women' of Jeju) were female divers who plunge in the island's coastal waters without the use of any diving equipment to harvest crabs, squid and abalone. Last December, Haenyeo was inscribed on the UNESCO cultural heritage list. Nowadays not only can you see them but also you can swim and harvest with them for your unique experience.

Groups can visit the Jeju Haenyeo Museum, with views over the ocean, to find out more about the community's unique history and culture, with exhibits dedicated to their traditional homes and meals. For a more hands-on activity, groups can take part in a diving experience, entering the waves alongside Haenyeo, or watch a traditional Haenyeo performance, which includes pre-diving rituals, the catch, and the all-important post-dive seafood snack.

### 2 DO 'THE RUNNING MAN' IN JEJU

South-Korean mega-hit entertainment programme 'The Running Man' had been filmed several times on Jeju, involving teams battling in a series of quirky, stimulating and sometimes daring challenges.

Groups can follow in the footsteps of the show's stars, visiting the various places featured throughout the programme and attempt similar challenges. Notable locations include Maze Land, featuring the world's longest stone maze at 5.4km, and Seopjikoji Coast, the picturesque eastern shore of Jeju.



▲ Jeju's unique Haenyeo experience

### 3 HIKE UP MT. HALLASAN

Groups looking for an adrenaline rush can scale Hallasan. At 1,950m, it's South Korea's highest peak. The mountain was formed from volcanic activity two million years ago, and now stands as Jeju's iconic landmark.

Located at the centre of Jeju Island, Hallasan offers magnificent views that change along with the seasons. The mountain has six hiking trails—all of which are less than 10km and can be trekked in a day, providing the ideal backdrop for a challenging and scenic team-building experience.



▲ Winter wonderland on Mt. Hallasan

## Hotels

### 1 HAEVICH HOTEL & RESORT

This beautifully designed 503-room luxury hotel appeared in several popular Korean TV dramas and is known for its own quiet ambience. Aside from a large garden setting, recreational facilities include indoor and outdoor pools, gym and sauna. There are six F&B outlets including two fine-dining restaurants, plus a convention centre and outdoor events plaza. Though located some distance from Jeju's main tourist area, its peaceful location along a beautiful stretch of coast makes up for it.

### 2 SHILLA JEJU

This elegant five-star resort on Jeju's southern coast is a part of South Korea's renowned Shilla Hotel Group, and has hosted luminaries such as US president Bill Clinton and Chinese president Hu Jintao. Aside from 429 rooms and superb dining at three restaurants, it also includes indoor and outdoor pools, indoor golf range, tennis court and gaming floor. There are also eight banquet and meeting rooms. The outstanding highlight for corporate groups seeking genuine relaxation is the Shilla's world-class Guerlain Spa, where 10 French-trained experts recommend treatments specifically to their guests' needs or requests.

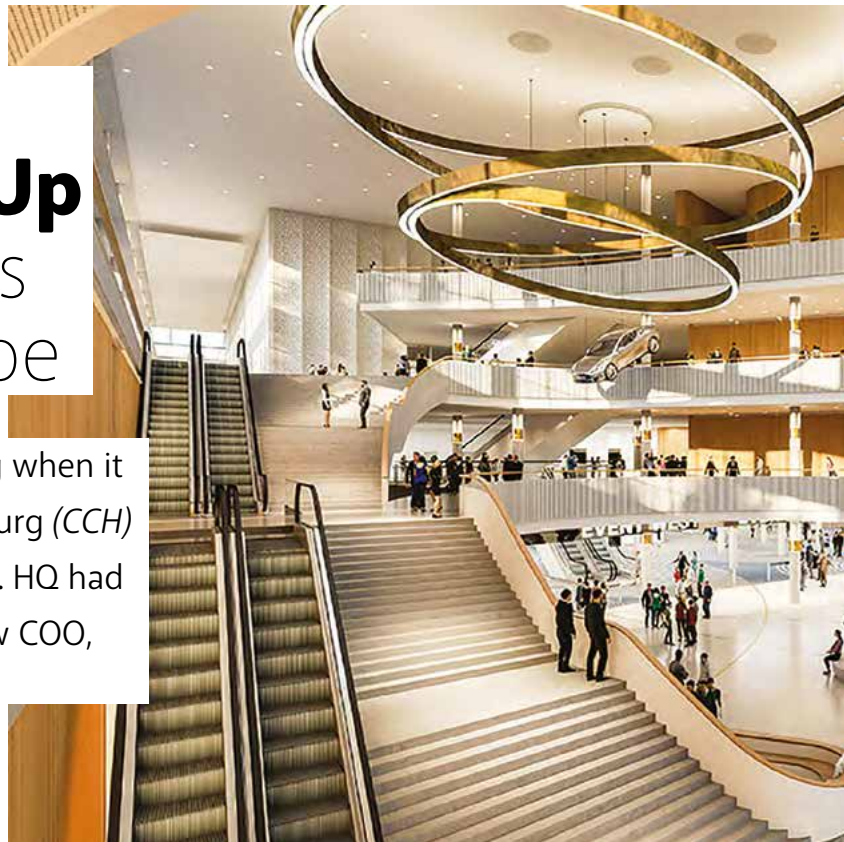
### 3 SEAES HOTEL & RESORT

Situated inside Jeju's well-known Jungmun Resort district, the Seaes Hotel & Resort is built on 43,000sqm of land, offering private villas, with choice of Western-style or traditional Korean-style rooms overlooking the sea. For groups seeking restful retreat, the exclusive Jacuzzi pools. The hotel has three F&B outlets, including Korean and Japanese restaurants.

The Seaes first gained fame when its charmingly recreated thatched-roofed fishing village was used as a location for the popular Korean TV drama Secret Garden. MICE facilities include two banquet halls and three outdoor function spaces.

# Congress Center Hamburg Gears Up to Change Europe's Congress Landscape

Poised to be a game-changer for Hamburg when it opens in 2020, the Congress Center Hamburg (CCH) will be the largest event venue for the city. HQ had a wonderful chat with CCH's charming new COO, **Heike Mahmoud**, during IMEX Frankfurt.



▲ Architect renders of the incredible new space



▲ Heike Mahmoud

**HQ: What motivated you to move from Berlin to Hamburg after working for VisitBerlin more than 16 years?**

HM: Germany has a lot of different cities and venues but for me, the new CCH is the most inspiring project in Germany at the moment. It will change the congress landscape not only in Hamburg, in Germany and throughout Europe as well. I would like to invest my knowledge in something new, being a part of something new inspires me very much. It is really a great opportunity to explore Hamburg, what the new developments are, and bring my network to this new role. It is a huge project and I have a lot of respect for it.

**How is promoting a destination different from promoting a venue?**

If you are responsible for a city, you have a lot of partners, venues, PCOs, and other stakeholders of the city. But coming to the centre opened my eyes to so much more. It is more detail-oriented, more

responsibility, and it comes down to the facts and figures like running a profitable company. How you lead the company with all the departments behind you from A to Z, focusing on the client, and create everything in a smooth way with the wonderful team and our partners.

**What is your plan for CCH? What is the strength of Hamburg as a meetings destination?**

We would like to develop the new CCH as one of the leading congress centers in Europe. The competition is very strong, but Hamburg is a great city - it is really a treasure, a hidden gem. Coming together with all the partners in Hamburg, we will focus more on the international market, as international associations are one of our main target groups. Every partner has their own part to play, we will be more coordinated to be one Hamburg family.

Hamburg has a big harbour and a lot of industries. The IT companies, media companies and new generation of start-





up businesses really create something new. These are resources that we would like to integrate and create a well-connected platform for our clients. They present new opportunities to implement ideas that are out of the box, and also to grow congresses for the various industries.

**What do you think about the trends of the industry?**

Besides digitalisation and hybrid meetings, there is a rising importance to focus on ‘experiences’ in branding and marketing efforts. We implemented Virtual Reality glasses (*as you’ve experienced at our IMEX stand*), to create an immersive experience of the new CCH, and it really allowed everyone to experience and have a good sense of the new infrastructure and space even before it is open.

We want to evolve from a hospitality company to a service and experience platform for congresses and events, for national and international clients, event participants, and the locals too. We

would also like to be a partner to our clients and be more involved in the event design to create new event setting and delegate experience.

Women in the meetings industry are also coming together, and CCH has been a strong supporter for the “She Means Business” conference.

**What are the latest developments in infrastructure and technology in CCH?**

My predecessor invited a lot of different partners and clients to have a lively discussion on their needs and what kind of architecture and functionality to have for the building. The information collected were handed over to the architect who created an inclusive and open venue for everyone.

With 12,000 seating capacity, 12,000m<sup>2</sup> space for exhibitions and 12,000m<sup>2</sup> foyer space we will more than double our capacities. The venue will be very flexible with up to fifty rooms and The Foyer with 25m height will be the largest event

venue for Hamburg.

Our close connection to the garden “Planten und Blomen” (*a treasure in the city centre*) will provide a wonderful view when we use the roof top for coffee breaks. Our new catering company ‘Käfer from Munich’ (*very experienced partner for congresses and larger events*) will offer high quality regional catering.

CCH will also be a building with sustainable standards, from materials for the building to decisions for heating, electricity and water supply. The newest state-of-the-art technical equipment will also be included in the venue, and our service-oriented, well trained technical team will provide our clients with suggestions and solutions.



**congress center hamburg**  
history designs future



**FOR MORE INFORMATION**  
[DAS-NEUE-CCH.DE](http://DAS-NEUE-CCH.DE)

# A Giant Milestone to Kick Start the Exciting Next Decade of Sarawak's MICE Industry



Sarawak State Legislative Assembly Building on the Sarawak River ▲

The inaugural Business Events Tribal Meet, better known as TriBE 2018 (*\*cues supercharged battle cry: OOO-HA!\**) took place in Kuching on 23<sup>rd</sup> and 24<sup>th</sup> August. **Jonathan Soon**, Marketing and Communications Manager of Sarawak Convention Bureau, and TriBE 2018's Co-Chairperson, shares some insights on Sarawak's first foray into developing their home-grown conference, its highlights, and what does it signify.



 [JONATHAN@SARAWAKCB.COM](mailto:JONATHAN@SARAWAKCB.COM)

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TriBE 2018 witnessed international thought leaders speaking on digital disruptions within the sector - the challenges, the alternative solutions and the impact on the sector and the destination; a subject matter aligned to Sarawak's vision of a digitalised economy driven by the Chief Minister.

"The government has invested a lot of funds to upgrade the state's facilities in order to provide accommodations, event venues and recreational facilities to promote Sarawak as a destination for Business Events," Sarawak's Chief Minister Datuk Patinggi Abang Johari Tun Openg enforces Business Events are important components to not only promote but to develop Sarawak as a destination in its entirety. The first ever homegrown conference geared towards creating a generation of Business Events Leaders supercharged with tribal values and armed with digital tools, to create purposeful legacy impacts.

Under Sarawak's award-winning campaign "Redefining Global Tribes", TriBE 2018 was the teaser conference, a sneak peek for the mega conference Year 2020 called TriBE Assembly which is poised to be the region's innovative brain food in Business Events all year. As a lead-up, TriBE 2018 featured the following highlights:

- Keynote sessions from international thought-leaders including Tech Guru Corbin Ball, five-time appointee for "25 Most Influential People in the Meetings Industry" - how digitalisation would disrupt the Business Events sector, its impact to the surrounding economy, and events tech role in the Industry 4.0

- Associations Fireside Chat as four prominent Business Events bodies: International Congress and Convention Association, Union of International Associations, the International Association of Professional Congress Organisers, and Professional Convention Management Association, took on the same stage - a rare feat achieved by a second tier destination like Sarawak. This fireside chat would expose the industry's best kept secret and how

Business Events sector partners would benefit from their participation.

- The launch of BESarawak Alliance, an associate platform between SCB, and Government Ministries and Agencies. A government-to-government initiative in catapulting Business Events identity to yield greater growth for the sector through the endorsement and support from Government Ministries and Government Agencies.

- The 9th Anak Sarawak Awards, Malaysia's first award to internationally acknowledge conference host, industry partners and media for their contribution to Sarawak's Business Events sector. Assisting the cream of the crop to advance their professions to build Sarawak's MICE sector up together, the winners received marketing grants of RM 10,000, and RM 20,000 for the Grand Winner of the Outstanding Achievement Awards, which went to Eric van Piggelen (Borneo Convention Centre Kuching).

With all this in place, Sarawak would then be able to equip the sector and government for the destination to move onwards to the next decade of Business Events with the same fervour and growth.

TriBE 2018 was also envisioned to kick-

start the next decade of Business Events for Sarawak. Our relatively young destination has won and hosted the 55th ICCA Congress 2016 in its first ten years since the sector was established in Sarawak, on top of multiple world congresses such as the World Islamic Economic Forum, World Congress of the International Association for Suicide Prevention, International Summit on Peace and etc.

TriBE 2018 has garnered unwavering support from sector partners in accelerating the state's economic transformation through Business Events. Endorsed by the Ministry of Tourism, Arts, Culture, Youth and Sports, TriBE 2018 is driven by Sarawak Convention Bureau (SCB) with the support of major partners that includes: conference organiser Borneo Tru Events, official venue Pullman Kuching, audio visual and lighting solutions provider Sound Art, visual content and production company Reel FX Studio, event technology and solutions provider Evenesis, after party concept and event management Events Horizon, destination management services and solutions provider CPH Travel Agencies, Hilton Kuching for accommodations, Borneo Convention Centre Kuching for ambassador's networking welcoming reception, and Place Borneo for ambassador's farewell dinner.

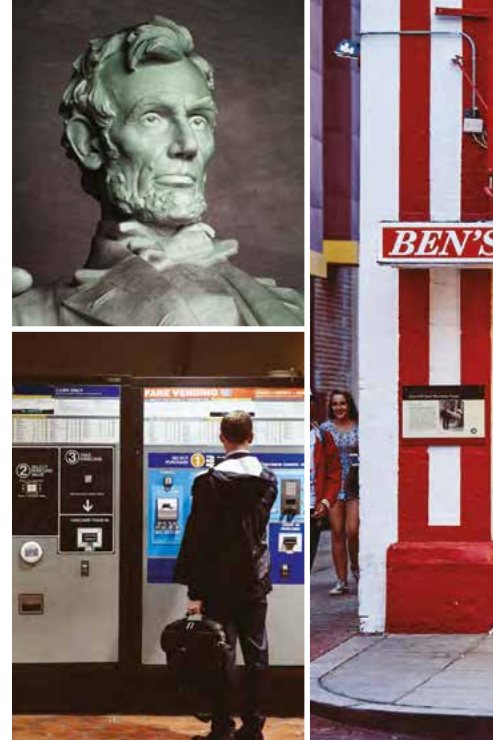


▲ Antonio Codinach of PCMA-ICESAP shares the stage with other Business Events heavyweights; UIA (represented by Roundtable Coordinator Nancy Carfrae), IAPCO (represented by President Mathias Posch) and ICCA (represented by Regional Director Noor Ahmad Hamid)

# Destination DC

## Leading the MICE Industry in America

With a record visitation of 22.8 million total visitors to the nation’s capital in 2017, (up 3.6% over 2016), and \$7.5 billion spent by travelers, Washington DC is on a roll with eight years of consecutive growth. President and CEO of Destination DC (DDC), **Elliott L. Ferguson, II** talks about what DDC’s WeChat partnership means, the city’s target markets and industries, and plan to retain its ICCA ranking as the No.1 city in United States for international association meetings.



**HQ: As the first in USA to establish partnership with WeChat, what is your vision and desired outcome from this partnership for the near future?**

ELF: We are the first city to ever have this type of partnership which we are very excited about. China is our fourth top international convention market, and we know for a fact that WeChat now has surpassed one billion followers, so it’s an opportunity to continue to evolve, and find ways to build upon a relationship and focus on looking at social media as a way to learn about our destination. It’s a communication platform that is beyond conventional advertising, where we share mini programs for shopping and sightseeing recommendations to the vast Chinese market.

**Which other international markets are you focusing on?**

When we look at our markets, we look at those that have the largest economic impact. UK is our top international convention market. France, Germany and Netherlands also contribute to the 40% of our overseas convention delegates who come from Europe. India is our second biggest market, which is a new market for us, just like Australia and New Zealand. I’ll be going back to Aus-

tralia and New Zealand in the next few months to cultivate that relationship and the direct flights from those countries to the East Coast. Japan and South Korea, Brazil and Israel are also in our top ten.

**The branding for US’s huge domestic market must be different from targeting overseas market, how do you implement your strategy differently for different markets?**

There are 11 high profile and high impact international congresses we are actively targeting and pursuing for future years. We just hosted a domestic-based Orthodontists convention for 18,000 doctors, 35% of the attendees are international. Some of the international meetings that we are going after have about 600 delegates, and that’s still a large size meeting. While we cultivate that market, we also take some of the practices that we use for the international market to pursue domestic meetings too.

Medical, pharmaceutical and tech-based shows normally have 30-50% of international attendees. We will always be aggressively pursuing these meetings and looking at the component that is international, because it might be the

delegate’s first time at Washington DC. Most people who visit DC for the first time find that the city is more than just monuments, museums and memorials but rather a capital where arts, culture and the food scene thrive. When they have an incredible experience and leave thinking “I had no idea DC is so green, with such wonderful restaurants, and great theatres”, these positive experiences help us book more businesses.

**What are the top industries in Washington DC?**

DC offers unmatched access to the federal government and policy makers unlike any other city and thrives in many industries especially technology, biotech/pharma, education and medical. DC is a true industry knowledge hub that will allow organizations within these industries and beyond to form better partnerships with local and federal government while also accessing Fortune 500 tech companies and more than 27,000 cybersecurity startups. Positioning the city as a knowledge hub has helped these industries grow even further and has helped support more than 100,000 new room nights and 100 new leads for the city.







▲ Ben's Chili Bowl on 14th and U Street



▲ Dacha Beer Garden with Elizabeth Taylor mural



▼ ▶ US Capitol Building



▼ WEV Convention Center



▼ Elliott L. Ferguson, II

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# Dubai's Sustainably-Bright Green Future



As a forward looking city and a business hub at the crossroads of East and West, Dubai has put a strong focus on sustainability. From clean energy and transportation to construction and tourism, efforts are touching all aspects of the city's evolution. Here are some of the latest sustainability developments, some of them affecting business events directly and others demonstrating the strong potential for planners and associations to tap into knowledge exchange in the city.

## THE VISIONARY TRANSITION TO A GREEN ECONOMY

The ambitious **Dubai Clean Energy Strategy 2050** aims to transform the emirate into a green economy hub, aligning with the vision of Vice President and Prime Minister of the UAE and Ruler of Dubai, Sheikh Mohammed Bin Rashid Al Maktoum, to turn Dubai into a leading sustainable city globally.

Dubai's strategy and the federal investment is set to revolutionise the energy sector over the next three decades, with a commitment to sustainability in energy conservation through actions,

charging towards their goal of having the smallest carbon footprint in the world by 2050.

The emirate has made groundbreaking strides in renewable energy innovation. The AED50 billion (*EUR11.7b*) **Mohammed bin Rashid Al Maktoum Solar Park** is the world's largest single-site solar park at 77km<sup>2</sup>. Set to become the world's single-largest solar photovoltaic park, it will generate up to 1,000 megawatts of clean energy by 2020, and 5,000MW by 2030. Dubai is on path to generating 7% of its power output from clean energy sources by 2020, 25% by 2030, and revving it up to 75% by 2050.

Recently approved by the government is the AED100 billion (*EUR13.5b*) **Dubai Green Fund** to accelerate the green economy transition, aimed to support various projects including solar power and those related to the retrofitting of buildings. Today, a quarter of the city's 120,000 buildings have been modified into energy-efficient structures, while 75% of outdoor lights around the city will be replaced with more efficient fixtures by 2030.

Also in the pipeline is the **Dubai Green Zone**, a new free zone designed to bring together mature and emerging clean energy companies.



## IT'S NOT JUST ABOUT GOING TALLER ANYMORE, IT'S ABOUT GOING GREEN

The renewable energy sector is bursting with opportunities for entrepreneurs and investors. Solar panel installations and green solutions for buildings will be in great demand, creating plentiful investment opportunities. By 2030, it will be made a mandatory requirement for every building in the UAE to have solar panels, to leverage on the region's most abundant and predictable natural resource – an average of eight to eleven hours of sunshine per day.

Transportation is also an essential component in Dubai's new era of sustainability, and measures have been taken to reduce the city's carbon emissions through fuel-efficient vehicles. Tesla has already rolled out 50 electric-powered taxis in Dubai. The company, owned by real life Tony Stark and entrepreneur Elon Musk, will add a second 75-strong fleet this year, and another 75 targeted for 2019. There will also be 1,582 hybrid taxis in Dubai by the end of 2018. Run by various taxi operators, these electric cars are able to travel up to 400km on a single charge. It takes three to four hours for a full recharge after every eight-hour shift, and there are more than a hundred charging stations throughout Dubai.

The increased effort to use renewable energy has created new jobs in the UAE, in specific areas such as renewables, waste-related projects and green transport. The State of Green Economy Report 2018 found that green jobs tripled in 2017, with a rapid and significant growth of jobs in the solar energy field.

*“The green economy multiplier shows that for every US\$1 (AED3.67) invested in renewable energy, there's potential to grow the country's economy by US\$11 (AED40)”*

- Ivano Lanelli, CEO of Dubai Carbon, which collaborated on the report with the Dubai Supreme Council of Energy, the United Nations Development Programme and the Dubai Electricity and Water Authority (DEWA).

Besides having cultivated a locally-available network of engineers, contractors and solution providers to offer the best practice (*and information exchange with a diverse pool of multinational, regional and local business leaders*), the UAE's commitment to generating renewable energy has also yielded a positive global impact. Dubai's efforts have contributed to a worldwide drop in prices, reflected in the solar and wind power bids in Europe and the Middle East.



58 **REINFORCING  
SUSTAINABLE TOURISM**

Dubai welcomed 15.79 million international visitors in 2017. As tourism numbers increase, the importance for sustainability management rises too with the need to reduce environmental impact. In order to ensure all hotel properties are engaging in responsible practices, the Department of Tourism and Commerce Marketing (DTCM) has released the first interactive web-based manual for hotels and hospitality establishments in Dubai, titled ‘**The 12 Steps Towards Sustainability**’.

The effort to encourage effective resource management consists of 12 simple best practices that hotel establishments regardless of size and operational structure can adopt. Equipping all Dubai hospitality professionals with the knowledge to achieve effective sustainability measures, the guidelines provide practical and cost-effective solutions around four key themes: energy conservation, water conservation, waste man-

agement and sustainability engagement of staff and guests. The ultimate result of these 12 steps is a win-win which reduces hotel operational costs (15-20 percent per annum) and collective environmental impact in the tourism industry. It is a blueprint to map out a sustainable journey and grow as a green leader in the community.

There are two other initiatives specifically designed for the hotel industry. In a fun and interactive way, the innovative **Sustainability Board Game** allows participating teams to measure the levels of electricity and water consumption in their establishments and identify ways in which they can reduce costs. Both the board game and **Carbon Calculator** serve as integral awareness tools for hotels to actively drive sustainable tourism practices, efficiently manage their resources, and reduce the carbon footprint of Dubai’s tourism industry collectively.



*The 12 Steps Towards Sustainability is a Journey, not a destination.*



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**THROUGH THE BOARD GAME...**

More than 630 participants from over 110 hotels have already learned how to efficiently measure and reduce energy through three easy steps:

- 1** *Calculating the current consumption per room and isolating areas that are responsible for excessive output*
- 2** *Identifying sustainable solutions and optimising the efficiency of those areas*
- 3** *Testing the application of sustainable solutions by calculating how much water and energy can be conserved*





*“The adaptation of commercial and industrial scale solar power in the UAE is growing as more companies see the benefits – not only environmentally, but also in terms of savings. The rooftop solar installation at DWTC is expected to have a five-year payback period.”*

- Ayham Mkalalati, director of business development at Enviromena.

**A CONSCIOUSLY GREEN CASE STUDY**

The Dubai World Trade Centre (DWTC) is the city’s largest event space. The centre hosted 353 meetings, conferences and exhibitions events in 2017 with 3.3 million delegates and attendees. The World Green Economy Summit (WGES) and the Water, Energy, Technology and Environment Exhibition (WETEX) showcased the prominence of Dubai in the clean energy sector.

DWTC recently received a major rooftop solar panel installation of over 3,000 solar photovoltaic (PV) panels, accomplished in record time of four months. Installed by Enviromena Power Systems, one of the region’s leading clean energy companies, the power generated will save 2,000 tons of carbon dioxide each year, just like taking 172 cars off the roads.

It’s an example of some of the sustainable practices adopted and measures implemented at the venue, which has over 1.3 million square feet of covered events space and is home to both homegrown

business events, as well as conferences, meetings and gatherings from around the world.

Having been actively involved with local charities to ensure that no post-event food that is in a suitable condition for consumption goes to waste in the past decade, DWTC have been working closely with the UAE Food Bank since its launch in January last year to optimize the process. In its first year, approximately 3 percent of their total food production went to the Food Bank, weighing more than 8 tonnes, and approximately 97,000 people have received 604 tonnes of food collected by the Food Bank, with beneficiaries including workers and families in need across the country.

*Beyond what is already integrated in the offering at DWTC and other venues, Dubai Business Events, the city’s official convention bureau, works with planners and event organisers to ensure they are able to incorporate sustainability and corporate social responsibility into their events.*



To find out more, visit [DUBAIBUSINESSEVENTS.COM](http://DUBAIBUSINESSEVENTS.COM)



or contact [ASKDBE@DUBAITOURISM.AE](mailto:ASKDBE@DUBAITOURISM.AE)





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