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HQ THE ASSOCIATION
MAGAZINE

#85 BUILDING BRIDGES
NOV IN THE MEETINGS
2018 INDUSTRY

The Importance of
Being a Lifelong Learner

How Associations Can Broaden
Their Educational Offering

Make Your Education Efforts
a Cornerstone of Your Culture

7 Things Every Association
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**THE ASSOCIATION
MAGAZINE**

*BUILDING BRIDGES
IN THE MEETINGS
INDUSTRY*

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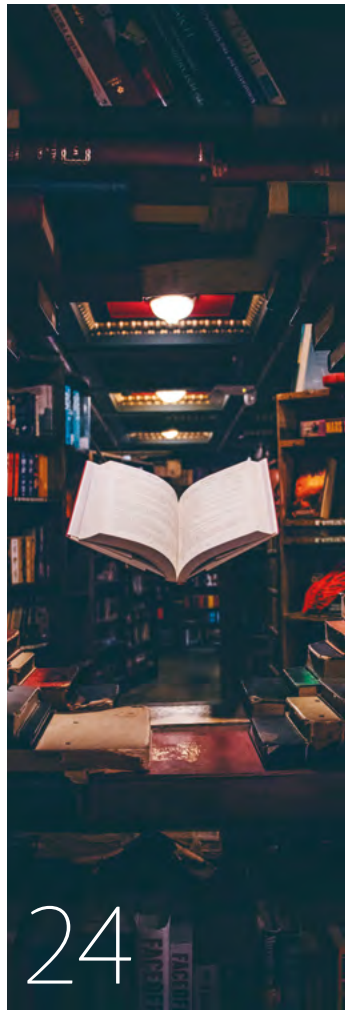
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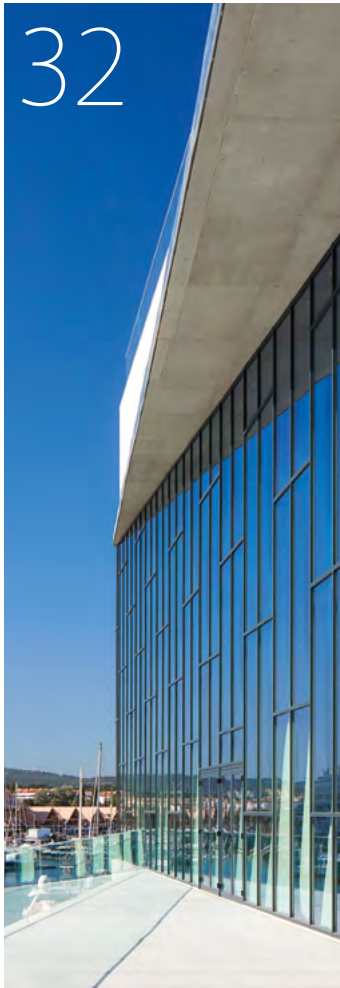
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Education

Can it be a little different?

Conference delegates are educated travelers who are constantly striving to learn, and conferences provide an ideal environment. The number of meetings where knowledge is offered is almost impossible to count. With such an abundance of events (*learning opportunities*), it has become common for the same content to appear across different events held at a different locations.

It seems that there is little innovation at first sight.. The number of 'unclaimed' education sessions and speakers is running out. This is already evident in the Western education system, where many directions are offered but guidance is still needed to make the right informed choice. In today's vastly saturated society, passing on knowledge has also become a trade, making Education a subject matter not to be missed.

Two years ago I spoke with a conference organiser from a major association about knowledge retention, where all the knowledge goes when a conference is over. "More than half of it evaporates in the air", he said.

In our knowledge economy, it is of course very important to be aware of many things in order to be able to use it sustainably afterwards. There are few systems that store, shorten, classify and store acquired know-ledge. It is not only a knowledge economy that imposes itself but also a change economy.

Expressing it banally, what is true today gets outdated tomorrow. It is very important now to know where to access the specific knowledge needed in the moment. More importantly, to know how to utilise and convert that knowledge into skills to solve the problems we face. Can we be further trained in any domain during a conference?

Why are there so many young people in our industry who can barely give a representation of their association or promote a destination? Learning to give presentations has become a necessity. There are many other examples of training sessions. Education is good, but training needs a lot more space. For this ICCA congress in Dubai, I will weigh the number of kilos of knowledge against the number of grams of training.

Training is an important concept for HR management (*companies*) and it should also find its way to Association management.

HAVE A STORY TO SHARE?
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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.

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▲ A perfect harmony of culture and heritage

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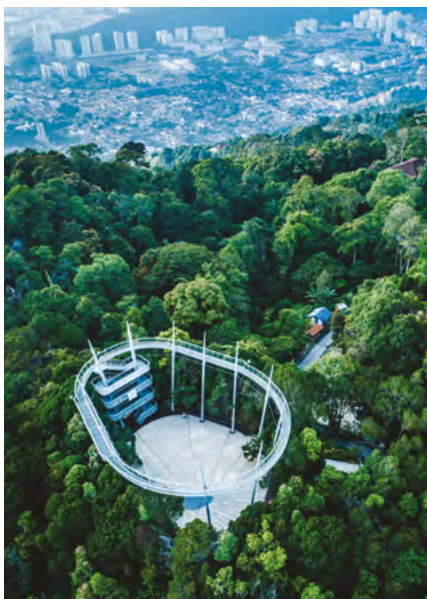


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▲ Paperless business card exchange: Supporting conventions of the future with technology

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.



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Marketing & PR Manager,
Prague Convention Bureau

“In this fast moving, 24/7 globally engaged world, there is little time to stop and think. Whether your preferred platform be hard or digital copy, HQ Magazine provides an instant opportunity to pause and consider something new; or a different perspective on a current process. HQ Magazine provides their readership with interesting insights, education and opinions, it is always worth taking the time to explore their insightful contents.”

Sarah Storie-Pugh
Executive Director, IAPCO

“HQ Magazine provides us with valuable assistance in promoting our training activities like our Executive Master in International Association Management. A magazine is read when you want, can be picked up where the reading has been interrupted while the e-newsletter can be ‘zapped’ easily. Long live the HQ Magazine!”

Philippe Biltiau

Professor at Université libre de Bruxelles, Academic Director of Executive Master in International Association Management at Solvay Brussels School of Economics and Management

“Print media is still very important in the association world. Professors, experts, and professionals in the sector consider print media as the most reliable and trustworthy support, more than the digital ones.”

Gemma Biagiotti

Communication & Marketing Manager, Convention Bureau Italia



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12 The Importance of Being a **Lifelong Learner**

The Foundation for Lifelong Learning, PERITIA, is a non-profit organisation based in Poznan, Poland, with the aim of carrying out comprehensive activity towards the concept of lifelong learning through conducting training, educational activities and more. CEO **Monika Łagodzińska** shares her passion of encouraging lifelong learning, and about their recent event in Brussels.



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HQ: What are some of the biggest insights from your recent event, ‘Fundamental Rights Vs. Artificial Intelligence, Together or Separate?’

ML: The round table revealed the need to continue on with next events, meetings, workshops, and round tables with regards to fundamental rights and artificial intelligence, as well as ethics and values. We need to build a broad understanding and raise awareness that we are now shaping the future of humans; we need everybody on board, the higher diversity and multidisciplinary teams, the better.

The majority of events on AI having 70-80% of male speakers, and 80-90% of the industry are young 20+ males who are behind the algorithms. Robots and machines programmed by more diversified and multidisciplinary teams would serve humans best, and increase the chance on equality and inclusion.

In our case the majority were female speakers. It was, in my opinion, very encouraging for female participants to speak freely and actively participate in the discussions. The event dedicated 60% time for speakers and 40% for participants, devoting time for everybody to share.

At the starting point of the event, we gathered from the audience that the general consensus of this event was interesting, timely, needed yet scary, and strange. At the end of the meeting, the audience still finds it interesting, but also motivating, inspiring and uplifting.



For a Polish association, why was Brussels chosen to host the event?

Brussels is a natural choice when you consider Fundamental Rights and Artificial Intelligence, as well as ethics, values, inclusion and equality. Not only because of the European institutions but also due to activities undertaken by the NGO/CSO world, and building European and global awareness.

The event took place on 17th September at the European Economic and Social Committee in Brussels. We began looking for interesting and inspiring speakers in Brussels (*as well as for partners*) much earlier in 2018. We had great help and support from Mr Jan Lichota from the Association Bureau Services at the visit.brussels, and EESC member Mr Pavel Trantina. It was our first event in Brussels and their help was essential.

We would not be able to have such an interesting event without the great speakers: Ann Nowé, VUB; Israel Butler, Civil Liberties Union for Europe; Ellas Papadopoulou, European Commission; Madi Sharma, Entrepreneur; Inese Podgaiska, Association of Nordic Engineers; Maarit Palovirta, Internet Society, and Ray Pinto, DIGITALEUROPE. I am very grateful they agreed to be a part of our event.

What is the role of AI in education, in the near foreseeable future?

I believe that Artificial Intelligence will be able to make the educational experience more efficient and interesting as well as engaging. We already have a high number of webinars, different online courses, education via the Internet. While a vast knowledge is easily accessible online, you need to know how to find what interest you most and practice to find the proper data and information. The main issues are content and quality.

If online education can be more dedicated to individual needs due to AI, we can lower the drop-out rate. More over, more customized books, learning materials will most probably positively influence the students' approach towards learning in general.

Should associations invest more budgets to implement new technology in their educational sessions? (Traditional educational programmes vs. webinars, seminars and educational sessions)

We can learn from the data coming from the event industry, that people want to meet other people – the human nature will most probably stay with us for a while. Yet due to time and costs, and arising opportunities with AI, machine learning, 5G network etc., we may expect some behavioural shifts in activities, including educational sessions.

AI allows customisation of the methods, time frames, and steps of learning to the individual needs. NGO/CSO and associations should implement new technology in their educational processes and events, to make them more engaging and beneficial to the participants.

How do you encourage association members to adopt life-long learning?

Life-long learning is a mind-set.

When you consider the data (*from World Economic Forum*) that 75 million jobs may be lost by 2022, yet over 120 million new jobs will be created due to Artificial Intelligence, Machine Learning, robotics etc., then every day education should be as natural as breathing. There are no lifelong jobs nor lifelong employers anymore.

The trend is that there will be more people working as freelancers, and working hours will decrease as machines take over more tasks as they work better and faster than humans. We live in a world where change is the only constant, therefore we need to keep up with learning and trying new things, and thinking about AI as a tool that can help us have a better and more satisfying life.

On the other hand, it is now time to start with education in schools or even in kindergartens on the soft skills, communications skills, cooperation and the role of inclusion, equality and fundamental rights. And I believe that the role for NGO/CSO and associations is crucial in building and shaping the growth mind-set.





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7 Things Every Association Leader Needs to Know about the **Belgian Association Law Reform**



AUTHORS

Benita Lipps, Head of Association Management, and **Morgane Vansnick**, Association Administrator of Interel.

Belgian association law is about to change significantly, and the impact of this reform cannot be overestimated. Given the extensive upcoming changes, the new Code will affect every single company and association based in Belgium in various ways. All associations will need to review their statutes and governance processes in light of the challenges arising and opportunities created by the new reform. Here are seven key facts you need to know to prepare.

1

WHAT LAW IS AFFECTED?

Associations with a seat in Belgium are currently governed by the law of 27 June 1921 on associations (ASBL), international associations (AISBL), and non-profit organisations. This law was last amended by the Act of 2 May 2002. This legal framework will be completely replaced by a new Code of Companies and Associations.

2

WHY THE REFORM?

While many European and international associations chose Belgium as their official home, the legal requirements in the region are rigid and complex. The main goals of the reform are to simplify the existing legal framework and to give those organisations affected greater flexibility for their internal operations. The philosophy driving the reform will ideally make Belgian company law more attractive for both Belgian and foreign investors.

3

WHAT HAS HAPPENED TO DATE?

On 20 July 2017 the Belgian Federal Council of Ministers approved a draft bill introducing a complete new Code of Companies and Associations. On 4 June 2018 the draft Code on Companies and Associations was presented to the Belgian Parliament. The draft law has already been discussed in a Commission of the Chamber of Representatives, the last meeting having taken place on 16 July 2018. However, no date has been announced yet for the vote in the Parliament.

4

WHAT WILL CHANGE?

Although the full text of the new Code has not yet been agreed upon, some changes can already be foreseen based on publicly-made available drafts:

- **More Opportunities to Raise Funding**

By virtue of the new rules, associations will be able to conduct any type of activities without limitation, including profit-making activities. All profits must be reinvested in the social objective of the association to distinguish associations from enterprises. In addition, any change in association activities has to be reflected in the association statutes. As long as an association has not adapted its statutory purpose, it can only carry out ancillary economic activities.

- **Clearer Rights for Association Members**

The rights and obligations of members will have to be explicitly included in the statutes. Moreover, the members' right to defend themselves in case of resignation or exclusion from the association is more clearly formulated: the law requires that they are heard.

- **More Defined Mandate for Association Directors**

In the new law, the General Assembly is responsible for clearly determining the terms of board members' mandates (*remuneration, contribution to insurance, non-cash benefits, conditions to end a mandate, etc.*). It will not be possible to confer this exclusive competence to another body. Moreover, a legal person with a board member mandate within an association must designate a natural person as permanent representative from now on.

- **Clearer Rules on Association Administration**

When signing an act that commits an association, the capacity in which the representative is acting must be clearly stated before or after their signature under the new law. Moreover, board members can use the legal address of the head office of the association for everything related to their mandate, avoiding as a result to divulge their private address. Finally, the membership register can be kept in electronic form from now on.

- **Clear Majority Rules Concerning the Decision-Making Processes**

The new law foresees that decisions made by General Assemblies are adopted by a simple majority of the attending and represented members, to the exclusion of absentees, blank votes and abstentions. A two-thirds majority is applied to statutes amendments, in which case abstentions will also be recorded.

- **One Court for All**

The end of the divide between civil and commercial company law will lead to the development of a single court called the Company Court [*tribunal de l'entreprise/ondernemingsrechtbank*], which is currently the Commercial Court. This court will include specialised judges who are familiar with the association sector for litigations involving associations.

Obligatory Registration in the Crossroads Bank for Enterprises (CBE): Associations will have to actively register via the recognised one-stop-shop for companies at the CBE as "*company subject to registration*". This will only apply from a date that will be set by the King and after which the association will have 6 months to register. The registration is free for associations.

- **Income Tax**

From a tax point of view, little change is expected as associations can already be subject to corporate income tax under the current legal settings.

- **No Changes Expected Regarding Volunteers**

ASBLs can still benefit from the help of volunteers for activities linked to its social objective. There may be some impact on volunteering arrangements, but more details will be required to evaluate this further.



THE FULL TEXT OF THE DRAFT LAW (IN FRENCH AND DUTCH)

[TINYURL.COM/YBF3F9N7](https://tinyurl.com/YBF3F9N7)





HOW WILL THE CHANGE IMPACT MY ASSOCIATION?

- **Statutes**

The change in law will require many associations to review and update their statutes. Changes in the roles and responsibilities of the board of directors may be required. Any references to outdated laws or bodies (*such as courts*) will need to be replaced.

- **Structures, Bylaws and Processes**

Associations may want to take this as an opportunity to review their governance structures and processes. Anti-trust regulations may need to be reviewed, volunteering contracts rewritten, and liability clauses and insurances updated. A Time to Explore New Legal Structures: ASBLs will be able to transform into AISBLs (*international associations*), and vice versa, and into corporative enterprises certified as social companies. The regulation on mergers and divisions will also apply to associations.

- **New Opportunities for Raising Income**

Diversifying income is both a key challenge and opportunity for 21st century associations. The change in law invites a review of the association's funding model: is there an opportunity to raise additional income through events, commercial partnerships, or services to non-association clients?

- **Liability for Directors**

Board members are responsible towards the association for gross mismanagement mistakes they make while fulfilling their mission. As a group, board members are also liable towards the association and others for damage resulting from violations of the Code of Companies & Associations or the asso-

ciation's statutes, even in the absence of a collegiate administration body. This liability will range from €125.000 to €12 million depending on the association's annual turnover and balance sheet total. Limitations on the contractual and statutory liabilities beyond legal regulations are prohibited. Exemption and warranty clauses given by the association to its board members are also prohibited. Moreover, board members remain subject to the particular liability regarding unpaid social contributions, VAT and income tax.

Stricter rules don't apply to small associations in the cases of serious misconduct leading to the bankruptcy of the association and wrongful trading by board members who continue to lead an association that is irretrievably lost.

WHAT DO WE NEED TO DO TO PREPARE?

- **Identify weaknesses and opportunities**

2018 is a good time to review your statutes and bylaws and to update your governance to ensure it's not just legally compliant, but also fit for the future.

- **Set a time plan**

Governance changes take time and need to be well prepared. Set your time plan to ensure that your association is fully compliant with the new legislation in good time.

- **Invest in a Director's Liability Insurance**

Especially medium and large associations are strongly advised to take out a liability insurance for their directors to protect these key volunteers from financial risks.



7 WHAT IS THE TIMELINE?

2018: Adoption of the draft law and first set of changes

This bill is expected to be adopted by the Federal Parliament over the course of 2018.

It is also important to note that some changes have already been implemented for associations. Since 1 May 2018, the insolvency law and the bankruptcy law can apply to associations. And as of 1 November 2018, litigations involving associations are judged before the Company Court.

2019: The new Code enters into force

The bill should enter into force in 2019. Associations founded in 2019 will have to comply with the new Code from the moment of their creation.

2020: Application of the new Code for existing associations

The mandatory provisions of the Code will apply to existing associations as of 1 January 2020 even if they haven't adapted their statutes. After that date, associations that decide to change their statutes for whatever reason will have to make at the same time the necessary changes to comply with the new rules. If they fail to do so, directors will be liable and may be sanctioned.

2024: Ultimate deadline for adapting the statutes of associations

Existing companies and associations will have until 1 January 2024 to adapt their statutes to the new provisions, allowing them a long transition period. If associations miss this deadline, directors will be liable and may be sanctioned.

TBD: Registration in the CBE

The King will set a date after which associations will have 6 months to register in the CBE. Subscribe to our newsletter to be kept informed.

HOW INTEREL ASSOCIATION MANAGEMENT CAN HELP

As a professional association management practice, Interel's European Association Management is well versed in designing effective and legally compliant association governance structures. We support European and international associations of all sizes to future-proof their statutes, bylaws and governance structures. Whether you need help with a strategic governance review, or support in optimising texts, structures and processes, Interel Association Management is a great partner to support you along the way. Feel free to contact us with any questions, ideas or comments, we'd love to help.

Do you want to receive updates?

We will keep updating this article as more information becomes available on the Belgian Association Law Reform. If you want us to keep you informed of those updates, please subscribe to our newsletter:

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ESAE

Upcoming Events

Peer-2-Peer Session on **How to be the Best Digital Lobbyist**

28/11/2018

LOCATION

Brussels

This event follows up from ESAE's previous Session "*How to be the best Lobbyist*" which took place in September. It aims to provide an insight into a large array of digital tools available now to the Associations World such as Analytics, Digital Monitoring, Advertisement and Content Management. Through shared experiences, participants will get an understanding of how and when to better engage digital strategies in their Associations activities.

This will be the first of a series of events on Digitalisation organised and presented by ESAE in partnership with **Cambre Associates**. Three more events on Digitalisation will follow in the first half of 2019.

Peer-2-Peer Session on **GDPR Implementation** December 2018

LOCATION

Brussels

More than 6 months after the GDPR implementation, how many Associations have actually incorporated it into their day to day business?

What have been the challenges so far and what do we need to take into consideration for the future? This session will permit an exchange of experience and good practices for a topic that has dominated this year's discussions on policy implementations.

ESAE Session on **Digital (R)evolution in your Association**: Embrace. Engage. Excel.

European Association Summit 2019

28/02 – 1/03

LOCATION

Square Congress Centre, Brussels

An interactive world café forum where participants will openly discuss and exchange experiences and case studies. The digital tools in our disposal have already changed the way we conduct business, but what are we making the best use of what we have? And what can we expect from the future?

Association Professionals **New Year Cocktail Reception** January 2019

LOCATION

Brussels

An informal cocktail gathering to celebrate 2019 amongst friends, members and partners. A chance to network and share and also an opportunity for ESAE to announce new projects and collaborations.

By joining ESAE, either as an individual, or collectively as an Association you become part of a network that shares best practices and experience. You have the chance to get new skills and support; to be recognised in your field and stay informed as part of a vibrant community dedicated to Association Excellence. Gain access to exclusive events for our members and remain active and relevant in a dynamic and ever-changing environment.



ALL DETAILS ON UPCOMING EVENTS ARE AVAILABLE ON
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Valencia has historically been a cultural crossroad, and it continues to be a meeting point between northern Europe and the Mediterranean countries today. The city is easily accessible via its international airport (*located 8km outside the city centre*), which consistently increases its international flight connections.

Known for its dishes featuring rice, a product that plays a pretty crucial role upon the stage of Valencian gastronomy. But a lesser known fact is that the birthplace of their most iconic Spanish dish – Paella, is Valencia!

Valencia's blend of perfect climate, friendly locals and smart urban planning makes it a captivatingly unforgettable city – *one you'll immediately feel at home in!*

For the MICE industry, Valencia has established itself as one of the best cities to host congresses as well as other events.

It offers more than 17,000 hotel rooms, dozens of leading and unique spaces including the Valencia Conference Centre, the World's Best Convention Centre by the International Association of Conference Centres (AIPC) in 2018; the City




of Arts & Sciences, the largest cultural-educational complex in Europe, which has a wide variety of spaces for all kind of events; or Feria Valencia, the largest exhibition area in Spain and one of the ten largest in the world with a total area of more than 230,000m².

Over the last few years the number of international congresses hosted in the

city has been well-balanced and it ranks (*according to the ICCA 2018 statistics*) as the third city in Spain, the thirty-fifth in Europe, and the sixty-eight worldwide.

Incentive travel is also a strong sector for the city and the Valencia Convention Bureau have professional partners that offer a broad variety of activities with a local touch.



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MAKES THE
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How Associations Can Broaden Their Educational Offering



AUTHOR

Louise Gorringe, Director of Association Management Operations, Kenes Group

BEYOND ASSOCIATIONS

Most medical associations exist to advance the body of knowledge in their field. Surveys and feedback from members of different organisations confirm that education and development is a key motivator to become a part of a professional society.

Today associations have to decide how to make their academic offering readily available and suitable for the needs of their community. One conference a year cannot ensure that medical professionals are abreast of all innovations

and informed about the best standards of patient care. It has long been recognised that the level of each physician varies, so tailored solutions are a must to satisfy unique lifelong learning needs – of those just entering the field as well as the veterans.

The European Society for Immunodeficiencies (ESID) and the International Society of Endocrinology (ISE) are just two of many associations who regard education as the most essential element in achieving their mission. Both societies rely on different activities to reach their goals, such as organising interna-

tional conferences, supporting regional and national meetings, facilitating collaboration among members, and others. However, with both focusing on disseminating education across geographical borders, they wanted to develop a system that can reach all stakeholders, offer different learning methods and provide the flexibility to study on demand.

CONTINUOUS EDUCATION STRATEGY

A continuous education strategy is an integrated approach that puts educa-

tion at the heart of the association. It includes three main pillars: online education, blended learning and live events. Each of these approaches encompasses different activities as follows:

Online Learning:

- eLearning courses
- Webcasts
- Online forum

Blended Learning:

- Online pre-event test
- Online post-event test

Live events:

- Annual meeting
- Workshops and sessions
- Sessions at endorsed meetings

ESID developed an education portal that includes content scalable to individual objectives and schedules, while also featuring modules that provide CME credits. Some of the results of members using the portal include:

- Over half of ESID's members have registered for the portal
- Over 25% of those users have completed one or more case studies
- 80% of the users agree that these case studies will help them to advance in their professional practice

For ISE, the online portal is being designed as the main hub for all materials. Every healthcare professional will be able to access it and tailor their learn-

ing path by choosing what they need to discover at the right time, in the right setting, and getting the best outcomes possible.

A continuous education strategy suggests combining methods such as simulations, scenario-based learning, demonstrations, hands-on workshops, etc. All of these are effective ways of increasing knowledge and practical application, as well as engaging members to participate at live events. Attendees can be involved before, during and after a conference to get the most out of a scientific session through blended learning programmes. This offers unprecedented possibilities for effective and customised learning, the opportunity to measure outcomes, as well as incorporating these interactions into the event itself.

STRATEGY DEVELOPMENT

The development of a continuous education strategy requires time and planning. It starts with understanding the needs of members and investing in creating the materials and repurposing the content to fit the different educational methods, and to suit accrediting bodies and lecturers alike. ESID needed over a year to develop the portal with the right content, creating a well-working mix of online and offline learning, and ISE is currently setting on this path too.

Blended learning and eLearning courses can also take a couple of years to be built and fused with other society activities. Once they are ready, everything should be put into action – from the launch and promotion to continuing the expansion of educational methods on offer. And last but not least, associations need to look for opportunities to partner with external organisations, including industry, who also have similar educational targets and objectives.

BROADENING SCIENCE

The advantages of such an integrated strategy are many: from increasing the society's direct reach to their audience, as in the case of ESID and ISE, to allowing them to utilise their resources more efficiently. The combination of methods aids the longevity of all content and materials distributed as online webcasts, case-studies, pre/post-event questions, forums and more. And with the possibility to measure everything, the content can be adapted to the changing needs of the community, ensuring that all members are equipped with the best know-how available.

Whatever the mix of tools, the goal of associations adopting a continuous education strategy is to empower the learner to achieve understanding in a given topic, become self-sufficient, improve workplace performance and ultimately – improve patient care.



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

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This article was provided by the International Association of Professional Congress Organisers, author **Louise Gorringer**, Director of Association Management Operations, Kenes Group. The Head Office of KENES Group is based in Geneva, Switzerland. For over fifty years, Kenes Group has been creating success stories with associations around the world. We're experts in helping associations reach their true potential by strategically building awareness, loyalty and satisfaction among current and potential members, as well as stakeholders.



Bringing Associations to the Table



UIA
ASSOCIATIONS
ROUND TABLE



ABOUT THE AUTHOR

Amelia Folkema first came in contact with the UIA as a student archivist over 10 years ago. Since then, she has worked on various research and editing projects. She has now taken on the role of Communications Officer for the UIA.

For over a century the Union of International Associations (UIA) has been working to promote and facilitate the work of international associations. Since 2007, the annual UIA Associations Round Tables held in Europe have given associations an opportunity to learn through networking and through practice. UIA knows associations. It knows that most have limited staff, limited budget, limited time. Travelling to a Round Table is often not possible, so the Round Table started travelling to associations in 2013, leading to a Round Table Asia-Pacific and a Round Table Europe. There are now flags on the map of Belgium, Singapore, Korea, Ireland, Thailand, Monaco, France, and Malaysia. Over 500 associations have sent representatives to one or more Round Tables so far.

The UIA Round Tables are in fact the core of UIA's education project. The participants and speakers are people involved in running associations – of all sorts. The diversity of international associations attending any given UIA Round Table is remarkable, yet each UIA Round Table confirms that we have more in common than our associations' names might indicate. We share challenges and questions and concerns. We often share a close acquaintance with managing on small budgets. Above all, we share a passion for what we do.

The speakers are also all involved in running associations and share their own experience in meeting challenges in

“For me, the discussion groups are always the most interesting. The speakers give us food for thought, with new ideas and provocative questions, but in fact everyone in the room is an expert. It is in the small groups that we get to share that expertise. The passion and motivation and knowledge always give me a boost.”

Nancy Carfrae, UIA Round Tables Coordinator

membership, communication, funding, governance, and more. There are workshops and discussion groups for participants to exchange concerns and knowledge.

Thanks to contributions of UIA's partners, registration fees for association representatives are kept deliberately low, thus enabling delegates from smaller associations to attend. The UIA Round Tables are therefore able to bring together people one wouldn't meet anywhere else. Many of the invitees will never be found on any other list: finding and documenting associations is, after all, the UIA's expertise. And many of the participants will never be seen at any other association event or trade fair. These participants benefit greatly from the opportunity to exchange ideas, and to engage in active discussions with the speakers and each other.

The UIA enjoys an excellent position as the one to bring together associations. Firstly, the UIA is a research institute and documentation centre. Non-profit, apolitical, independent, and non-governmental in nature, the UIA has been a pioneer in the research, monitoring, and provision of information on international associations and their global challenges since its founding in 1907. Secondly, the UIA is itself a not-for-profit association which therefore shares many of the same issues all associations face: questions of management and administration, policies and regulations, values

and vision and pragmatism. For participants, this means that the UIA Round Tables are by and for associations. They are not business events to which associations are invited. A Round Table is perhaps the only event all associations can attend, no strings attached. As such, the participants come from all over, and from incredibly diverse associations.

The Round Tables have an empowering effect on many delegates, especially those from smaller associations. Small associations are often completely unaware of how vast the non-profit world truly is (*over 70.000 international associations are documented in the UIA's Yearbook of International Associations*). They don't often get invited to fairs or exhibitions: their meetings are not frequent, large or regular enough; they are mainly volunteer run; they have, simply, never come to the attention of the organisers of such events. Without the chance to meet and engage with other associations, they can be left floating adrift, feeling isolated in their own little bubble. But it is the small associations which so often form the foundation of many local communities, when given the opportunity, and the necessary information and tools.

Money is almost always cited as the number one problem. How do we associations ensure we have the financial resources to carry out our work today and to plan for the future? How to attract (*the right*) members is usually tied

in with this problem.

Communication is also high on the list. Seldom does one meet an association that does not know why it is doing what it is doing, but somehow many of us find it hard to get the message across clearly to the people we want to hear it, whether members, funders, the public, or, indeed, sometimes our own Boards. Choosing the right medium and the right moment seem often to be great stumbling blocks.

The third big issue is the hurdles of the practical day-to-day running of the association.

With these questions in mind, this year's Round Table Asia-Pacific (*Kuala Lumpur, 26 & 27 September*) and Round Table Europe (*Lyon, 15 & 16 November*) will be discussing some of the following topics:

- The role of international organisations today
- Community creating
- CVBs
- Funding
- Accreditation
- Governance
- Conferences
- Sustainability
- Measuring progress
- Project partnerships
- Accessing UN bodies
- Inclusion
- Membership

At UIA we consider a Round Table a success if the participants go home with new ideas, with increased motivation, and with names of people with whom they want to stay in touch.



MORE INFORMATION
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we care about your personal contact but most of all, we care about

YOU

... so why not have a successful try?





Make Your Education Efforts a Cornerstone of Your Culture



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.



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Every association has an educational aspect to it. Professional societies, of course, are based on their educational purpose(s) – it’s their reason to exist. Their mission is to provide their members with access to the information and educational sources to help them succeed in their chosen professions/careers

Trade associations and Chambers of Commerce, whose missions are often more focused on economic or market development, also have a big investment in educational programming. That comes in the format of technical information, management education, etc.

There is a third type of education that all associations *should* be involved in, but one in which many associations don’t place as much emphasis as they probably should, and that’s in the area of internal education (*staff training*).

Regardless of the type of organisation you have, your educational efforts are more than just an extension of your mission statement or your efforts to enhance staff effectiveness. Your educational efforts are a cornerstone for your organisational culture. Here are some key aspects to keep in mind while of fostering that culture in today’s association environment.



YOUR “COMPETITIVE ADVANTAGE” IN EDUCATION IS UNDER SIEGE. HOLD ON TO IT.

As was mentioned, many organisations are founded on their educational component. For many years, this was probably one of the most basic- and unique - elements of your value statement to your members and prospective members. You provided educational opportunities in many formats, and because you focused on your industry, profession, community, etc., you were the organisation of choice for educational offerings, certification, technical information, etc. Remember when we could all say “*We are the ONLY organisation offering the information and education you need to be successful?*”

Then came the internet; then came Google; then came private providers of online education and information – in YOUR field! Competition we never had before now gives members and prospective members instantaneous access to educational opportunities without having to join any organisation.

What you can do to regain that educational competitive advantage:

A | *Make your in-person educational events the best “experience”*

Outside education providers may be able to compete with you on content, but they can’t compete with you on relationship-building. They have customers, but you have members. Members are committed to more than educational activities - they are committed to your profession or trade, and to your organisation. Reinforce that by making in-person educational events an association “*experience*.”

Partner with your venues to provide extra amenities and promotions. Be the easiest educational provider to deal with by using the unique information you have on members to make registration and confirmation of c.e. (*continuing education*) credits quick and accurate. Cross-promote other association activities at educational events, etc.

B | Offer as many educational options as possible

Obviously, we live in a world where people expect an online (*technology-based*) option for “virtually” every activity. This is another area where outside education providers can have an advantage because of greater resources, so associations have to counter that advantage in two ways.

- Offer MORE options. Many outside providers do not offer in-person programs (*you can*). You can offer summaries of programs and repeat webinars through your members-only website portals, etc.
- Practice high-level quality control. Really focus on problem-free offerings. Check and re-check your technology for ease of use, universal access, mobile-friendly presentation, etc.



BRAND YOUR EDUCATIONAL EFFORTS ACCORDING TO OUTCOMES, AS WELL AS CONTENT.

Use the fact that your organisation has a mission related to your industry or profession as part of your branding efforts. Be sure to market your educational efforts (*in all formats*) based not just on the content (*i.e.* “*This program*

will cover the following topics”) but also on the outcomes (“*This program will give you a basis for your company’s employee retention program;*” “*This program will help qualify you for your Level II security clearance;*” etc.)

It’s important to remember that we, as associations, have an ongoing relationship with our members. Remind them that we will be with them all along their journey toward professional/business success, not just at a one-time educational event or program sponsored by a for-profit provider. Don’t hesitate to point out how your educational programmes tie in to other association activities and benefits.



UNDERSTAND HOW ASSOCIATION STAFF EDUCATION BENEFITS YOUR ORGANISATION IN SEVERAL WAYS

Unfortunately, too many organisations put staff education on a lower priority standing than member educational programmes. The most common manifestation of that is the fact that when organisational finances get tight staff education is among the first things to get cut. While that is somewhat understandable, in the long run it can be less cost-effective than association leaders think it is. Here is why:

A | Staff education is also a personification of your organisational culture.

If you count education as one of the key values of membership, and promote continuing professional and management education to your members, it makes it almost mandatory to do the same for your staff. How can professional development be a priority for

your members’ profession but not for your staff’s profession (*association management*)?

B | Staff education is a good financial investment.

Have you ever calculated the cost of staff turnover in your organisation? Your members certainly do it in their business or institution. The cost of replacing your Membership Director or Education Manager is far greater than giving them the tools to be successful. Staff education should be part of their compensation/benefit package.

C | Staff education helps ensure your members get greater value.

Your organisation’s staff (*and headquarters office*) probably represents the biggest dues investment your members make. Just check the expense lines in your organisation’s budget if you don’t believe me. You owe it to your members to be sure they are getting the best return on that investment through a well-trained, well-organised, highly-motivated, and efficient staff.

Your educational programmes permeate every part of your organisation. Use these activities to provide value to your members, compete with the private sector, upgrade your staff effectiveness, enhance your organisation’s brand, and further the mission of your organisation.

Education can, and should be, a cornerstone of your culture.



Introducing the Algarve Congress Centre (ACC), the new World-Class Gatherings in the Algarve

The Algarve Congress Centre is the premier destination for conferences, meetings, exclusive car launches and functions in southern Portugal, with modern facilities and a unique location next to Vilamoura Marina and the iconic Tivoli Marina Vilamoura Algarve Resort. In the Algarve, benefit from beautifully designed areas showcasing the Mediterranean climate and breathtaking scenery, flexible access to the complex by air or land and an exclusive selection of venues to complement your event.



Located just 25 minutes from Faro Airport (and 2 hours and 30 minutes from Lisbon Airport), it is exclusively positioned in a highly privileged location in Vilamoura, a charming central town in the popular beach destination of the Algarve. The new event space comprises of 22 rooms filled with natural light, spread over a total area of 7,050m², with a total capacity for 3,000 people. The Congress Centre includes a versatile plenary room, the Fénix, which features a 10m high ceiling and is divisible into up to six individual rooms, plus a 700m² terrace with 270-degree views over Vilamoura Marina and the Atlantic Ocean.

In addition, large terraces and a unique panoramic rooftop overlooking Vilamoura Marina and the sea, totalling 3,400m², promise to invigorate events with memorable views, sophisticated interiors bursting with natural light, the beach and the marina.

Algarve Congress Centre's facilities are equipped with infrastructure to support heavy loads, including loading and unloading zones and plentiful complimentary parking. Ample and versatile foyers provide excellent accessibility and a comfortable atmosphere, with diverse functionality for holding receptions.

From large scale conferences and events to corporate and private gatherings, every event is planned to the last detail and expertly-managed, making it successful and memorable, with the assurance that our experience, premium facilities and technical capabilities will give you the exposure to make your

investment more than worthwhile.

Located in the Vilamoura centre, the Algarve Congress Centre is a harmonious synthesis of appealing architecture, state-of-the-art congress technology complemented by the Marina surroundings, an exceptional location that benefits from the most distinguished hotel service and the perfect setting for a private dinner or cocktail: over 3,000 beds in 4 and 5-star hotels within close proximity to the attractions in Vilamoura centre make this location so uniquely attractive.

A dedicated team of event professionals will guide you to create a memorable experience, allowing you to take centre stage. The Algarve Congress Centre Events team combines experience with creativity to ensure all your requirements are taken care, from simple catering for conferences and exhibitions, packaged meals for contractors or a spectacular Gala dinner. Whether you're

organising an exhibition or an event, participating at a trade show or just visiting, the venue team delivers a streamlined, turnkey service which is tailor-made to your total satisfaction.

A range of so many eclectic settings across neighbouring Tivoli Marina Vilamoura are also available:

- **The Lakeside**, an indoor venue with a unique natural lake landscape and banquet capacity of up to 1,050 guests, the perfect setting for private events.
- **Purobeach Poolside** for sophisticated parties with live music or a DJ and craft cocktails
- **Purobeach Beachfront** beautifully positioned at Falésia Beach offering incredible oceanic views.
- **Ocean lounge**, an exclusive new space at Tivoli Marina Vilamoura, with panoramic views overlooking the sea and the luxurious hotel gardens.

Take advantage of the exclusive catering outlets options at the hotel which include contemporary fusion cuisine from Pepper's Steakhouse, the freshest and healthiest dishes from Purobeach Beachfront, Italian gastronomy at



Oregano Restaurant and more. Additionally, the property's beautifully landscaped gardens can host intimate dinners and other private events.

Tivoli Marina Vilamoura Hotel is indeed home to restaurants with exciting gastronomic experiences, but also indoor and outdoor swimming pools, an indulgent Spa, beach concession and many more. In the surrounding areas, you may discover a complete selection of remarkable activities to complement your event such as boat cruises, Water sports, Golf within the top European fairways, the Algarve International Circuit, Equestrian Centre, or the possibility to just immerse into the deep Algarve and discover the cork route, visit wineries and tastings, safaris in the countryside and local

charity activities, all the perfect setting for teambuilding activities.

Finally, enjoy close proximity to attractions, commercial and cultural spaces, casinos and entertainment. The perfect location, in central Vilamoura, promises plentiful opportunities for adventure and relaxation in the Algarve.

The Algarve Congress Centre is the epicentre for business tourism in the Algarve, aiming to leverage the MICE sector in the region - through its size, resources, diversity of calendar and scale of events - and to play a key role within the region's economy - attracting revenue for the hotels, restaurants and service providers.



CENTRO DE CONGRESSOS DO ALGARVE

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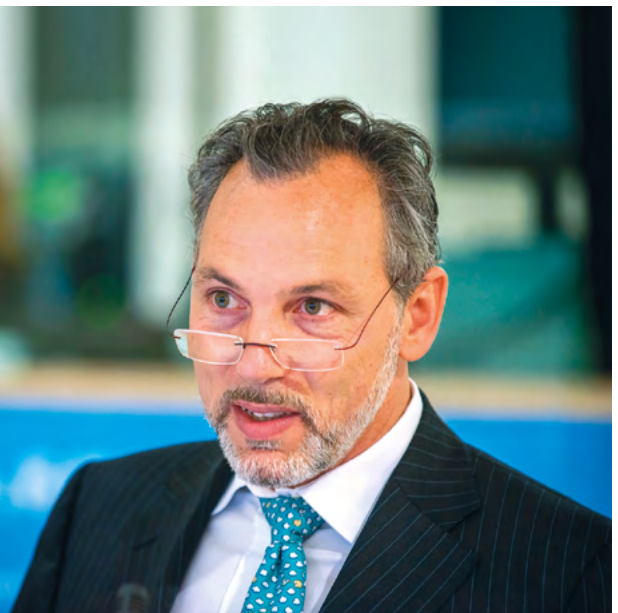


Membership Engagement

The Dialogue Experiments

ABOUT THE AUTHOR

Jeffer London is an engagement-maker at the Center for Creative Leadership. See his blog about stimulating conversation at JEFFER-LONDON.COM and services at CCL.ORG



▲ Dialogue Experiment, facilitated by Jeffer London at an event with Europe Direct. (Photo: Simon Pugh)

Included. Valued. Listened to. Making a difference. Feeling part of something bigger. These are the testimonials of engaged members; people involved in the *Dialogue Experiments*.

The Dialogue Experiments have been the testing ground for a forthcoming book called **Stimulating Conversation: How to Get People Talking**. Based on the collective intelligence of groups who overcame conversational challenges, the book will tell the story of how people improved their dialogue, synergy and engagement. The participants tested out different ways of being in group dialogue — about purpose, intentions, challenges, conflicts, collaboration, citizenship, their work, the future, each other — and then debriefed on their experiment by writing notes on three question cards.

1

WORKING WELL

What has helped us be in conversation?

And why is that important?

2

AREAS TO EXPLORE

What hindered, diminished, or blocked our conversation?

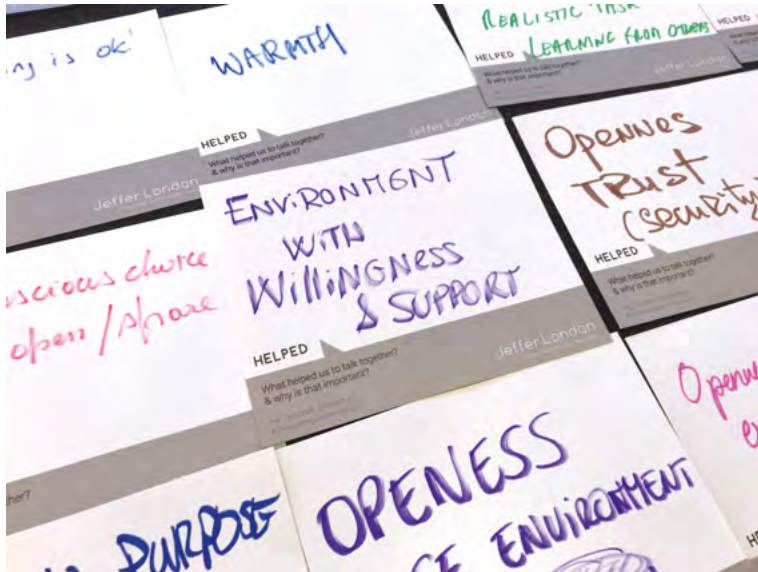
And why is that important?

3

PERSONAL LEARNING

What have we learned about stimulating conversation?

And why is that important?



▲ Learning about what helps dialogue



▲ Learning about what hinders dialogue



▲ Insights into dialogue

The results uncovered distinct patterns — patterns that can be learned and re-applied. More than a thousand Dialogue Experiments later, it's become clear that getting people talking, is less about being a good conversationalist, and more about the culture a group creates. The experiments helped people to:

- **SET THE TONE**
They created the conditions that allow for conversation. They increased openness, curiosity and safety, while suspending assumptions and judgement.
- **BE AWARE OF MUTUAL IMPACT**
They deepened their understanding of how we each impact conversations through our intentions and personal behaviors, which are often unconscious.
- **LEARN FROM EXPERIENCE**
They continually thought about how to improve conversations through the quality of their questions, their listening, their mental agility and their ability to sustain openness.

The book will tell stories about the universal patterns, but what most organisations love is how each group created its own sense of engagement. It's a simple process that you can try for yourself.

- 1) Find a pertinent question for your group.
- 2) Invite people to discuss it.
- 3) Debrief with the 3 question cards.
- 4) Write up the results and repeat a few times.

The Dialogue Experiments are a public project. If you would like to do one, reach out to Jeffer London or [#stimulatingconversation](https://twitter.com/stimulatingconversation) for free resources. In exchange, you will be asked to share your results for others to learn from.





May Curiosity Be With You!



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
THEEARS.EU

In times when most people are satisfied with half-relevant and simplified answers, as long as they come in swiftly, it is not always easy to be the one digging deeper. Temptation is high to *google* your way through.

Genuine curiosity is as precious as it is rare these days. It can also be an extremely powerful tool in becoming a better and more authentic leader.

Firstly, curious minds are never satisfied with simplistic answers

They always ask: “*why?*”, look for details, analyse and get to the bottom of things. This allows them to stand on strong foundations, see the broader picture and trust their own judgment. They start and lead new conversations instead of just dropping an occasional answer.

Secondly, curiosity opens your mind to new concepts

It makes you seek new experiences, develop diverse interests and grow beyond one specific role you see yourself in. This is the very basis of becoming a leader: you are confident in making unexpected and unconventional connections, bringing inspiring people on board because you know their value just as you know yours; and you don't feel threatened. You focus on creating something bigger than yourself.

Thirdly, it teaches you to ask the right questions - a skill that is often underestimated

If properly used, it can not only showcase your knowledge and help you gather information, but also create lasting

and meaningful relationships with people around you. As they say, *'they may forget what you did, but they will never forget how you made them feel.'* And we all like to feel listened to and understood.

Finally, it helps embrace the unknown and thrive in unpredictable circumstances.

Today more than ever things can change by 360 degrees in a heartbeat. To be a successful transformational thinker, it is no longer enough to be able to comprehend the complexity of the world. What is needed is to be bold and feel comfortable leading while knowing that you don't know most of the variables.

May curiosity be with you!

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The Importance for Associations to Deliver **Consistent Targeted & Cutting-Edge Education**

The importance of ongoing education does not have to be demonstrated as it matches the continuing changes the world is facing. In all sectors it is a success factor for future business. ECM makes no exception by providing its members with different education opportunities.

The importance of education to face continuing changes, understand perspective and challenges occurring in the Meetings Industry

The most iconic education opportunity from European Cities Marketing is the ECM Summer School taking place every year end of August in a European city. Since 1987, the ECM Summer School provides great insights into the structure and functioning of the Meetings Industry and has graduated more than 1800 students.

“It is a vital task for top management in each organisation, whether it is a Convention Bureau (CVB), tourist board, congress centre, airline, hotel, DMC, PCO or meeting planner, to train every employee continuously. The set-up of the event enabled once again maximum interaction between students and our experienced meetings’ professionals, challenged in plenary sessions, group work, networking or socialising.” said Pier Paolo Mariotti, Meeting Manager at EURAC Research, Course director of the ECM Summer School (since 2011), and ECM Vice-President for the Meetings Industry.

The set-up of the event enables maximum interaction between students and the experienced meetings’ professionals,

challenged in plenary sessions, group work, networking or socialising.

The ECM Summer School faculty members are all members/partners of ECM and gave their time on a voluntary basis – a way of giving back to the meetings industry.

“ECM Summer School is a one in a lifetime opportunity - not only to widen your knowledge but also to meet so many great people from the meetings industry all around the world. Everyone should take their chance and attend the next Summer School - you won't regret it!” said Rahel Bättschmann, Project Manager Convention Bureau at Zürich Tourism and student during the 32nd ECM Summer School.

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

Sharing experiences on a worldwide level, ECM is going global and exports its ECM Summer School education programme outside Europe

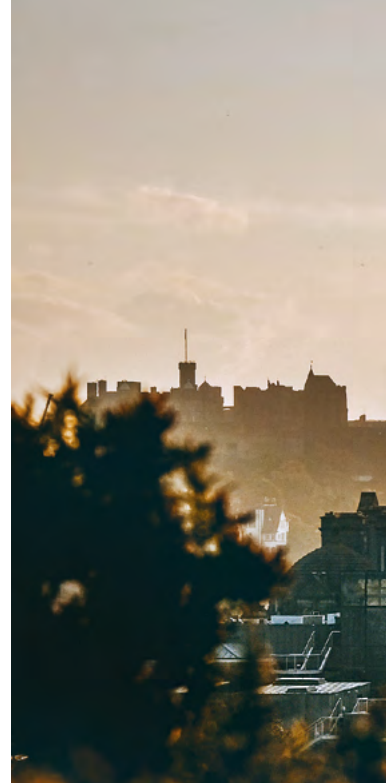
Like its big sister the ECM Summer School, the ECM Academy is the bridge for worldwide professionals to a suc-

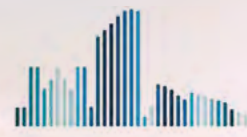
cessful career in the meetings industry. The ECM Academy keeps its sister's highest standard of course content, recruiting the best speakers, and giving the latest examples showcasing the most up-to-date trends in the meetings industry. The first edition that took place in Johannesburg, February 19-21, 2016, was fully booked with participants coming from African convention bureaux, convention centres, tourism boards, hotels, travel agencies and event agencies.

Targeted education through expert meetings, best practices exchange and conferences

ECM members also have the opportunity to strengthen their expertise, by attending annual Expert Meetings on City Cards, City Marketing, Tourist Information Centres... with a European network of experts, it allows them increase their competence, expertise and motivation through the exchange of best practice, experience and know-how on practical and daily issues.

They can as well attend ECM twice-yearly industry-specific conferences that feature internationally celebrated speakers but which also allows best practice exchange!





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▲ Enchanting Edinburgh, the host of ECM conference 2019 (Photo by Adam Wilson)

Next ECM conference “*Eventful Cities*” will take place in one of the most influential city of this sector, Edinburgh, on February 13-16, 2019. Urban events are awesome communication platforms and can generate great public excitement and boost the soft power of the city. Big events bring with them increased economic turnover, and – if conceived and executed strategically – they might boost a city’s international brand and stimulate urban development both physically and socially.

Events can be a great way of manifesting a city for a global audience. In the cultural economy, small is often beautiful and

what is local might go global. Pamplona, Davos, Kassel and Park City... with original and exclusive content, even the smallest of towns can be world cities for a few days every year. Events have the power to make nowhere places go everywhere.

Yet, as it turns out, the major events business can also be a minefield of public dispute and an ugly waste of taxpayer money. For host cities, major events in culture, commerce, science or sports have become a complex and high-risk business with many pitfalls and diverse stakeholder interests.

The fully loaded two-day conference

with leading international experts, event owners and selected international showcases will provide attendees with all the insights and inspiration they need to cultivate the event scene in their city.

The conference will present event leaders and creatives from some of the world’s leading happenings and dissect the strategies that made them successful. But it will also uncover the dark side of the moon with a “*festival of failures*” where brave survivors of epic disasters in event management will share their experiences and valuable learnings.

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Breaking Down Cultural Barriers

Nisan Bartov, manager of Event Initiation and Development at MCI Group shares with HQ Magazine valuable PCO insights on cultural differences in our globalised world.



HQ: Can you share with our readers about your experience in organising international events?

NB: My career began in Switzerland in 1996, after graduating from Business Administration with an emphasis on bank management, where I also learned software engineering. My first job was to manage the abstract department of AKM (*known today as Congrex Switzerland*). Back then we had to enter all abstracts manually, and deal with various cultural backgrounds and cultural barriers. After pioneering in developing online abstract and registration systems, I moved into eMarketing and social media marketing.

What always fascinated me in the meetings industry is coming together with international participants and learning from their cultures. For the past ten years I have been working mainly in creating and developing new initiated international events and today, at MCI, I am managing what we call 'New Assets Development'.

How do PCOs work around cultural differences?

It has always been a hot topic, the difference today is that our global village is getting closer. As travelling becomes more affordable, more people travel to attend conferences (*even from emerging and developing countries*). We also have increasing number of clients and associations who are considering new destinations.

It was just a matter of learning how to overcome cultural differences, working with the right people, and spending time to get to know each other. Convention

Bureaus are always a huge help, and I would even say that it is a must to work with them when going to 'challenging' destinations. The CVBs are aware of the cultural barriers and are trained to link internationals with the locals. The key is respect, and be open to something new. We are all humans and we want to be respected – you don't need to speak the local language, just be sensitive and keep an open mind for the unexpected, but most importantly, show respect and interest in your hosts' culture.

It is important to understand that what is clear and logical for you, may not necessarily be clear and logical for the other side. For a conference we had in China, we wanted to hire hostesses for registration and on-site support, but due to miscommunication we were linked to an escort agency.

Can you share with us your first experience in an 'exotic' destination?

I recall the first time I propose to bring a conference to Japan, I was warned by many colleagues about the cultural barriers and communication challenges. We ended up going to Barcelona, but I repeatedly insisted to make Tokyo the next destination – *and the participants doubled when we went there for the first time*.

We had a longer preparation time as we needed to build a local organising committee, get the right governmental contacts, and be introduced to the local industry. Japan is a very fascinating country with a rich history and culture, that has been isolated in the past and it is part of their DNA. Japan is very much welcoming international events, and is

very keen to position itself accordingly, but as in many other cultures, the local people trust their own people and you need to gain their trust.

How can we break down cultural barriers?

To break the ice, you need to work on trust and respect, show interest in your colleagues' culture, understand the way they tick, and consider this to your own planning. Take note of your own behaviour – *when in Rome, do as the Romans do*. Remember, as much as you are eager to learn about their culture, they also want to know about yours. Very soon you will realise that you have more in common than not. Back to my experience with Japan where everything was well organised and in time, I felt like we were in Switzerland (*where I grew up*), as we travel by train from Okayama to Matsue in a snowy winter.

What is your strategy to organise crossing-cultural events?

Cross-cultural is an enrichment. A conference where all the participants are from the same background and share similar views would be so boring. It is also a challenge. First, you need to be aware that not all subjects are suitable for each location. I am currently working on an international Wine Conference, and it is something I can't bring to every single part of the world. There needs to be an interest of the region to host an event and you need to work with local key opinion leaders, the local convention bureau, and last but not least, to think about a legacy. It is more than just organising a conference, but creating an added value to where you bring the conference to.

42 **Sarawak:** Destination Branding Through Cultural Identity

Amelia Roziman, Chief Operating Officer of Sarawak Convention Bureau shares with HQ about their global branding campaign and the cultural impact of TriBE 2018.



▲ The Melanau tribe makes up one of the 27 major ethnic groups in the great state of Sarawak

HQ: Sarawak is harmoniously split between several ethnic groups, what can business events delegates expect to experience from the cultural unity/differences?

AR: Sarawak is a melting pot of culture, consisting of more than 27 different major ethnic groups with centuries-old tradition, and this diversity – *as well as respect and solidarity* – has established Sarawak’s reputation as a leading second tier destination for business events within the region.

Beyond the overflowing hospitality, business events delegates will be treated to a vivacious culture and the spirit of Sarawak’s unique traits, further complemented by the destinations of nature, adventure and heritage. In addition,

Sarawak’s nature of a 2nd tier destination also makes it a compact destination. This means that any business events, be it a meeting, conference, or an incentive trip, will witness the convergence of all communities. This authentic spirit of cultural unity is one of Sarawak’s most prized possession.

How do you capture the essence Sarawak’s cultural and national identity through the global branding campaign, ‘Redefining Global Tribes’?

Our award-winning campaign emphasises three key Sarawakian tribal values – *community, identity and unity* – which is very much relevant to the business events industry. These values are imperative in uniting the business events communities, strengthening each relationship, to achieve a stronger global identity. We are amplifying Sarawak’s core values to the world stage!



▼ The Bidayuh, also commonly known as the land dayaks, is the second largest ethnic dayak tribes after the Ibans

This campaign is an assurance of commitment of Sarawak’s rise as a maturing destination, as well as cementing our position as a formidable contender among destinations worldwide. Along with our industry partners, Redefining Global Tribes has given rise to an obstacle course race called the Tribal Warrior Challenge in 2017 alongside our familiarisation trip, and most recently, our recently concluded Business Events Tribal Meet (*aka TriBE 2018*); our inaugural conference of business events which has congregated business events heavyweights (*ICCA, PCMA, UIA and IAPCO*) among other keynote global speakers.



▲ The traditional tribal dance is typically performed before the start of any conferences in Sarawak



At the core of TriBE 2018 is the pulsing and dynamic trait of culture in a different sense - a collaborative cross-sector partnership uniting governments, industry partners, associations, and corporate organisations to accelerate their sector and directly grow business events as well.

Beyond a conference, TriBE 2018 is the beginning of a shared value strategic initiative. It will increase education capacity, scaling government advocacy, as well as encouraging synergy across the above alliances; and send a deliberate message that sustainable and effective transformation in individual sector or economic shifts can only be achieved by working together. We have a single-minded passion to get the business events sector recognised by the public and governments, that business events can contribute more to the economic growth if the identity is stronger.

Sarawak's inaugural Business Events Tribal Meets (TriBE 2018) was a huge success, did the event leave any cultural impact for the delegates and destination?

The vision of TriBE 2018, as Sarawak's first ever conference for business events, is a foretaste of how the future of business events can be beautifully integrated without losing sight of the roots of the

destination and business events.

Staying true to our culture, we welcomed our delegates with a traditional welcome dance, the Rampaian, which is visually rich and culturally stimulating. The opening remarks were delivered in the form of a tribal wisdom speech by SCB's Chairman, where he recounted his younger days in a fishing village and how the catch of the river represents the multitude of opportunities at TriBE 2018 - an insight into our multicultural background, before leaping into business events in the digital era.

Delegates of TriBE 2018 had the experience of getting to know Sarawak's colonial history from the Rajah Brooke's dynasty where the After-Party was set within the old-world charm and regal architecture of the Old Courthouse, an administrative centre dating back to 1874.

Cultural impacts are a definite in Sarawak, and is reflecting in how we emphasise boldness, creativity and going the extra mile to showcase what Sarawak truly is.

How do you strike a balance between acceptance of foreign culture and preservation of authentic local culture?

The key in maintaining our own authentic local voice and our culture is through reminders that we have is truly unique to us. The introduction of a foreign culture is not necessarily negative as it

does advances the sector, but it should not influence the heritage, traditions and values of a destination. It should instead be perceived as a means to encourage and nurture the authenticity of a local culture while the world moves into a homogenised society with a universal language.

Our recent engagement with the local community at Kampung Sting, Bengoh Valley has helped support the community's industry shift from agriculture to eco-tourism. Together with the private sector (CPH Travel Agencies), we have pioneered a corporate meeting package targeted for creative corporate retreats.

This pilot project has helped in establishing the village's chapel, which can also function as a compact meeting hall for 30 delegates, and at the same time markets the valley's picturesque scenery and neighbouring trails to the majestic falls of the 3-tiered Kling and Susung.

Initiatives as such preserves the authenticity of the local culture, but also enhances the livelihood of the community with the introduction of new and somewhat 'foreign' cultures.

ENQUIRIES

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▲ Amelia (3rd left) and the team from Sarawak Convention Bureau striking the trademark Redefining Global Tribes warcry



LIBERATE YOUR COMMUNITY

Redefining Global Tribes Campaign:

Join Sarawak in the revolution for business event **communities** to gather in **unity** to construct a stronger **identity** for Global economy.

To find out more about the campaign and SCB's support for Business Events (meetings, incentives, conventions and exhibitions),



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AIME Embraces Cultural Differences with Largest Ever International Attendance



The Asia Pacific Incentives and Meetings Event (AIME) 2019 will showcase the largest mix of culturally different buyers and exhibitors from across the globe, with attendees spanning 48 countries and speaking over 100 different languages – all attending with the same commonality of doing business.

The wide-ranging and eclectic event program will help AIME deliver its fundamental purpose of becoming the leading business meetings event in the Asia Pacific region.

“If you ask anyone in the business events industry they will tell you that the Asia Pacific has a unique way of working, with regional business customs ever evolving. With this, comes a fantastic opportunity to learn and be inspired by different ways of doing business, all under the one roof”, said Matt Pearce, CEO, Talk2 Media & Events.

“Melbourne is also undoubtedly Australia’s leading cultural hub, and we are committed to contribute to this reputation by bringing the most diverse pool of buyers and exhibitors from not only the Asia Pacific region, but the world”, continued Pearce.

Buyers can expect a range of unique business opportunities and solutions, from a selection of over 350 exhibitors,

showcasing destinations, conference centres, hotels, resorts and the latest attractions and services.

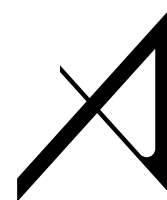
Furthermore, the refreshed Knowledge Program will highlight the many market nuances of the region, different cultural customs and sharing of best practice industry know-how on bidding processes, negotiations, key contacts and budgetary guidance.

On top of access to a pool of cross-disciplinary exhibitors, buyers will be granted added flexibility, allowing buyers to attend AIME 2019 in two ways; as either a Hosted Buyer or as a Pre-Registered Trade Buyer, both providing a clear and measurable return on investment.

The Hosted Buyer Program includes a fully curated experience, return flights and 4–5-star hotel accommodation, carefully chosen close to the Melbourne Convention and Exhibition Centre. Hosted attendees will be required to commit to

32 pre-scheduled appointments (PSAs) and attend all formal networking events, as well as the Melbourne Convention Bureau’s Uncover Melbourne Program.

Meanwhile for a moderate fee, Pre-Registered Trade Buyers have the option to select the number of PSAs they wish to make, attend all the networking events, and have the flexibility to attend one, two or three days at AIME 2019.



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NEUROSURGERY – FACTS [] FUTURE

EANS2018 Confirms its Success in Brussels

The European Congress of Neurosurgery, organised by AIM Group International for the fourth consecutive year, is a key event for the medical community. The 2018 congress is currently taking place at Square Brussels Convention Centre, with a boost in sponsorship and more successful all-digital tools.



78%

21

8

1,600 participants

More than 1,500 European neurosurgeons have come to Brussels for the EANS2018 Congress (*Square Brussels Convention Centre, 21-25 October*) to share current best practices and look at future developments, through a combination of interactive courses, plenary sessions and high-level discussion platforms.

The 2018 edition, organised by AIM Group, is focusing on improving the congress effectiveness and the participants engagement. Here some key areas:

Powerful learning. Contents are relevant: the three days include 99 Scientific Sessions, based on 1,100 selected abstracts. More space is given to small interactive sessions with 23 Masterclasses, where a small audience can freely interact with well-known surgeons discussing clinical cases. A new communication format of Science Slams is in the program, a contest where young physicians have a short time to present their research

projects in an effective and appealing way, which will be evaluated and voted for by the public.

Digitalisation. Several scanning stations are provided for attendees to complete the evaluation for CME credits. A quick and easier all-digital procedure. In addition, for a complete digital experience, also the poster area is on touch screens with user-friendly, interactive e-posters.

Increased sponsorship. One of the objectives of the congress was to create more valuable partnerships, to attract new and more sponsors and increase sponsorship revenues. After a working with the sponsor community – *which has been strengthened in the previous congresses organised by AIM Group* – more sponsorship opportunities were found. This has resulted in a substantial 26% increase in sponsorship & exhibition revenue, and a 30% increase in the sold exhibit area.

More networking. The opportunity to meet informally other international colleagues is increasingly important for medical congresses. So the collateral social programme propose some ad hoc events with a mix of traditional and modern attractions, from the Autoworld Brussels Museum for the networking dinner, to the prestigious Palais D’Egmont for the Presidential Dinner, or the iconic Brussels City Hall for the international closing dinner.

EANS2018 IN NUMBERS

- +1,500 European Attendees
- 1,200 Abstracts received
- 99 Scientific Sessions
- 23 Masterclasses
- 118 chairpersons and 433 speakers
- +30% Exhibit sold area
- 49 Sponsors
- 3 Industry symposia

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Where thriving industry sectors are the foundations of economic growth.

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QATAR

فعاليات الأعمال
Business Events



Qatar: 5 Things to Know

▲ Museum of Islamic Art, Doha, Qatar by Florian Wehde

1 STRATEGIES TO ACHIEVE THE GOAL OF HOSTING 5 MILLION VISITORS IN 2023, AND 7M IN 2030

With the launch of the Next Chapter of the Qatar National Tourism Sector Strategy, the government has taken bold steps towards fast-tracking strategic developments to spur the sector's long-term growth in the years to come.

The Qatar government has approved a reorganisation of the tourism sector to consolidate and focus efforts of relevant stakeholders, and achieve clarity in structure and roles; empower decision-making and implementation and provide an opportunity for professionals to pursue development in the tourism industry.

2 ACCESSIBILITY TO QATAR'S CULTURAL ADVANTAGES

Qatar's cultural and natural gems are celebrated and carefully preserved. It is the most open country in the region, making it an effortless opportunity to experience a unique destination where cultural authenticity meets modernity; where Arabian sands meet the sea; where people of the world come together to experience unique offerings in business, sports, culture and family entertainment.

Qatar's visa waiver system allows citizens of more than 80 nationalities to enter Qatar visa-free. Its strategic location (*at the cross-roads of east and west*) is an average of seven hours away from major global cities. Qatar's award-winning national carrier makes it easily accessible by connecting Doha to more than 150 key business and leisure destinations across six continents. The country's gateway to the world is the state-of-the-art Hamad International Airport (HIA). With 138 check-in counters, the airport has the capacity to serve 30 million passengers a year.

3 KNOWLEDGE HUB

Qatar has raised its profile as a destination for researchers, scientists, artists and professionals, who are looking for not only a place to meet, but also a place where they can continue to learn, share knowledge and experience something new, outside of the walls of a conference hall.

QTA's approach is focused on attracting events that match Qatar's existing growth sectors thereby creating more enriching MICE experiences for business visitors while making significant contributions to the country's economy and intellectual landscapes.



▲ Skyline of Qatar by Radoslaw Prekurat



▲ Museum of Islamic Art, Doha, Qatar by Ee Ikeda

THE BUSINESS EVENTS LANDSCAPE IN QATAR

Qatar is equipped to accommodate the flurry of activity that comes with large-scale events. The 2022 FIFA World Cup (*which will be hosted in Qatar*) will add new state-of-the-art venues, expanding the choices for event organisers. Qatar hosted a total of 155, regional and international business events in 2017, the sector also witnessed a 36% average growth rate in exhibitions.

Qatar's hospitality sector is ranked first in the Middle East (*according to the Guest Experience in the Middle East Report, released by hospitality and travel data providers Olery*). Main conference and exhibition venues like the Qatar National Convention Centre (QNCC) and the more recently opened Doha Exhibition and Conference Center (DECC) offer PCOs and event organisers unparalleled facility and flexibility to tailor the venue to their needs and save on set-up costs.

MAKING IT EFFORTLESS FOR PLANNERS

Qatar Business Events ensures that international event organisers, business and associations feel at home when conducting business in Qatar. By providing guidance and support to help PCOs and event organisers deliver their events in Qatar at the highest standards, connecting event organisers with government and private entities that can contribute to the success of the event, and providing financial and in-kind support (*assessed and granted based on case needs and requirements*).

The Business Events Guide which is available online offers a comprehensive resource that will help international event organisers plan and deliver their MICE event in Qatar from any part of the world.



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7th Annual Meeting of ICCA's Latin American Chapter

From August 20 to 24 2018, the seventh edition of the annual meeting of the Latin American Chapter of the International Congress and Convention Association (ICCA) took place in the city of San José, Costa Rica.

Every year, the event starts with outdoor activities to boost the participants' acquaintance of each other and to foster their relations, including both ICCA members and the Hosted Buyers invited for that event. This year, in an activity that included a tour around the host country's typical Rain Forest, the group enjoyed a canopy that exceeded everybody's expectations.

Already a classic, this event is sponsored by FIEXPO Latinoamérica, the leading Meetings & Incentive Trips Trade Show for Latin America & the Caribbean.

The meetings and training sessions were held at the new Convention Center of Costa Rica, where the participants had everything they needed for their activities.

There were obviously many opportunities for camaraderie and social gatherings that contributed to networking

and the exchange among professionals from all over the continent. The quality of the services of the venue and the magnificent attention of the hosts were especially highlighted.

PROGRAM FOR FIRST TIME ATTENDEES ICCA MEMBERS

As it is already traditional and as an introduction to further work, there is a special program for the ICCA members that attend the Latin American Chapter meeting for the first time; they are provided information on the dynamics of the meeting and learn about the objectives and trends of the regional meetings market.

TRAINING & BUSINESS ACTIVITIES

The academic activities for the international associations included the seminar given by Santiago González, Regional Director of ICCA for Latin America and the Caribbean, where the participants learned about the outreach of this international association and how it can be used as a tool to facilitate the organization of congresses.

The Business Exchange session, the main commercial activity of the meeting, brought the members of ICCA together with the representatives of professional associations, giving the former

a chance to promote their services and facilities for their events.

One of the eagerly awaited sessions was "Bidding Challenge" by the international expert Arnaldo Nardone, CEO of Mice Consulting and the Punta del Este Convention and Exhibition Center.

MEETING OF THE LATIN AMERICAN & CARIBBEAN CHAPTER

This is the main annual meeting of ICCA's Latin American and Caribbean Chapter for members of the continent, who meet to exchange information, discuss current and future projects, and to hear the latest news about the performance of products and services in the global market.



This article was provided by EVENTOS LATINOAMERICANOS, the only publication specialised in the meetings and incentives market with coverage and distribution in Latin America and the Caribbean. A strategic partner of Headquarters Magazine.

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- We are a reliable and safe destination
- We provide memorable incentive and event programs

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Go for Impact: How an Event Destination Contributes to Success

Every event aims to have a positive influence that lasts: to make an impact. Event destinations can play a vital role in initiating this impact: by offering an environment which stimulates and facilitates reaching this goal. The Hague, situated in the Netherlands, goes the extra mile to do so.

The Hague is a city that breathes impact. It is the political heart of the Netherlands and is widely known as the International City of Peace and Justice. The Hague hosts top-notch political and humanitarian summits and gives an equally warm welcome to the many companies and institutions that host their events here.

Impact can be generated in many ways, and collaboration plays a key role in all of them. The open and unreserved nature of The Hague assures fertile soil to any event striving to make an impact.

KNOWLEDGE

The Hague possesses a vast amount of knowledge, especially in the industries of Cyber Security, IT & Telecom, Energy & Renewables, Legal & Finance, and Oil & Gas. These industries are represented by established businesses, start-ups, international organisations and research institutions, that offer different perspectives and expertise within the same context. Event organisers can benefit from the knowledge

that is present in the city and use it to shape the content of the event.

INITIATIVE

Impact often starts with a spark. One initiative, one individual or one idea can light a flame and by doing so, create positive change and a lasting legacy. When working together, the city and the event can draw on each other's know-how and amplify the impact their initiatives have. The Hague's strong entrepreneurial environment and its drive for innovation make the city a perfect partner when it comes to generating disruptive ideas.

MICE Peak The Hague provided an inspiring example on how initiative can be transformed into positive change. For the 2018 conference, MICE Peak organisers were put in touch with the Dutch Sheltersuit Foundation for a keynote speech. The foundation produces water and windproof coats from recycled materials, which can be transformed into a sleeping bag. After Jurrie Barkel (*Sheltersuit board member*) had presented their work in The Hague's Peace Palace, the project left visitors moved and

inspired. As a result, MICE Peak organisers decided to take action. For their upcoming events late cancellations and no-shows are charged €50 per person, of which the entire amount will be donated to the Sheltersuit Foundation.

LEADERSHIP

Powerful leaders have the ability to take on impactful ideas and make certain they are carried out. The Hague is a hub for such leadership. The city houses the Dutch Parliament and national ministries, is titled the second UN city, and is a centre for international decision-making.

The leadership mindset of The Hague was the reason for One Young World to host their 2018 summit in the city (*pictured*). Over 1,800 young leaders teamed up with global leaders and influential celebrities to address some of the world's most pressing issues. With this largest and most impactful global event for young talent, The Hague created explosive inspiration and helped build a better world.

Do you want to multiply the impact of your event? We are here to help.

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Arabian Night Stars

No Arabian experience is complete without an escape into the desert, providing essential insight into Arabian traditions and Bedouin lifestyles. Custom-built to resemble a traditional Arab fort, Al Lisaili lies amid rolling dunes and will be sure to deliver unforgettable experiences, including traditional Arabic entertainment, music and cuisine. As well as soaking up stunning desert sunsets and trying your hand at riding a camel, experiences will include traditional henna tattoos on your hands, the popular Arabic pastime of smoking 'shisha', an oriental belly-dance, or simply taking in the scenery under a blanket of stars.

We challenge ICCA delegates to create outfits that will out-shine the millions of stars in the desert sky! **Dress to Impress** your friends and colleagues with your star quality and personal style, in our inspirational dress code concept **Arabian Night Stars**, sponsored as always by Headquarters, the Association Magazine, Meeting Media Company.

Please note that we will be selling local outfits for this dinner in the coffee break areas, and awards will be given for several Best Dressed categories.

DUBAI 2018



ICCA Congress Farewell Dinner

20:00 - 23:00

(19:00 - Transfers from the official hotels)

United Arab Emirates

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A Better Type of Tourism for Barcelona



Barcelona navigated through the challenging political situation and negative impact of over-tourism to rise to the top of ICCA ranking. **Christoph Tessmar**, Managing Director of Barcelona Convention Bureau tells us how.

Congratulations for being number one city in the world on the ICCA ranking, what does this mean for Barcelona?

Number one is always great achievement, but this year is really special for Barcelona to be number one after our political situation. Barcelona has demonstrated strength from the situation, and the confidence of our clients in our city, venues, and convention bureau. All these things are more important than the political issue.

We can achieve this today because of the collective effort from the past, we are reaping the harvest of many people's hard work from the past.

With this achievement, the locals can see the importance of MICE industry in Barcelona, that MICE is good for economy and image of our city.

How do you continue to grow the MICE industry despite the problem over-tourism in Barcelona?

The locals are obviously not happy. It's a big problem during the summer months especially July and August. For the convention business, we try to move events to lower months like beginning and end of the year. However, delegates who come are educated people who keep the rules of the city, and use the good hotels and restaurants. They are the quality tourists that everybody wants to have.

With regards to MICE, we are working on decentralising – helping the situation by taking delegates visitors out of the city center to very close destinations. There are new attractions that are very close to city center, and we give promotion specially for repeaters. We have a lot of repeat events and long-term bookings. Associations organising con-

gresses in Barcelona usually have very good results, their figure grows because people want to come to Barcelona.

The political situation has definitely affected the image of the city, how do you communicate with organisers?

While we have no influence on the politics, we can only take care of continuing business. Besides keeping them informed to give them a peace of mind, we convinced them to come to Barcelona by making them see that our daily lives have not changed.

Despite the political situation, no congress was cancelled due to it. In 2017, Barcelona hosted 2,134 MICE events (*with a total of 674,890 delegates*) and we gave assurance by contacting all the organisers to explain what the real situation is.





Bespoke Knowledge Transfer

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Drawing on customer feedback on key issues and challenges facing association event organisers, IBTM partnered with AAE (*Association of Association Executives*) to develop the programme.

As a result, the full tailored programme for Associations comprises eight sessions delivering insights and knowledge on several subjects of interest, including successful ways to raise sponsorship, designing valuable event programmes, building audience engagement and managing sponsored content for greater revenue, among others. Speakers include Mike Treacher, Managing Director Events & Media, TM Forum; Damian Hutt, Executive Director, Association of Association Executives; and William Thomson, Managing Director, Gallus Events.

Association meetings planners can also benefit from IBTM's Hosted Buyer programme, engaging networking events and the market-leading Knowledge Programme, which this year covers eight topical content themes, with its content falling under the following streams: industry trends; engagement and experiences; safety and security; sustainability and CSR;

professional development, recruitment and wellbeing; business development and strategy; and marketing and digital.

This year's Knowledge Programme has been extended to include three keynote speakers from outside the industry who lead a schedule of 54 sessions designed to enhance events expertise and keep attendees on the cutting-edge of industry trends.

The first keynote, Duncan Wardle, one of the primary creative forces behind The Walt Disney Company, will lead the 'innovation, technology and creativity stream' of the Knowledge Programme with his session titled 'Think Different', which will explore how leveraging creative thinking can generate far reaching and unexpected business results.

The second keynote speaker, Dex Torricke-Barton, former Head of Communications at SpaceX, Executive Communications Manager at Facebook and Executive at Google, will present on the emergence of macro societal trends and the development of technologies such as virtual reality and live-stream-

ing, to forecast how they could affect the meetings and events industry.

The third keynote, multi-award-winning millennial tech entrepreneur Charlotte Pearce will draw on her background as CEO and founder of innovative technology platform, Inkpact, during her session entitled 'Humans of business; why connection matters', as she will explore methods in which businesses can connect to their customers in more thoughtful and personal ways.

Also new for this year's IBTM World is an Exploratory Zone located at the heart of the event that will offer a lively and interactive experience for attendees as exhibitors display the latest technologies and event solutions including virtual reality, artificial intelligence, facial recognition and 3D printing. From a synchronised robot dance routine, 3D chocolate model of the IBTM World logo and an immersive projection mapping culinary experience to a demonstration of combat and virtual reality in team building, the Exploratory Zone will offer new ideas for enhancing customer experience.

RUSSIA

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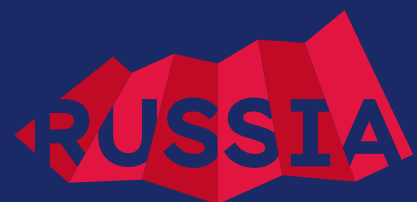
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