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THE ASSOCIATION
MAGAZINE

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2019 INDUSTRY

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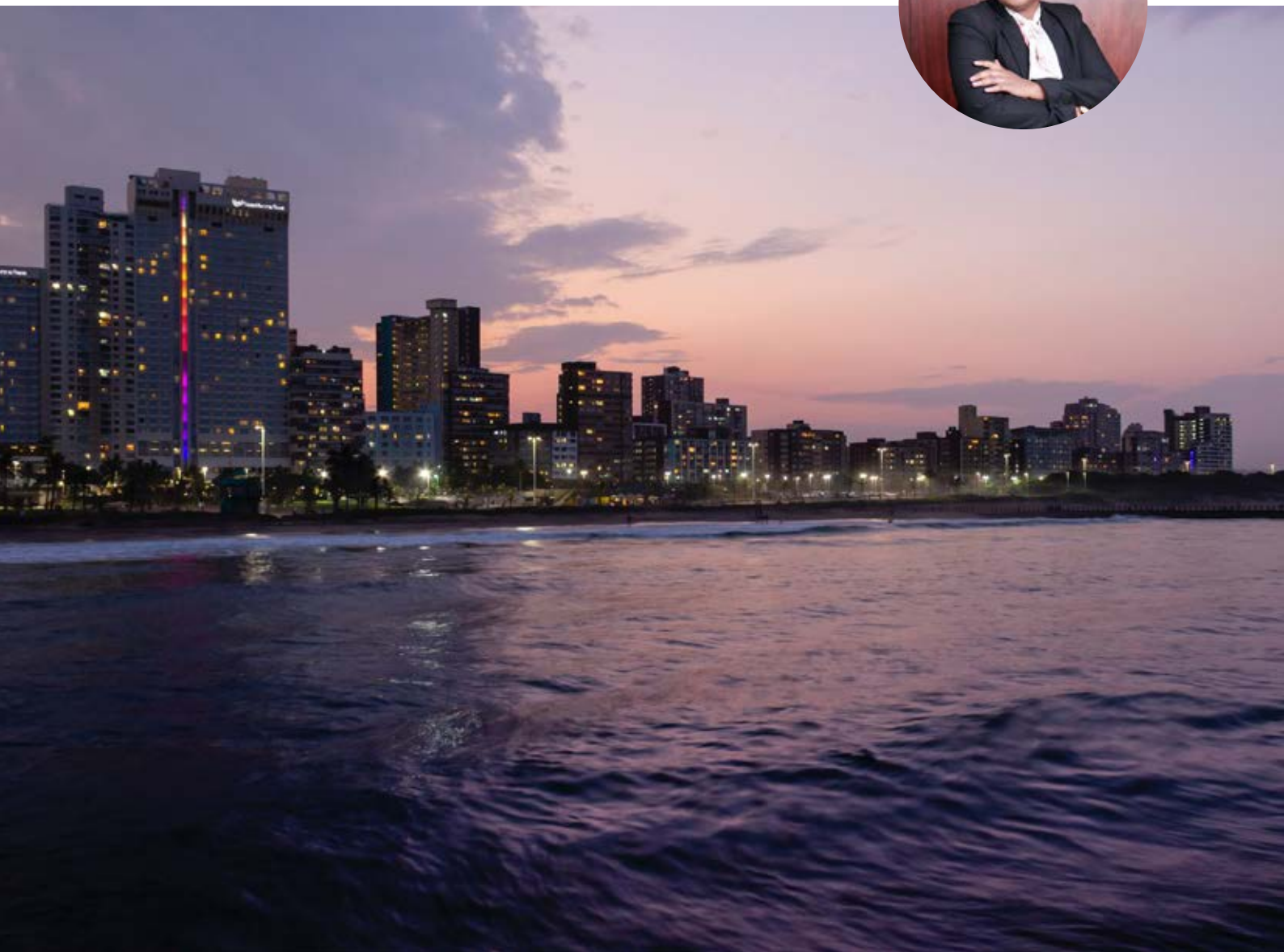
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ICCA AMP Shines the Spotlight on Durban

The ICCA Association Meetings Programme (AMP), Durban, South Africa, is set to take place on 18 – 20th June 2019. Durban KZN Convention Bureau shares insights to what participants can expect, as HQ Magazine speaks with Acting Chief Convention Bureau Officer, **Sonto Mayise**, who conquered Mount Kilimanjaro on her maiden climb earlier on this year!



A brief introduction of Durban KwaZulu-Natal Convention Bureau?

The Durban KwaZulu-Natal Convention Bureau is an independent body dedicated to promoting and marketing

the region's many business tourism facilities, capabilities and assets, both nationally and internationally. As such, we are perfectly equipped to help plan delegates' itineraries and provide marketing collateral while offering

relevant on-site event support and assisting meeting planners to create a unique experience. Committed to transforming Durban and KwaZulu-Natal into South Africa's premier meetings, incentives, conventions and exhibitions



destination, we can provide organisers, planners and business tourists with the latest information and unbiased advice. Whether you require assistance with planning and organising your conference in Durban or anywhere in KwaZulu-Natal, information on accommodation and places of interest or simply want to provide feedback on your experience to an independent source, the Durban KwaZulu-Natal Convention Bureau is your first port of call.

What does this event, the ICCA AMP, mean for Durban?

The Association Meetings Programme is designed to informally network with ICCA Members and Association Executives and learn from each other and the top faculty of experts about bidding, designing, organising and promoting international association meetings, which will assist boost the image of Durban and KwaZulu-Natal as ‘the business events preferred destination’ and also creating more opportunities for Durban to host future

business events. Hosting the ICCA AMP and the high-level association executives in our beautiful city of Durban will have an enormous impact on business tourism in KwaZulu-Natal, Durban! In particular, it will develop the potential for year-round tourism sustainability, tackling seasonality and building a recognisably positive image of our province and the city.

How can ICCA Members and Association Executives benefit from attending the upcoming ICCA AMP?

ICCA AMP provides an ideal opportunity for the ICCA members and Association Executives to deepen their market share of this fast-growing industry whilst learning from their industry colleagues from across the world. In turn, international visitors will be able to experience Africa’s growing range of business events services. The Zulu Kingdom awaits!!!

Can you tell us about ICCA AMP’s education programme, which will

embody what Durban is all about – *inspiration to go further!*

The ICCA AMP’s education programme for 2019 is inspired by the KwaZulu-Natal’s entrepreneurial spirit and the aim to providing all delegates with, through personalized return on investment, the tools and expertise to be more effective in winning association meetings business.

In terms of sustainability and CSR, what can attendees expect from host venue Durban ICC?

The award-winning venue has always played an active role in supporting community projects, especially those which invest in the lives of young people. It has hosted and sponsored programmes aimed at empowering youth in the hospitality industry.

KwaZulu-Natal

A majestic centre for business events

The Zulu Kingdom, through the Durban KZN Convention Bureau, provides a hub for business events to bring about tourism growth and socio-economic development.

Across the province, a host of conference and events facilities are set against the backdrop of majestic mountains, sun-kissed beaches or bush retreats.

The Convention Bureau, supported by the Department of Economic Development, Tourism & Environmental Affairs and eThekweni Municipality, has successfully hosted over 120 significant business events since 2013.

WORLD-CLASS SUCCESS

These include the 2017 World Economic Forum for Africa, the International Aids Congress and the International Telecommunications Union (ITU). In June, it will hold ICCA AMP 2019.

The state-of-the-art Inkosi Albert Luthuli International Convention Centre is the flagship host of these events, boasting the largest area of column-free, flat-floor, multipurpose space in Africa.

The ICC was ranked in the Top 15 Convention Centres in the World at the Apex Awards.

WE DO BUSINESS, WE DO EVENTS

Conference or event facilities are also provided by Tsogo Sun, through Southern Sun Elangeni & Maharani, as well as the Hilton

Durban, Greyville Horse Racing Course, Moses Mabhida Stadium, Olive



▲ Durban ICC

Convention Centre, Royal Show Grounds, Champagne Sports Resort, Alpine Heath and many others.

WE DO TOURISM

When work is done, a few hours' drive from Durban, the majestic and serene uKhahlamba-Drakensberg Park World Heritage Site beckons. See the hinterland's big five or visit iSimangaliso Wetland Park, another World Heritage Site, to experience the coast's rich marine life.

For those in search of insight into the history of the Zulu Kingdom, the province features a number of battle sites, including the site of Cetshwayo's epic triumph of Isandlwana.

Or visit Mandela's capture site in the KZN Midlands.

KwaZulu-Natal also offers seaside golf courses featuring lush, tropical

vegetation and championship courses rich in tradition and history – making for a true golfer's paradise.

Durban, the busiest port in Southern Africa, has started constructing a R200 million cruise terminal (€12 million), which will host world-class facilities to augment its already-booming cruise ship tourism offering.

With regular flights from Johannesburg and Cape Town, and a growing list of direct international flights, including Durban to London, KZN is becoming more accessible to the world.

For more information regarding business tourism venues and services:

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Address: PO Box 2516, Durban, 4000, South Africa Tel: +27 31 366 7577/00



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WHERE THE WORLD MEETS AFRICA



THE DURBAN INTERNATIONAL CONVENTION CENTRE (DURBAN ICC) IS A WORLD-CLASS FACILITY, RENOWNED FOR ITS HIGH STANDARDS OF SERVICE EXCELLENCE AND HAS SUCCESSFULLY STAGED SOME OF THE WORLD'S MOST PRESTIGIOUS AND COMPLEX EVENTS.

This multi-award winning Centre has been voted "Africa's Leading Meetings and Conference Centre" by the World Travel Awards no fewer than 17 times in 18 years. The DURBAN ICC prides itself on being the leading venue for meetings, business events, conferences and exhibitions on the African continent. However, this is not their own opinion, but rather the overwhelming feedback received from their clients who have voted it in the top 1% of Convention Centres worldwide in the AIPC Apex Awards. The centre is rated as a five-star venue by the Tourism Grading Council of South Africa.

The DURBAN ICC is a versatile venue of enormous dimensions, flexible enough to meet any need, no matter how extraordinary. The Centre offers the largest column-free, multipurpose event space on the African continent. International and national conventions, exhibitions, sporting events, concerts and special occasions of every kind can be accommodated. Flexibility and versatility are key factors in the design of this state-of-the-art, technology-driven Centre.

The Centre's track-record of prestigious international events speaks for itself. Building on the legacy of a number of high-profile international events including COP-17 in 2011, the 21st International AIDS Conference in 2016, (the largest event of its kind ever hosted in Africa) the African Union Summit, the 12th Non-Aligned Movement Summit, the 5th BRICS Summit and the World Economic Forum on Africa, the DURBAN ICC has broadened the economic impact of the events and tourism sector through its contribution to inclusive economic growth.

The DURBAN ICC's highly experienced and friendly team will ensure that your event is

seamlessly executed giving you complete peace of mind. Providing exceptional customer service remains the heartbeat of the DURBAN ICC, striving to ensure that every delegate who walks through the five-star facility has a memorable experience.

Delegates visiting the Centre can look forward to superb standards of culinary excellence and hospitality. As part of the DURBAN ICC's gourmet evolution over the past 21 years in the industry, they are completely reinventing their culinary offering in order to showcase some of Durban's authentic African Cuisines. Furthermore a wide range of new innovative packages have been designed to meet the unique needs of each target market, at the best possible rates.

The DURBAN ICC offers you first-world convenience and a proudly African meetings experience. The Centre is fully Wi-Fi enabled and connectivity is complimentary to its delegates and guests. The Centre is located 30-minutes from the King Shaka International Airport and over 3 600 Hotel rooms are within a 10-minute walk of the Centre.

DURBAN ICC Fast Facts:

- Located in Durban, known as South Africa's entertainment "playground".
- The Inkosi Albert Luthuli ICC Complex is comprised of the Durban International Convention Centre, the DURBAN ICC Arena and the Durban Exhibition Centre.
- Voted "Africa's Leading Meetings and Conference Centre" by the World Travel Awards no fewer than 17 times in 18 years and continuously strives to deliver excellent service.
- South Africa's first purpose-built International Convention Centre.

- Largest flat floor, column-free multi-purpose event space in Africa.
- Maximum capacity at the Convention Centre: 12 000 delegates / in combination with the Exhibition Centre: 22 000 people, over 112 000m².
- Ranked in the world's Top 17 Convention Centres by the International Association of Congress Centres (AIPC).
- With all its internal doors open the DURBAN ICC is big enough to park four Airbus A380s nose to tail.
- Construction on the DURBAN ICC began in 1994 and it was officially opened by Nelson Mandela in 1997.


DURBAN ICC
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SOUTH AFRICA

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📍 45 Bram Fischer Road, Durban, 4001
P.O. Box 155, Durban, 4000, South Africa



ICCA AMP 2019 in Durban, South Africa offers “inspiration to go further”

Delegates at the upcoming ICCA Association Meetings Programme 2019, taking place in Durban, South Africa from 18-20 June, are set to collaborate to drive value through international association meetings and make an impact on their host destination, with the theme of the event, “Inspiration to go further”, stretching beyond the meeting room into the local community.

Influenced by Durban’s entrepreneurial spirit, several initiatives are planned which will both bring delegates closer to the expertise of local visionaries and provide Durban with a global platform to reach ICCA’s international network.



Sustainability efforts to support and showcase achievements of local community

Long-term knowledge transfer on both a local and international level is a key priority of the programme. For international meeting suppliers on the African continent, the range of speakers at the AMP and presence of industry colleagues from across the world provides the ideal opportunity for them to deepen their global market knowledge.

In turn, international visitors will be able to experience Africa’s expanding portfolio of business events services and soak up local knowledge and inspiration from some of Durban’s biggest achievers, who will have prime spots in the education programme as keynote speakers. Professor Quarraisha Abdool Karim, game-changing scientist in the field of HIV infection prevention and Associate Scientific Director of Durban-based research centre CAPRISA, will be sharing her story during one of the three local keynote addresses.

ICCA also works with each host destination to support a local charity through an annual CSR project. In 2019, delegates will have the opportunity to make an impact in Durban by visiting Abalindi Welfare Society, a home for the elderly and children and hospice for terminally ill people of KwaZulu-Natal province.

ICCA Interim CEO Dennis Speet said: “The AMP host destination for 2019, Durban, is full of stories of people who have used their local heritage and traditions to help them reach great heights. All features of our programme will embody what Durban is all about: inspiration to go further! We are proud to support the long-term growth of Durban by bringing our global community to their city.”

Global faculty, world-class knowledge

Delegates at the AMP will have access to the association meetings expertise of a global faculty, made up of senior-level figures from supplier organisations and international associations.

ICCA Board Member Gregg Talley is joining the programme as a Faculty Leader. Talley has over 30 years of association management experience and has supported the African association meetings industry for many years. Genevieve Leclerc, Managing Director of the International Society of Limnology and President of Caravelle Strategies accompanies Talley as Faculty Leader. Leclerc has over 25 years of experience in congress and association management. ICCA President James Rees will also be in attendance as a faculty member.

Focused on providing solutions to participants’ most pressing questions

through a variety of mediums, education sessions will take an interactive, practical approach to knowledge transfer. Delegates will discuss and debate topics such as the future of associations, legacy of events, experiential meeting design, and more.

ICCA’s increasing support for Africa

Mr. Sihle Zikalala, MEC for Economic Development, Tourism & Environmental Affairs, KwaZulu-Natal, said: “Hosting the ICCA AMP 2019 and the high-level association executives in our beautiful city of Durban will have an enormous impact on business tourism in South Africa and KwaZulu-Natal. In particular, it will develop the potential for year-round tourism sustainability, tackling seasonality and occupancy, improving the overall national economy and building a recognisably positive image of our province and city.”

The ICCA AMP 2019 will take place in Durban, South Africa from 18-20 June 2019. Learn more about the programme and how to register at www.amp2019.iccaworld.org.



 **MORE INFORMATION**
ICCaworld.org



CONTENTS

MAY

THE ASSOCIATION MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

EDITOR IN CHIEF

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

marcel@meetingmediagroup.com

MAGAZINE MANAGER

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

jesus@meetingmediagroup.com

MANAGING DIRECTOR

Vivian Xu
+32 (0)489 550 485

vivian@meetingmediagroup.com

DEPUTY EDITOR / CREATIVE DIRECTOR

Kenneth Tan
+32 (0)2 761 70 56

ken@meetingmediagroup.com

EDITOR

Katie Lau

katie@meetingmediagroup.com

Urvashi Yadav

urvashi@meetingmediagroup.com

RESPONSIBLE EDITOR

Mechelseplein 23/1

2000 Antwerpen, Belgium

LATIN AMERICA & THE CARIBBEAN

Ana Mariño

+593 0983020725

amarino@miceconsulting.com

SOUTH KOREA

Soohoon Oh

+82 2 734 0786

soohoonoh@medireponline.com

FINANCE & ACCOUNTING

Farhana Khan

T. +32 (0)3 226 88 81

farhana@meetingmediagroup.com

MEETING MEDIA GROUP

4 avenue des Prisonniers Politiques

1150 Brussels (Belgium)

T. +32 (0)2 761 70 50

F. +32 (0)2 761 70 51

SUBSCRIPTIONS

65€ in Belgium

75€ in the EU

95€ in the rest of the world



EDITOR'S LETTER — 11



ASSOCIATION INSIGHTS

New Associations

& Companies Code — 12

Global Destination

Sustainability Index — 15

Interel — 17

UIA — 20

IAPCO — 26

ECM — 28

Mark Levin — 30

Meetings + Millennials — 39



ASSOCIATION PROFILE — 32



THINK ABOUT IT — 22



PCO INSIGHTS

Kellen — 25



EVENTS

ICCA AMP — 7

ICCA FYP — 38

European Association Summit
— 49

AIME — 58

2030 Sustainable Development Goals



SolarPower Europe: The Future is Solar



**VENUES**

Durban ICC — 6
Square — 50

**DESTINATIONS**

Durban — 3
Dubai — 34
Riga — 40
Copenhagen — 43
Rennes — 45
Valencia — 46
Hangzhou — 54

Penang — 56
Adelaide — 60
New Zealand — 66
Japan — 68
Yokohama — 72
Macao — 74

Durban:

Shines on the
Spotlight

**Valencia:**

An Essential
Destination



New Zealand:
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Fly Shame or Fly Guilt

Publishing an 76-page professional magazine is not an easy feat. It requires you to have been down all the beaten paths of the meeting industry. And one of these well-trodden paths is sustainability. Sustainability is no longer a buzzword. It has become a very serious matter. The meetings industry – *especially association congresses* – pay a lot of attention to all aspects of sustainability. But (*and there is a but*) in my opinion, we still do not focus sufficiently on our flying habits. We tend to fly everywhere, both short and long-haul.

The Swedes coined a new term for this, namely 'flygskam' or fly shame, which refers to the guilt that travellers experience when they fly off to somewhere knowing they are contributing negatively to climate change. The Dutch aviation expert Paul Peeters conducted research on the subject and unequivocally states that flying is bad for our climate. But who cares? As far as I know, our industry does not worry about this too much because flying is inevitable in the job we do. But this researcher says we should avoid short-haul flights and the government should invest in more high-speed trains that connect cities with each other. People around the world should travel more consciously because aviation will be considered a major polluter in the future.

I would really appreciate it if the meetings industry would think more about flying and the consequences this has for our industry. Because there are other better alternatives.

There are a few pages that merit our readers' attention in this issue, including the article on the 'New Belgian Association Code' next page. The new Code modernises the law, making it much easier for associations of all types, whether trade or professional, NGOs or charities, to seamlessly transfer their seat to Belgium! Belgium has always welcomed the headquarters of international associations with open arms and will do this even more in the future. This also explains why Brussels was named one of the leading host cities in the world for the headquarters of international associations.



MARCEL A.M. VISSERS
EDITOR IN CHIEF



REPLY LETTER

MARCEL@MEETINGMEDIAGROUP.COM



READ MY BLOG

1B.YT/E38TK





New Companies & Associations Code

On your mark, get set, go!

Over the past six months, you probably have heard a lot about the new Belgian companies and associations Code (*hereafter: “New Code”*). Well, here it is finally! Indeed, after months of debates, it has been adopted by the Belgian Chamber of Representatives on February 28, 2019.

The New Code is one single set of rules governing both companies and non-profit legal entities and will sound the death knell of the law of June 27, 1921 regarding non-profit organisations, foundations, European political parties and European political foundations. Although the New Code is not a revolution for the non-profit sector, it nonetheless brings a number of **novelties** and its entry into force will definitively impact your Belgian non-profit organisation (*hereafter: “NPO”*).

By Antoine Druetz, Partner, and Alix Degrez, Senior Associate, at KOAN Law Firm

ENTRY INTO FORCE

Time is of the essence when it comes to the New Code. Indeed, the date as from which the New Code applies to an NPO varies as described below:

May 1st, 2019:

The New Code applies to:

- New NPOs (*i.e. NPOs which have acquired the legal personality as from May 1st, 2019*); and
- Existing NPOs (*i.e. NPOs which already had the legal personality before May 1st, 2019*) which on a voluntary basis decide

to be subject to the New Code via the so-called “opt-in mechanism”. Therefore, these NPOs shall amend their articles of association (*hereafter: “AoA”*) to bring them into compliance with the New Code. The New Code will apply to these NPOs as from the date of the publication of their amended AoA in the Annexes to the Belgian Official Gazette.

January 1st, 2020:

The New Code applies to all existing NPOs, *i.e.* NPOs which already had the legal personality before May 1st, 2019. As from January 1st, 2020 existing NPOs have four years (*i.e. until January 1st, 2024*) to amend their AoA to bring them

into compliance with the New Code.

MAJOR IMPACTS ON YOUR NPO

A | Commercial Activities

The New Code ends the prohibition for NPOs to carry out commercial activities. Consequently, NPOs will be allowed to conduct any type of activities without limitation, including commercial activities, provided that all profit generated through said activities shall be at all times and entirely affected to the realisation of their non-profit purpose. Be careful, your NPO cannot distribute

or provide directly or indirectly any patrimonial benefits to its founders, members, or directors neither to any person.

Although this change may be excellent news for your NPO, a few remarks are in order:

- NPOs must first amend their purpose and activities clause in order to be allowed to perform commercial activities;
- NPOs should assess how the performance of commercial activities could impact their VAT and tax status; and
- NPOs should assess their insurance coverage in order to make sure they are insured when performing these new activities.

B | New Liabilities Regime

One of the major novelties brought by the New Code, is the introduction of a **capped amount** (*ranging from 125,000 euro to 12,000,000 euro*) beyond which a director cannot be held liable. As a consequence, the New Code excludes the possibility to use contractual liability limitations which would go further than this capped liability provided (*such as exoneration and guarantee clauses included in the AoA or in a contract*). However, in practice due to a large number of exceptions, the capped liability will rarely apply.

With the introduction of the capped liability, it is recommended that your NPO (i) verifies its insurance coverage with its insurance broker, especially with

respect to the 'Directors' and Officers' liability insurance', and (ii) if necessary, removes from its AoA the provisions regarding liability limitations.

C | Restructuration and Transformations

The New Code radically increases the flexibility and the international mobility of NPOs. More specifically, the New Code introduces the following restructuration and transformation procedures:

- Merging and demerging of a NPO. In practice, this allows, for instance, NPOs having identical or similar non-profit purposes to merge in order to join forces/ means and increase their representability vis-à-vis the EU institutions, or for a NPO to demerge in order to structure some of its activities in another vehicle; and
- Cross border transformation, i.e. a Belgian NPO can be transformed into a foreign NPO (i.e. emigration procedure) and a foreign NPO can be transformed into a Belgian NPO (i.e. immigration procedure). The process provided is very easy as all assets, liabilities and members are automatically transferred. Moreover, the legal personality of the NPO shall continue, despite the application of a transformation procedure. This can be a major asset for NPOs which intend to apply for EU funding.

D | Articles of Association

As already mentioned, existing NPOs have until January 1st, 2024 to amend

their AoA to bring them into compliance with the New Code. However, we recommend, to proceed with the amendment of the AoA within one or two years as from the entry into force of the New Code for the following reasons:

- To benefit as soon as possible from new rules introduced by the New Code (*e.g. the possibility to perform commercial activities, to have a private foundation managed only by one director, etc.*); and
- To avoid unexpected adverse effects on your NPO's governance. Indeed, the New Code provides for a number of residual rules, i.e. rules which apply to the NPO if its AoA do not provide otherwise.

For legal certainty purposes, it is thus highly recommended not to delay too long the amendment of your AoA. However, your NPO should not act too quickly neither. It is recommended to take this as an opportunity to update/upgrade your AoA, but also to plan well in advance the extraordinary general assembly. Indeed, depending on the changes brought to the AoA, international non-profit associations and foundations may need the intervention of a notary public to record their new AoA in a notarial deed. It is therefore all about striking the right balance in terms of timing: do not wait too long but do not act hastily.

Any questions regarding the New Code or non-profit law? Please do not hesitate to contact us.



Antoine DRUETZ
Partner
ADR@KOAN.LAW
+32 2 566 90 00



Alix DEGREZ
Senior Associate
ADG@KOAN.LAW
+32 2 566 90 00



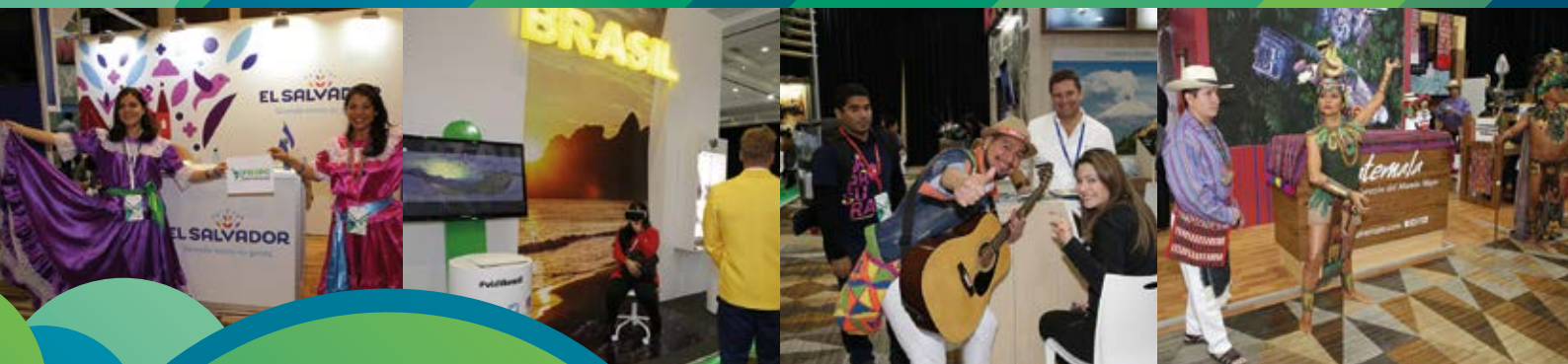
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Shifting Association's Vision & Mission to Align with the **2030 Sustainable Development Goals (SDGs)**

Most of us tend to agree that sustainability is a key objective of socially responsible association management. At the same time, it can be challenging to identify concrete actions that align with the mission of the association and engage members to contribute. While greener meetings and office policies are important steps, a commitment to sustainability can go well beyond operations and help associations make an impact in the world. **Chloé Menhinick** highlights the crucial role that Associations play in ensuring that the UN Sustainable Development Goals are realised, and discusses why Association Leaders should see sustainability as an opportunity for positive change and innovation across all areas of operations.



ABOUT THE AUTHOR

Chloé Menhinick is a member of Intel's Senior Advisor Group in Association Management. She has 15 years of experience of working in the Associations Industry, providing leadership across all areas of Association management & operations, membership, stakeholder engagement, strategic communications & marketing.

The 2030 Sustainable Development Goals (SDGs) – *the blueprint for global development* – represent a fundamental shift in thinking, explicitly acknowledging the interconnectedness of prosperous business, a thriving society and a healthy environment. They name all sectors as key development actors and require an unprecedented

level of societal cooperation and collaboration among civil society, business, government, NGOs, foundations and others for their achievement.

For some purpose-driven Associations with a clear environmental or social vision for example, identifying and aligning with one or more of the SDGs may seem straightforward. For others, this may be harder. Yet, there exists opportunities for all Associations to contribute directly or indirectly to achieving the SDGs.

With collaboration and cooperation having been identified as the key ingredients, the vital role of Associations role in influencing corporate sustainability becomes clear. Their vast memberships span professional and industry sectors throughout the countries, regions or the world, and they offer in-depth understanding of industry-specific trends.

Certainly, the very strength of Associations as natural forums for collaboration, partnership, education and learning, positions our organisations as a leading driver of sustainable practices and the achievement of the SDGs. Indeed collaboration across societal sectors and partnership has grown to become an essential paradigm in

sustainable development and is ripe to flourish under the very *modus operandi* of an Association.

At the macro-level, business and trade associations are already doing much. As summarised by the United Nations Global Compact – the world's largest sustainability initiative, to strengthen industry reputation and competitiveness, associations engage in a range of activities that advance their members' corporate sustainability practices:

- As a representative of businesses, associations understand issues that are material to their members. Thus, these associations are well equipped to offer sector-specific advice and guidance on key sustainability issues, by developing tools and promoting best practices.
- With their convening power to bring together companies of all sizes in their sector, associations help develop technical standards on corporate sustainability performance. Well-developed and coherent technical standards allow effective benchmarking and data tracking on corporate practices.
- As a trusted voice, associations have long engaged with policymakers and



other key stakeholders to advance various public policy issues, often helping to strengthen key sustainability priorities such as anti-corruption and the rule of law.

- Trade associations are an efficient and effective way for organisations within an industry sector to collectively promote sustainable production and consumption. They can synthesise existing science, create new R&D, share best practices, help smaller businesses adopt such practices, and recognise industry leaders.
- Business and industry associations engage with consumers and the public at large to raise awareness on their sector's contribution to society.

Moving towards 2030: What more can we be doing?

With an incredibly tight deadline that is now less than a dozen years away,

achieving the SDGs, or even coming close, will require that *all* sectors of society — *governments, businesses, non-profits, and the general public* — not just accelerate their collaborations but enrich them. In this light, Associations should leverage their natural strengths to galvanise their efforts for more collaboration particularly with non-traditional stakeholders.

But success is also dependent on organisations – including *all* Associations, weaving the SDGs into all components of their operations; Not just their events but also into their programmes, into their organisational processes and structures as well as identifying opportunities to weave them into the very offerings and services delivered to their members, making SDG performance second nature.

Reflecting inwardly and taking a critical examination of their contributions to date, Association Leaders, staff and members are likely identify additional opportunities

to implement the systemic changes needed to realise the SDGs.

In practice this could see for example, the introduction of programmes to support, enhance and recognise women professionals in your industry (supporting Goal #4, #5 & #10). It could include adopting a sustainable paper & printing policy (in support of Goal #6, #11, #12, #13 & #15). It could mean looking to stimulate partnerships with multi-stakeholder groups and take meaningful steps to enhance and strengthen cross-sector partnerships and collaboration (in support of Goal #17).

It will likely have significant impact on your strategic communications and membership engagement strategies. Shifting your Association's vision and mission to align with the SDGs will impact on your narrative; impact and legacy will be increasingly dependent on ensuring that all your Association's stakeholders- members, partners, sponsors, staff are speaking with one voice. Is your Association's communication

strategy geared towards achieving this unified approach? Likewise, where Association's continue to be preoccupied with vital issues around enhancing membership value, you will be in a stronger position to achieve this if your membership offerings are focused on engaging your members directly with your efforts to contribute to the SDGs. A powerful engagement tool for your Association could be to adopt a member resolution at your AGM regarding specific ways in which your Association is contributing to the SDGs. A proactive engagement approach such as this, which demonstrates your Associations broader contributions to societal challenges will also be increasingly important in attracting and retaining younger members (and staff) such as millennials who put greater value on social responsibility and authentic purpose.

Moving Toward 2030: Not Business as Usual Anymore

Where the Association sector is already acting as a leading partner in helping

deliver change by convening multiple organisations, building trust and social capital, and catalysing collaborative action, it can also learn from looking at the successful ways in which the private sector is innovating its thinking to drive social and environmental good. For many for-profit businesses, using sustainable development goals as a business framework has opened up new ways of thinking about how to run an organisation. Purpose and profit are no longer mutually exclusive but rather interwoven with the fabric of how a company or non-profit operates. Associations which already have change-making missions at their core, could consider operating more as social enterprises, identifying self-sufficient ways to generate sustainable income beyond the traditional income streams. To this end, identifying opportunities to innovate and mobilise resources to ease the pressure on reaching your membership, events & sponsorship income goals, will likely also create opportunities and importantly more

readiness – from your Board of Directors to accept innovation in your Association to ensure that you can maximise your Associations' specific contributions to achieving the SDGs by 2030.



FOR MORE INFORMATION
INTERELGROUP.COM



26-27TH JUNE 2019

OLYMPIA LONDON

IF **70**^{%*} OF YOUR TIME
IS SPENT ORGANISING
EVENTS OR MEETINGS,
THE MEETINGS SHOW IS A NO BRAINER.

*Okay, so it might be more/less than 70% but it's still a no brainer

Whether you spend all your time planning events or it's something you do as part of your wider role, at **The Meetings Show**, the focus is on you. **It's back on 26-27th June at Olympia London**, providing you with the skills and inspiration you need to out-do yourself and produce better value, more innovate meetings and events.

#MEETYOUATTHESHOW

REGISTER AT **[THEMEETINGSSHOW.COM/REGISTERNOW](https://themeetingsshow.com/registernow)**



Less conversation more action

Whether it's your children on strike from school, a David Attenborough documentary or the front page in your newspaper, you can't deny that society wants greater action from governments, corporates and you to tackle climate change, pollution, plastic waste and a long etcetera of environmental and social challenges. As the 16-year-old activist Greta Thunberg said to world leaders at Davos: "I want you to panic. I want you to feel the fear I feel every day. I want you to act. I want you to act as you would in a crisis. I want you to act as if the house is on fire, because it is."



While many in our industry have made efforts to implement more sustainable events and operational practices, we are not reacting like our house is on fire. As Elvis said we need less conversation and a lot more action. NOW!

DRIVING CHANGE

To accelerate this action and catalyse change, pioneering Scandinavian Cities and leading event industry organisations (IMEX, MCI, ICCA and European Cities Marketing) launched the Global Destination Sustainability Index (GDS-Index). The GDS-Index is a multi-stakeholder partnership created to break the current status-quo on how things work and unleash the power of the MICE industry.

The GDS-Index helps destination management organisations to craft and improve their sustainability strategy, align with the UN Sustainable Development Goals (SDGs), make it easy to adopt sustainable event practices and share knowledge.

The GDS-Index is a simple tool to help associations identify and compare the social and environmental performance of potential destinations, connect with local

sustainability initiatives, and uncover how they can get support to organise their events in a more sustainable fashion while leaving a powerful legacy.

Today over 50 cities including Barcelona, Copenhagen, Washington, Bangkok, Brussels, Geneva, Frankfurt, Oslo, Houston, Stuttgart and Sydney are participating in the GDS-Index. These DMOs are in motion; strategically and progressively changing the way they work to make a more sustainable destination. We have a goal to grow this purpose-based community to over 300 destinations by 2022.

NEW PARTNERSHIP

We agree with Greta Thunberg and also feel the panic. We passionately believe that events, suppliers and associations need to do more. Working with HQ Magazine, we have decided to establish a new partnership to promote action and share key learnings from destinations and associations around the world who are working on sustainability. We will look deeper at the 2030 Sustainable Development Agenda and see how these 17 SDGs translate into a powerful framework for associations to catalyse a transformation in their sector, and become a leader in a more sustainable and circular economy. Finally, we will ask the tough

questions, challenge your ideas and look for answers to the key social and environmental issues facing our industry.

ABOUT THE AUTHOR

For the last 15 years, **Guy Bigwood** has been delivering award-winning consulting services focused on helping cities, governments, corporations and associations step up, scale up and speed up their sustainability programmes and operational practices. Guy leads sustainability at the Smart City Council, and is the Managing Director of the Global Destinations Sustainability Index; a multi-stakeholder partnership to accelerate the development and performance of sustainable business tourism destinations. Guy was previously the President of the Green Meeting Industry Council, and was the Sustainability Director of MCI, the world's largest association management, communications and events agency.



MORE INFORMATION
[GDS-INDEX.COM](https://gds-index.com)



Partnering for Sustainability

Sustainability is a challenge facing everyone, including the nonprofit world. Even organisations which are not directly involved in tackling environmental issues will be required to be part of the solution in the near future. Partnerships offer a means of effecting meaningful changes which could not be achieved on one's own.



ABOUT THE AUTHOR

Amelia Folkema is the Communications Officer for the Union of International Associations (UIA). She is also involved in planning the upcoming UIA Associations Round Tables in Pattaya on 19 & 20th September, and in Brussels on 4th November.

On 26th February, UIA cooperated with Legacy17 to host a workshop at the 2-day World Resources Forum in Antwerp. This conference gathered together 700 participants to discuss the idea of circular economy.

UIA's workshop revolved around asking the question whether there really is such a thing as waste, which led to a fascinating panel discussion under the moderation of Marilyn Mehlmann, UIA Vice-President, and Co-founder of Legacy17. The speakers were Dianne Dillon-Ridgley, board member for the Centre for International Environmental Law, and UIA Council Member, Brigitte Dero, CEO for Vinyl+ and the European Council of Vinyl Manufacturers, Pär Lashans, head of sustainable development and innovation at Ragn-Sells, and Sergio Fernandez Casado, Sustainability Improvement Manager for Knauf Spain.

The discussion quickly led to the conclusion that in an ideal world, the term "waste" would be redundant. In a truly 100% circular economy, waste will be seen as a resource for another production process. Two components will be essential

to shift things in this direction, namely: systemic innovation and innovative partnerships. No single organisation or sector has the knowledge or resources to "go it alone." Leaders from all sectors of society agree that solving sustainability challenges will require unparalleled cooperation. In 2015 the United Nations Global Compact conducted a survey in partnership with MIT Sloan Management Review, and The Boston Consulting Group. The results showed that 90% of executives believe that collaboration is important to address the challenge of sustainability. So how can partnerships lead to a more sustainable world?

Both in policy and academic discussions, partnerships can provide the solution to deadlocked negotiations, ineffective policies, and corruption. Multi-stakeholder partnerships which bring together partners from civil society, business, and governments are an innovative way to address deficits of closed debates. Innovation is the product of thinking outside the box, and there is no better way to break free from insular procedure than to have the status quo challenged by parties with different experiences, strategic visions, and

aspirations. All those involved can learn best practices from each other, highlight inefficiencies and improve them, discover shared skillsets.

Multi-sector partnerships draw on diverse competencies of partners from many sectors to tackle problems that individual organisations, or even whole sectors, cannot solve or cannot solve as well, working independently. Due to their potential to combine resources, skills and knowledge from a wide range of stakeholders to address the challenges of creating a sustainable planet, these cross-boundary partnerships have sometimes been called the collaboration paradigm of the 21st century.

That civil society should be involved in these partnerships to create a more sustainable future seems evident. Where governments and businesses do not always have the best record where sustainable aspirations are concerned, environmental activism in civil society has a long history of challenging orthodox views on environmental policies. Civil society is also frequently a source of grassroots, and predominantly social, innovative activity contributing to a ferment of diverse, often hybridising, sustainable energy activities. Additionally, NGOs have often taken up the roles which some governments are no longer able to fulfil due to shrinking resources or weakened social mandates.

Collaboration can also be a vital strategy to attract the necessary funding to launch and successfully accomplish projects. A partnership of organisations is able to access different financial sources which would be unattainable to each of the members individually. This factor is particularly relevant when considering the reliability of funding sources. Having plural financial streams can prevent a calamity by protecting a project from depending solely on only one type of funding. It is important to note the rather sobering fact that research shows that while generally all parties mutually benefit from collaboration, historically associations have often shouldered the heavier financial burden while ceding more

for the decision-making to partners from the corporate world. Empowered civil society collaboration is not only a more appropriate model for pursuing sustainable development, it is also more effective in achieving not just organisation goals, but developmental impact. Fortunately, with the rise of awareness of environmental issues, the acceptance that this is the right path to choose is growing.

In general, most successful partnerships are founded on shared goals. Within the enormous world that is civil society, it can be a significant challenge to find the right parties with which to collaborate. The United Nations' Sustainable Development Goals (UN SDGs) serve to unite organisations under seventeen umbrellas. This is an incredibly useful tool in facilitating potential partnerships by determining which other associations share similar goals. To this end the Union of International Associations has reworked its *Yearbook of International Organisations* database to include categorisation according to UN SDGs. This not only allows one to track numbers on how many organisations are working on each of the seventeen goals, but also makes it possible for an organisation hoping to collaborate, to search for partners within UIA's database of over 38,000 active international associations directly by selecting one or more goals.

The number of people denying that climate change is the greatest global challenge of our time is dwindling. For significant progress to be achieved in the fight for a more sustainable future, large-scale projects are required. Partnerships are one of the best chances the world has to achieve major lasting change.



MORE INFORMATION
UIA.ORG

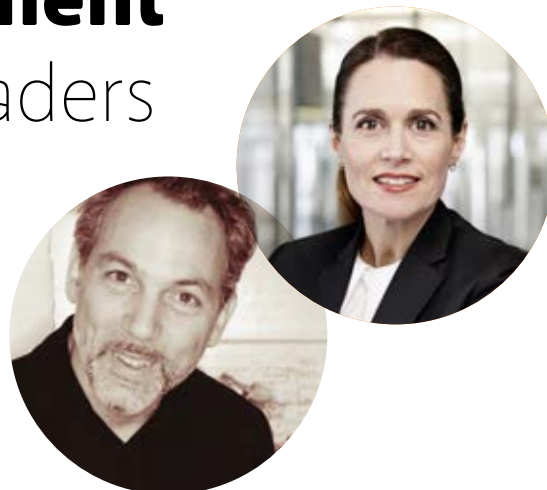




Membership Engagement

Growing Tomorrow's Leaders

Jeffer London speaks with **Stefanie Stuhlsatz** about the leaders of the future. Stefanie is a Vice President at Deutsche Post DHL Group (DPDHL), where she is responsible for Executive Leadership Programs. As their market shifted, DPDHL leaders had to transform their organisation to create a sustainable future. Jeffer London is a facilitator at the Center for Creative Leadership (CCL). CCL helps organisations worldwide, in both private and non-profit sectors, build their leadership capacity and make a true, sustainable difference.



Keeping people engaged is not always easy – it takes leadership. Whether you lead a team or an association, people want to know what the future holds. This is the story of a large organisation who has learned how to ensure a sustainable future – by focusing on developing leaders.

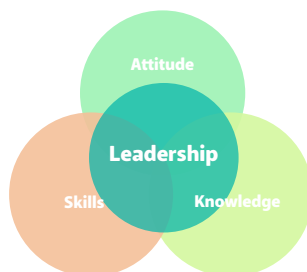
Jeffer London: How do you grow leaders?

Stefanie Stuhlsatz: People are always developing themselves – it's natural to grow. My job is to make leadership development into an explicit activity. Our senior people are all great professionals – as economists, engineers or scientists and they have an extended experience as leaders. Still leadership is not really trained, it is thrust upon us. With every challenge these leaders need to tackle, they continue to grow by moving out of their comfort zones again and again. At DPDHL, we offer them orientation by using the concept of whole leadership. It summarises the approach of leading with head, heart and guts. As a leader development team, we facilitate situations that allow these leaders to sit back and reflect on their own self development and their leadership repertoire. We need to create moments where these reflections embrace individual's situations, workplace challenges and the organisation's goals.

Jeffer: How do you get people to reflect on their leadership?

Stefanie: We get leaders thinking about how to adapt their knowledge, attitude and skills. Do I have the knowledge to take a good decision? Do I have the attitude that will engage people in the vision? Do I have the skills to make things happen? Leadership is an outcome of having all three aspects in place, without one of the three legs, the tripod is not stable. We design offers to cover most of the knowledge and skills and link them to the whole leadership. As a leader you may experience different formats such as bite-sized learning as well as intense face to face workshops.

Developing a leadership attitude is a wider



▲ DPDHL's three pillars of leadership development.

journey – we design offers for group reflections, personal stories and peer dialogue. When we make a safe space for leaders to explore diverse perspectives, attitudes do shift. Not surprising, the stories they share, are not always about work – people's leadership attitudes are shaped often by their life experiences – be it living in a different culture or creating a family.

Jeffer: Can you tell me more about the “safe space”?

Stefanie: Our intention is to have people take a deep dive into understanding their behaviours – so psychological safety is key. To open a room to conversation and heartfelt sharing, we need trust and openness. We invite people into an atmosphere that is apart from their usual workplace, to illuminate what is happening back at work. At the start of sessions, we ask groups to establish guidelines to allow for sharing – things like confidentiality, honesty, listening to learn, seeking to understand... this helps, but the real forum starts after the first person ventures to expose what is really happening for them personally.



Jeffer: How do people react to these structured reflections on leadership?

Stefanie: Individuals appreciate the opportunity – as they rise, they can often get isolated – these group processes allow them to stay connected, compare notes with peers, learn from each other, and shake up their minds. People see it as a meaningful aspect of their work-life. On a wider level, their engagement translates to impact: higher motivation, less absenteeism, greater retention – we get continuity and better results.

Jeffer: How is sustainable leader development important for your organisation?

Stefanie: Business and development go hand in hand. Together, we are building the future. Bringing an organisation to the next level requires a different type of leader than the one who runs smooth operations. As a group dedicated to talent development, one of our challenges is ensuring that we have the leaders we will need in ten years, not just today – sustainability needs both continuity and reinvention. We need to be shaping the next generation of leaders, who represent the values and mind-set of the culture that is emerging.

Jeffer: How do you turn inspirational learning into long-term impact?

Stefanie: Our programmes are born from a close cooperation with the business; the strategic priorities are woven into the learning experiences – so sustained impact is implicit. Still, momentum can

be a challenge. When possible, we offer coaches. Other times, we set up accountability partners or alumni groups. Ensuring people get an immediate result helps, as does nudges and reminders. The best is to ensure relevance – if you pick a top priority of the organisation, make it simple, and personally compelling – people will want to integrate the learning into their future.

Jeffer: What's your advice for leaders developing the next generation of leaders?

Stefanie: Build on people's strengths. Don't try to fix them. Seek talented people and let them do what they are good at. If you find an incredible 100 meter sprinter, training them for marathons will only ruin their sprints. Look for leadership attitude and express your appreciation for what people do well.

Many thanks to Stefanie Stuhlsatz of Deutsche Post DHL Group (dpdhl.com) for taking a moment to speak with HQ about being a leader for their 550,000 employees spread over 220 countries. You can find more articles on Jeffer London's blog (jeffer-london.com) and leadership resources the Center for Creative Leadership (ccl.org).



“We can only grow into what we can imagine. We need to stimulate leaders to see a future that is not a copy of the past.”

– Stefanie Stuhlsatz commenting on Don Gilbert's work On the psychology of your future self.

Deutsche Post DHL Group



MORE INFORMATION
DPDHL.COM



Change Mindset – a case for sustainable organisation development



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
AKRONOS-CONSULTING.COM

In order to be successful, change should be sustainable. Nowadays, sustainable change is not only about implementing new processes or structures, it's more than ever about developing new thinking patterns together with your team. It takes time and commitment, but most of all it takes high levels of emotional intelligence. As an organisation leader, consider how change can affect people. Humans are creatures of habit. That is why change often feels unsettling, drives fear of the unknown, anxiety over predicted loss of control or straight denial.

Whether you are planning a major change or simply anticipating how new external factors may impact your organisation, one key word for you to remember is communication.

Open two-way communication about

any planned change or challenge ahead is essential because it shows people they are part of the conversation no matter the circumstances. It inspires creative thinking and builds engagement. This feeling of agency is the very basis of the change mindset you want to foster in your team.

What else can you do to bring your team on board?

Identify the change makers and the potential saboteurs in your organisation, acknowledge that everyone deals with change in their own unique manner and tailor your support to individual members of the team accordingly. There are no "one size fits all" solutions here.

Make change part of the day-to-day job. Empower your team members to

explore new areas of development, challenge them to contribute to the work of other departments. It will break old routines and help individuals dissociate their self-worth from specific tasks they carry out at work, thus eliminating one of the key reasons of resistance to change.

Then, help them develop a systemic approach to change by jointly setting clear milestones on these new projects. Allow space for creativity and initiative but expect accountability.

Finally, praise efforts and jointly celebrate even small success. On top of being a great encouragement, it also primes your team members' subconsciousness to associate change and new experiences with positive feelings.

Of flexible minds & tech at events



Can we brain-hack our delegates into truly experiencing 100% of every event? What would happen if we make it an imperative to offer all kinds of wellness features and introduce anti-stress wearables at meetings? How would participants learn and interact then? Can this work within the conference structure we know today? Inspired by BrainTech 2019 and our experiences there, we saw the potential of brain technology on learning, networking and the overall delegate participation.

Brain hacking for better events

The fourth edition of BrainTech, a Kenes Group Original Event, provided a platform for the latest innovations and research in brain health. It attracted entrepreneurs, start-ups, scientists, investors, venture capitalists and decision makers from around the globe, to discuss and showcase the latest technological developments, opportunities and challenges in brain innovation.

Brain tech start-ups, or neuro start-ups, mark the interface between neuroscience and technology. They are building a future in which the diseased brain can be healed, and the healthy one can be optimised, or even augmented.

Let's just stop here for a second and really understand optimising or augmenting a healthy brain! Imagine the potential this

has for events. The exhibition at BrainTech was filled with such technology, including a virtual reality meditation practice. It was an eye-opening experience to see how all participants behaved differently from that of other scientific events. It turns out that when the audience is attuned to the right wavelength magic truly happens.

The ease of working with such a diverse crowd was mind blowing. The atmosphere and the technology just opened the doors to communication. Despite the usual two-day event format packed with lectures, panel discussions, poster presentations and a few scientific competitions, the experience zone made a real difference at this conference. The participants were using every opportunity to personalise their schedule to fit their individual needs, while taking in every moment whether to network or attend a product showcase. There was no secrecy,

only a willingness to grow together and do something for the common good.

Minding the future

So, our question is – how can we translate this experiences into other events, including the rather enigmatic world of medical meetings? Is the future going to be filled with delegates sporting wearables, accumulating knowledge at a different speed and learning so much more, all while making new connections with real people?

We cannot be certain of that, but we can conclude that relaxed, engaged and connected people make better audiences than stressed professionals who are hooked to their phones as if on life support. We urge you for your next event – think outside that digital box and expand your horizon into that of a flexible mind.



ABOUT KENES GROUP

At Kenes, we're passionate about delivering superior, world-class conferences. Over fifty years of knowledge and market expertise have led Kenes Group to the forefront of global conference management and rank us

among the world's leading Professional Conference Organisers (PCOs). We bring you the accrued confidence that comes from hosting more than 3,500 conferences around the globe, for over 140,000 participants a year. Founded in Tel Aviv in 1965, and headquartered in Geneva, Kenes Group is the only global PCO dedicated to medical and scientific events. The company boasts a team of over 350 professionals, in 26 offices on four continents, and more than 120 long term clients.

For more information, contact:

Magdalena Atanassova,
Marcom & Brand Manager
Kenes Group
Tel. +359 885 667 804

 MATANASSOVA@KENES.COM

 KENES.COM



Avoid, intercept, redesign

▲ Photo by Foundry/Pixabay



AUTHOR

Olivia Galun, Marketing & Member Services Manager, IAPCO

Did you know that every piece of plastic with which you have ever had contact is still on our planet? Take a moment, and really absorb that fact – *every piece of plastic that you have ever used: food packaging, childhood toys, stationery, water bottles....so many water bottles!!* Those items are still here in one form or another, most probably as tiny microplastics in our oceans.

Working in the events industry, the fact above resonated with me even more so, as I looked back over the years to think about the needless waste that clogs up our landfills after an event – *the once-used carpets, signage, event décor, plastic name badges and, again, the vision of a mountain of plastic water bottles.*

We are now in a situation where awareness has been raised by high profile documentaries, news stories and alarming statistics about climate change. However, awareness is one thing, taking action is another and more importantly, taking the correct action. The long-term impact of a conference with its throwaway mentality is being challenged by all stakeholders, PCOs, Associations, venues alike, so where do we start in order to make meaningful change?

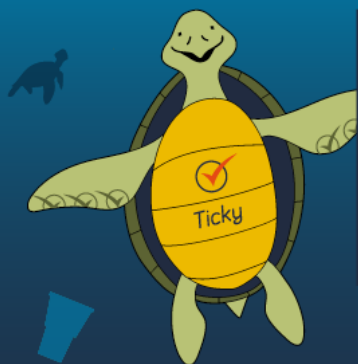
We all know the feeling, the conference is over, the team is delighted with the outcome and everyone goes home for a well-deserved rest and then starts work on the next event. But this is the perfect time to work together with the venue, event suppliers and team, to visit the rubbish area and take stock of what is being thrown away.

Do an audit – *what items could have been re-used, re-purposed, re-designed in the future so that there is less waste?* Work on the following principles: **Avoid, Intercept and Redesign.**

With this data in hand, you will be able to collaborate with all the relevant stakeholders, to implement change for future events. The term collaborate is key here, we are all working for a

common goal and by coming up with solutions together rather than in isolation not only avoids re-inventing the wheel but also builds relationships. Why not have a debrief with not only the venue but with the CVB, hotels, suppliers – *anyone that was involved in the event?* What better positive publicity for a destination or event than a powerful story around sustainability, collaboration and innovative thinking.

As meeting professionals, regardless of the sector in which we work, we need to ensure that sustainable options are readily available for our events, as the demand increases. These options need to be clear, affordable and easy to manage. We are all working to tighter lead times and that is the real danger in terms of making good sustainable



How can my organisation get involved?

IAPCO

IAPCO 50th Anniversary
CSR Campaign
Not Just a Drop in the Ocean

T

Take Action by signing the IAPCO Plastics Pledge

I

Invite all your local suppliers, clients, venues and stakeholders to sign the IAPCO Plastics Pledge

C

Change - report one measurable change that you have made within your organization/ events to stop the use of single use plastic

K

Kick-off - create an activity to reduce plastic waste - look for ideas in the hints and tips section of our toolkit

Y

YELL about your achievements by letting IAPCO know that you are fully committed to taking action.

decisions vs. getting on and delivering the event in a week's time. This really shows the importance of engaging all local stakeholders to be on board from the outset.

It is also important to remember that sustainability is a very personal trend. One that spans all demographics and, as we all feel we could be making more of a difference for the future of the planet, this passion should be used within your team members to ignite innovative thinking.

With all this in mind, my final thoughts are that with any trend or challenge there comes a knee-jerk reaction. How can we adapt and be creative, how much will it cost the organisation, how can we be the first to react? What follows is usually thousands of organisations going off, doing their own research, and making sure that they have responded accordingly – *another check on the long list of things to do.*

Quite often with these sorts of responses, creative thinking can only go to one level. For example, creating branded re-usable

cups for a conference – whilst on paper sounds brilliant and takes away from the plastic bottles, where do these re-usable cups go? Into the delegates' cupboard with the other branded re-usable cups for a couple of years only to be eventually thrown out. Quite often these cups are made of a much harder material making them less likely to be able to be recycled in any form. There is a need to follow the product journey to the end – *what can seem innovative initially could actually make matters worse.*

The issue of sustainability affects us all, at a personal and professional level, and should not be something that is competitive. The sooner the meetings industry stop, collaborate, and listen to each other the better, so we can do what we do best: deliver high-quality events that have a lasting legacy with our communities, events that will not be detrimental to the planet.

IAPCO has created its 50th Anniversary Legacy Campaign – Not Just a Drop in the Ocean with a clear mission to rid the meetings industry of single-use plastic. Join us by taking the pledge to make a real measurable change.

Find out more and download the toolkit with lots of useful information, resources and of course the pledge here:



[IAPCO.ORG/ABOUT-IAPCO/
TICKY-THE-TURTLE](https://www.iapco.org/about-iapco/ticky-the-turtle)

IAPCO
MEETING QUALITY

This article was provided by the International Association of Professional Congress Organisers, author **Olivia Galun, Marketing and Member Services Manager, IAPCO.**

IAPCO represents today 132 companies comprised of over 9100 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries

EMAIL
[INFO@IAPCO.ORG](mailto:info@iapco.org)

WEBSITE
[IAPCO.ORG](https://www.iapco.org)



European cities on the way to sustainability

Rapid and constant change is the only constant in our industry. Consequently, there is a need to redesign tourism for a better future by developing sustainable practices everywhere. All of this to be discussed in the next European Cities Marketing International Conference “Tomorrow Today” in Ljubljana June 5-8, 2019.

Sustainable visitor economy at the core of the association

Today's world of urban travel is not what it once was. Neither is the role of the cities' CVBs and DMOs. Since the beginning of the millennium, digitalisation and globalisation of travel has forever altered the patterns and the practice of urban tourism, whether for business or pleasure. New technology has radically changed the behaviour of consumers and empowered them with a world of insights, resources, tools and experiences that outmatches any classic tourist

information centre and radically expands the concepts of the traditional business conference.

DMOs need to re-think and re-design a healthier tourism that is fit for a better future. They have to make a shift in both behaviours and values. “*Purpose*” over “*Profit*”, “*Conscious choices*” over “*Careless consuming*”. From “*More*” to “*Better*”, from “*Quantity*” to “*Quality*”, from “*Growth*” to “*Health*” and from “*Numbers*” to “*Flourishing*” as Anna Pollock urged during last year's ECM International Conference.

ECM does not believe, that “more visitors” is a goal in itself but that the fundamental purpose of any DMO is to work for a better city for the inhabitants, and that growth in the visitor economy must be pursued within the framework of universal sustainable development goals defined by the United Nations and elaborated by UNWTO.

Together with its members, ECM will demonstrate that the visitor economy can benefit the destinations' social inclusion, cultural repertoire and relations, knowledge societies and local communities.

Managing tourism growth responsibly matters

Traditionally, tourism's contribution to job creation, economic growth and inward investment has made it an industry to be celebrated and supported, with little thought to the consequences that might come with continual growth. However, at a time of growing demand and rising visitor numbers (with yet more forecasted for the future), serious questions are being asked about tourism's real contribution to city life, and whether the net impact on cities and their residents is indeed always positive.

The ten ‘tools’ in ECM Toolbox on Managing Tourism Growth in Europe represent a range of approaches that DDMMOs (Destination Development, Management and Marketing Organisations) can use to manage tourism growth more effectively and responsibly. The exact balance of approaches required varies according to local conditions, however many of them require a significant shift in the internal culture and practises of the traditional DMO in order to be most effective. These tools include Forming Partnerships, Marketing Done Differently, On-the-Ground Visitor Management, Public Education and Managing the Collaborative Economy.

“With growth, comes responsibility”
– UNWTO

As people who care about their cities, it's important for DMOs to protect and enhance all the elements that make cities

attractive places for people to live in, work in and visit.

Change must start from the inside. This means changing the way we work: advocating for a greater role in decision-making, being at the heart of the dialogue between residents, city planners and the business community, taking a greater role in managing our destinations and adapting our marketing activities accordingly. In this context, ECM is committed to help members align their own strategic agenda with whatever demands, challenges and opportunities tomorrow will bring.

Developing and recognising sustainable practices in cities

The Global Destination Sustainability Index, the collaborative partnership between ICCA, IMEX, MCI Group and ECM, aims to help destinations to improve their performances in support of the UNWTO's Sustainable Development Goals, highlighting best practices and responsible business tourism.

The GDS-Index is a practical and tested benchmarking approach. It has been proven to help DMO create, improve and develop destination sustainability strategies.

ECM supports the GDS-Index to engage with convention, leisure and city marketing professionals, and facilitate communication and collaboration between cities to improve the sustainability of their destinations.

Tomorrow Today: reinventing the role of DMOs

Next European Cities Marketing International Conference will take place in Ljubljana, Slovenia, on June 5-8, 2019. European DMOs will meet and focus on what's coming next in their way!

"Tomorrow Today" is the pledge of European Cities Marketing to all of Europe's DMOs who navigate the everchanging market conditions and demands of the visitor economy.



ECM invites the attendees (DMOs, industry partners...) to listen and learn what's coming their way, celebrating the new paradigm for DMOs in urban travel and tourism where complexity and rapid changes in technology, consumer behaviour and politics constitute the new normal, exploring and debating the latest market trends and the significant driving forces that will shape the future of destination management.

Above all, ECM welcomes a tomorrow where a growing number of bednights might no longer be the guiding imperative for success. In Ljubljana, DMOs will learn from lead destinations, international experts and urban entrepreneurs who are successfully pursuing purpose and positive impact in urban travel and tourism.

"Tomorrow belongs to those who can hear it coming"

– David Bowie

Let's take David Bowie on his word, listening to today's entrepreneurs and emerging new destinations as they charge tomorrow's urban travel without looking much at the patterns and players of yesterday.



Check the Toolbox on Managing Tourism Growth in Europe on ECM Website:
EUROPEANCITIESMARKETING.COM



Membership Growth Must Be Well-Planned, Well-Managed & Sustainable



ABOUT THE AUTHOR

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



He can be reached at
MARK@BAILEADERSHIP.COM



or via his website at
BAILEADERSHIP.COM

Don't worry, this isn't just another article about how all of your efforts to attract and engage new members is going to be wasted if you don't pay attention to membership retention activities. While that statement is certainly true, there is another way of looking at the concept of sustainability as it relates to the membership function in an organisation. That type of sustainability refers to making sure that your organisational structure, your staffing, your strategic planning, and your financial management functions are all capable of sustaining your ability to deliver value to members at the level they expect.

Here is an example of what I mean. Two years ago, an association in the U.S. contracted with a well-known and highly reputable marketing firm to conduct an intensive member recruitment effort for them. The campaign consisted of a combination of traditional methods (direct mail, advertising, member-to-member) and e-marketing (social media, email, etc.). The program, while quite expensive, was deemed a success. It exceeded the number of new members expected, and even though the reduced-dues incentive offered during the campaign meant they were a little short on their dues projections, the association was happy, the leadership was happy, and the marketing firm was happy.

Then the realities started to settle in.

- What resources had been set aside to “onboard” all these new members who had come in during a short period of time?
- Were the organisation's Chapters prepared to welcome and engage these new members?
- Now that the membership numbers had been raised, were the “new” numbers being used in planning and forecasting for next year?

- If they didn't do a similar program each year, would they be able to sustain the growth they now knew they could achieve?
- Had they accounted for the fact that members who join during a campaign tend to renew at a lower rate than the organisation's average retention rate (especially if an incentive is offered during the campaign)?
- Does their membership database system have the capabilities to identify these new (campaign-related) members so that their communications can be customised and personalised?
- Do they have any special communications planned for these incentive members, or will they receive the

same communications as every other member?

Those were just a few of the important things that had to be discussed to *sustain* not only the numbers of new members gained but also the organisational momentum that will be generated by the influx of new members.

In order to have *sustained growth*, an organisation needs to avoid the ups and downs of bringing a lot of new members in (i.e. during a campaign) only to lose them over the course of the next 1-2 years. In that scenario, even if they invested the time and money to have a big recruitment campaign each year, nearly half (or more!) of that time and money will be spent just replacing the ones that didn't renew from the previous year.

Here is something else about a situation like this that impacts the long-term success and sustainability of any membership-based association: *everyone* in the organisation is using the membership numbers to plan for their own department's future. If membership grows, so (theoretically) does dues income, Conference registration, educational offering participation, response to calls for legislative action, etc. Membership is the lifeblood of all of the other organisational priority areas, so it has a big overflow impact on the sustained success of those programs, too.

Growing membership is always a priority in any association. Sustaining that growth in a well-managed, well-planned, and focused manner is a key to sustaining the organisation's long-term viability, too.

The new guide to organising your association event in London

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LONDON
CONVENTION BUREAU



The Future **is** Solar

SolarPower Europe wants to ensure that more energy is generated by solar than any other energy source by 2030. How can we as associations do our part to work more sustainably? Find out more from Deputy CEO and Chief Operating Officer **Bruce Douglas**, whose personal ambition is to accelerate the energy transition towards 100% renewable energy.



HQ: How can we enable personal behavioural change?

BD: Awareness is the biggest factor. Often, we are unsure of how our choices translate into effects on the environment and climate. For example, according to UN's Food & Agriculture Organisation, 18% of global greenhouse gases are produced by the livestock industry, equating to the CO₂ emissions produced by driving almost 110km in a car, a figure which many people may not take into consideration when making food choices. With more knowledge and information about how our choices are influencing the climate, people can make more informed choices.

We can begin by making small, every-day changes, such as diet. This could be choosing to buy food which was locally

and sustainably produced or reserving 1-2 days per week for vegetarian or vegan meals, which can make a huge difference to our CO₂ emissions.

What are the fundamental commitments of a 'green organisation'?

A 'green organisation' is essentially committed to being as carbon neutral and sustainable as possible. This can be done through sourcing energy from renewable power sources, holding events and conferences in locations powered by sustainable energy, encouraging people to consider vegetarian and vegan food options, offsetting CO₂ emissions produced by travelling, effectively recycling by correctly sorting all waste and garbage, and reducing the amount of waste produced day-to-day by opting for more sustainable products, such as reusable water bottles instead of plastic bottles, or reusable coffee cups instead of paper or plastic cups.

A 'green organisation' should lead by its own example and should encourage others to follow their example, such as clients, partners, and other co-workers.

How can we achieve better sustainability within the association sector and sourcing of cost-effective renewable energy?

The UN Sustainable Development Goals are a very good benchmark for what we can all do to be more sustainable and combat climate change. The targets are very accessible and can show people what they can do in their day-to-day lives to contribute to the positive change.

Goal 7, for instance, outlines targets for Affordable and Clean Energy. According to the UN, energy is the dominant contributor to climate change, and it accounts for approximately 60% of total global greenhouse gas emissions. Instead of relying on coal, oil and other

fossil fuels, we need to incorporate more and more renewables into our homes and businesses.

In addition, Goal 11 outlines targets for Sustainable Cities and Communities. All

aware of alternative modes of transport, which are easily accessible and user-friendly. We use modes of transport that we are familiar with, often without considering how much one trip contributes to CO₂ emissions level,

Can you share some key take-aways from the SolarPower Summit (that took place at the Marriott Hotel Grand Place in Brussels on 6-7 March)?

SolarPower Summit 2019 showed that



▲ Photos: Fiona Castiñeira

cities in the world occupy only 3% of land on Earth, but account for 60-80% of energy consumption and 75% of carbon emissions. Currently, 3.5 billion people live in cities today, with 5 billion people projected to live in cities by 2030. We need to make our associations, homes, and businesses green and sustainable in order to drastically reduce our CO₂ emissions and cities' contributions to climate change, and to improve health levels in our cities when you consider the effects polluting power sources have on air quality.

As you've shared at EAS the five key aspects such as waste management, resources used, travel, procurement, and engage and review. Let's hone in on one of them: What can associations and the meetings industry do when it comes to travelling?

When it comes to travelling, people should be informed and made more

but there are quite a lot of green transport alternatives that are very affordable, flexible, and can even reduce travel time.

One way to do this is in the organisation of events; it should be made clear on the event website and on advertising / mailings sent to participants, the various ways one can get to the event venue by using public transport, public bicycles, etc.

Associations should, where possible, choose to travel by train instead of by airplane. In cases where people travel by car, they should decide to carpool rather than bringing individual cars.

However, people can also look into avoiding travelling and instead consider virtual meetings using technology such as GoToMeeting, GoToWebinar and Skype. This not only saves time and money, but also lowers contributions to the CO₂ footprint.

Europe is back in solar business, as solar installations in EU-28 grew by 8 GW in 2018, which is a 36% increase year-on-year. More than 300 participants attended, including policymakers, high-level speakers, and representatives from various companies and associations across the whole solar value chain. With engaging discussions and presentations on all solar topics from corporate sourcing to solar mobility to emerging markets and much more, the SolarPower Summit showed that the enthusiasm and initiative is there for the uptake of more solar in Europe in order to reach the EU 2030 and 2050 climate goals.



MORE INFORMATION
SOLARPOWEREUROPE.ORG

Making Business Events More Sustainable in Dubai

HQ88 Sustainability edition would not be complete without a study of Dubai. The future-forward UAE is set to invest AED 600 billion (€145.2 billion) to meet growing energy demand, and ensure sustainable economic growth. It's also focusing on making venues and hotels more sustainable, while protecting its natural heritage for all to enjoy. As it looks to achieve an equilibrium between economic requirements and environmental goals, what does this all mean for the business events landscape in Dubai?

A PUSH FOR RENEWABLE ENERGY

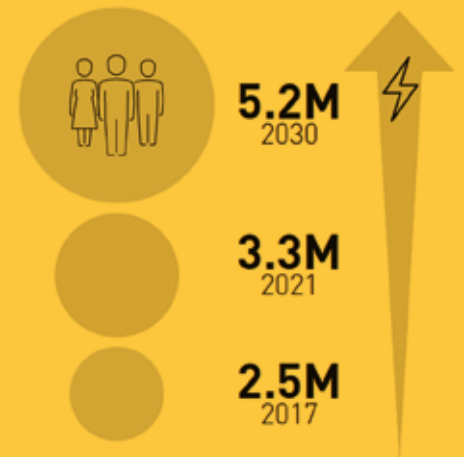
A global pioneer in developing the clean and renewable energy sector, Dubai has refined a number of techniques and practices to enhance the efficiency of the energy sector, while rationalising consumption and finding alternative solutions to conventional energy. Launched by HH Sheikh Mohammed bin Rashid Al Maktoum (*Vice President and Prime Minister of the UAE, and Ruler of Dubai*), the **Dubai Clean Energy Strategy 2050** contains set goals and timelines that map the future of energy.

The promising strategy (*the only one in the region*) aims to provide 7% of Dubai's total power output from clean energy

by 2020. This target will increase to 25% by 2030, and 75% by 2050; the Carbon Abatement Strategy will reduce carbon emissions by 16% by 2021; and the Demand Side Management Strategy will reduce energy and water use by 30% by 2030.

The strategy consists of five main pillars: infrastructure, legislation, funding, building capacities and skills, and having an environment-friendly energy mix. The **Mohammad bin Rashid Al Maktoum Solar Park** is one of the key projects under the infrastructure pillar. It is the largest single-site solar energy project in the world, with a planned capacity of

DUBAI'S RISING POPULATION WILL INCREASE DEMAND FOR ENERGY




\$27B
Dubai Green Fund



SOLAR PANELS
will be mandatory
requirement for all
buildings by 2030



75%
of outdoor lights will be
replaced with more
efficient fixtures by 2030

INITIATIVE FOR INSTALLATION OF ROOFTOP SOLAR PANELS



557
buildings

24.3MW
total capacity
in 2017

5,000 megawatts by 2030, and a total investment of AED 50 billion (€12.11 billion). The **Green Hydrogen project** is another stellar move that supports a green economy. The first solar-driven hydrogen electrolysis facility in the Middle East and North Africa (MENA); the project will be implemented in collaboration between DEWA (*Dubai Electricity and Water Authority*), Expo 2020 Dubai and Siemens. Expo 2020 Dubai intends to showcase hydrogen mobility by powering a number of fuel-cell vehicles with the hydrogen generated at the facility, and transport Expo 2020 Dubai visitors to the Mohammed bin Rashid Al Maktoum Solar Park, where the facility is based.

DWTC LEADING A GREENER BUSINESS EVENTS ECONOMY

Dubai World Trade Centre (DWTC) has hosted events in the clean energy sector such as the World Green Economy Summit, and the Water, Energy, Technology and Environment Exhibition (WETEX). The centre hosted 353 business events in 2017 with 3.3 million delegates and attendees. Being one of the top venues in the UAE can be challenging when it comes to retrofitting, but it didn't stop DWTC from installing over 3,000 solar photovoltaic (PV) panels, covering 6,600m² of rooftop space in record installation time of four months. The 1-megawatt system located above Sheikh Rashid Hall saves 2,000 tons of

carbon dioxide each year, equivalent to taking 172 cars off the road.

Each year one-third of all food that is produced globally – *equivalent to 1.3 billion tonnes with a value of \$990bn* – goes to waste; DWTC tackles it by consciously creating greater efficiency at every link of the global food supply chain. The value of wasted food in the UAE amounts to around AED13bn (€3.15bn) each year, while the cost of discarding food in Dubai alone totals AED282m (€68.35m). For DWTC which hosts more than 200 weddings a year, customers and guests are very supportive of preventing wastage, and insist that any excess be given to charity. The **UAE Food Bank** has the ambition of making Dubai the first city in the region to achieve #ZeroFood-Waste. In 2017, approximately 97,000 beneficiaries (*including workers and families in need across the country*) have received 604 tonnes of food.

A MORE SUSTAINABLE STAY IN DUBAI

Historically, the hospitality sector has had a dramatic impact on the environment through excessive energy and water consumption, and creating vast amounts of waste. Economically, the challenge to minimise these impacts has been based on myths that environmentally friendly operations are more costly, with tourists lacking consideration for

sustainability and the local environment. However, Dubai Tourism has been actively promoting a more environmentally friendly future with the ongoing **Dubai Sustainable Tourism (DST)** initiative – working with leading industry partners to inspire a paradigm shift towards a more sustainable future.

The government approved the €23.96 billion Dubai Green Fund to accelerate the green economy transition. 30,000 of the city's 120,000 buildings are being modified into energy-efficient structures while 75% of outdoor lights will be replaced with more efficient fixtures by 2030. In order to encourage widespread adoption of energy efficient practices including the implementation of retrofitting programmes across the breadth of Dubai's hotel portfolio, Dubai Tourism has underlined holistic ways in which the adoption of efficient resource management practices can lead to substantial annual savings for hotel properties; Through upgrading of a building's existing systems and technologies, transforming them into smart, energy-efficient infrastructures that can seamlessly improve their operations and save costs on an annual basis.

PRESERVING DUBAI'S NATURAL HERITAGE

Uncontrolled impact on natural habitats can lead to pollution, soil erosion, and



even the total eradication of endangered species. Therefore, there is a need for visitors to focus on environmental protection and eco-friendliness to contribute to reducing the negative impact on our natural environment. In order to prevent the stress that human activity can impose, Dubai Tourism's DST initiative outlined eleven guidelines – *responsible tourism practices* – to allow visitors to enjoy Dubai's natural heritage in an informed and sensitive manner.

The emirate is a natural habitat to a variety of desert dwellers, across a unique mix of topography for different eco-systems and wildlife – *the mountains, mangroves, desert and coastline*. The Al Marmoom Desert is the latest edition to Dubai's collection of nature reserves, occupying almost 10% of the emirate's total area. Home to hundreds of wildlife species like Arabian Oryx, Gazelles, foxes and wild cats, the unfenced **Al Marmoom Desert Conservation Reserve** is the largest tourism project in the region that is dedicated to the desert environment. The reserve will include ten animal and bird observation platforms, star and sunset observations

decks, and even an outdoor theatre.

For a venue to enjoy cool temperatures, there's a quiet retreat nestled in the Hajar Mountains. The **mountain town of Hatta** (*located nearly 130km south-east of central Dubai*), is where thrill-seekers and nature-lovers can take on the gorgeous rough terrain by mountain bike, tackle the bright turquoise waters by kayak, or simply explore the cultural town by foot.

THE IMPACT OF CONSERVATION EFFORTS

Conservation programmes and initiatives over the past ten years have achieved significant savings in electricity and water consumption. Cumulative savings from 2009 to 2018 reached 2 terawatt-hours of electricity and 7.4 billion gallons of water, equivalent to AED 1.2 billion (€290 million).

To put in a practical perspective, these savings are equivalent to an annual electricity consumption from approximately 305,000 apartments, and annual water consumption of 241,000 apartments. It

has effectively reduced 1 million tonnes of carbon emissions, equivalent to planting 1.2 million trees, while water saving was equivalent to filling up 13,000 Olympic swimming pools.

Dubai Business Events works with associations and meetings planners to ensure that they can incorporate meaningful CSR efforts and activities into their events.



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ICCA Board of Directors selects Senthil Gopinath as incoming CEO



▲ ICCA President James Rees and new ICCA CEO Senthil Gopinath

As per ICCA by-laws, the Board made the selection in a closed-vote process, with Gopinath winning by majority vote. He began to serve as the organisation's new CEO in April 2019.

of a process that began in October 2018 and drew more than 100 applicants for the position. Finalists were screened through extensive interviews as well as an objective, psychometric evaluation of work styles and strengths using a leading industry instrument. The Board was assisted in the search process by Brussels-based European Affairs Recruitment Specialists (EARS), which was retained for the task in October.

Gopinath's immediate responsibilities will include developing and executing annual business plans, ensuring operational sustainability and careful financial controls, and building ICCA's global membership and presence with a special focus on developing member services adapted to each of ICCA's key regions. He will work from ICCA Head Office in Amsterdam and report to the President and Board of Directors.

Senthil Gopinath said: *"I am truly honoured to be appointed for such a prestigious position in one of the global meetings industry's leading organisations. I take this opportunity to sincerely thank the President and Board of Directors of ICCA for placing their confidence in me. ICCA has been a family to me for over two decades. I have always cherished my involvement with ICCA and now being at the helm will enable me to listen more closely to our members and key stakeholders, and service them in a more enhanced manner, making ICCA more relevant to our global membership. Together with the ICCA team, we will work on the transformation of ICCA."*

ICCA President James Rees added: *"I am delighted that ICCA is now in a position to move forward with its new CEO Senthil Gopinath. However, I would like to take this opportunity to thank Interim CEO Dennis Speet for his incredible work over the past ten months to help the Board of Directors lay firm foundations for ICCA's future growth."*

Gopinath's career in the meetings travel industry spans more than 20 years, with 18 years spent working within ICCA member organisations. He joined the ICCA team in 2016 as Regional Director of ICCA Middle East (ME). In that role, he has forged new relationships with regional governments and industry partners, and grown ICCA ME membership by more than 80%.

"Senthil brings the qualities that we most need in a leader at this juncture," said James Rees, ICCA President and Executive Director of ExCeL London.

"Throughout his career, he has demonstrated not only that he can establish a vision, but also chart the tactical path to reach that vision, always working from a solid foundation of operational and financial expertise."

The Board noted several career accomplishments as key to their consideration of Gopinath during the candidate review process, including:

- Dramatically elevating MICE operations for Emirates Group as its head of business development and operations, making the division one of the largest and most profitable in the region;
- Re-structuring and re-strategising the business model of VFS Global, a part of Kuoni Travel Group. As Vice president – South Asia of VFS Global, growing annual profits exponentially over 60% growth in two years;
- Creating an innovative private-public partnership model for the Sri Lanka Convention Bureau as its general manager and CEO, increasing business tourism by 78 percent and driving a 64 percent increase in revenue;
- Being named one of three finalists for the 2019 Business Event Strategist of the Year award from the Professional Convention Management Association, with the winner to be announced in May.

Gopinath's selection marked the end

Meetings industry's rising stars

invited to apply for ICCA Forum for Young Professionals for free education and networking

The number 13 may be unlucky for some, but for the 35 young meetings industry professionals set to descend on Valkiria Hub Space in Barcelona for the ICCA Forum for Young Professionals just before IBTM World in November 2019, this couldn't be further from the truth. This year marks the thirteenth edition of the exclusive event for the meetings industry's under-30 crowd, which is partly funded by the ICCA Education Fund and organised in partnership with IBTM World, who are also sponsoring the event.



Sponsored by:



FYP2019.ICCAWORLD.ORG



really good work in a really short time."

Camilo Porras Gomez, Aviator S.A., said his time as an FYP delegate had a major professional and personal impact: *"The FYP is a mandatory event for all those young professionals in search of knowledge, techniques and experiences told by industry leaders, as well as the creation of a wide network of global and multicultural contacts, whom in the end you will have the wonderful opportunity to call friends."*

New moderator, fresh content:
"The future is yours – the time is now!"

Ensuring that 2019's edition will meet delegates' objectives are new moderators Henrik von Arnold and Ivo Franschitz, master business events strategists from Vienna-based consultancy firm ENITED Business Events. Von Arnold and Franschitz will bring their years of industry experience to support the programme design and provide on-site moderation.

Franschitz said: *"Our ENITED team is very excited to work together with ICCA on a new design and content for this year's Forum for Young Professionals in Barcelona later this year."*

The 13th edition of ICCA Forum for Young Professionals takes place in Barcelona, Spain from 17-19 November 2019, just before IBTM World 2019. Anyone under the age of 30 with less than three years' meetings industry experience is invited to apply via FYP2019.ICCAWORLD.ORG. Applications close on 11 August 2019.

Interactive approach to business events education

The Forum for Young Professionals has earned a reputation over the years as a trailblazing, must-experience programme. Offering a combination of interactive, skills-driven education and the chance to build relationships with meetings industry veterans and peers alike, the FYP attracts delegates from a wide array of industry sectors, destinations, venues, PCOs and associations.

This variety of professional backgrounds exposes business events newcomers – participants must have no more than three years' experience – to the industry's sheer diversity and size.

As an association executive, Smita Pati from WindEurope felt this aspect of the programme expanded her understanding of the way suppliers from across the meetings spectrum do business: *"Attending the FYP, I was able to hear challenges and perspectives from the venue as well as city point of view, which, as I come from an association, is very useful."*

Neale Farman, Aberdeen Exhibition and Conference Centre, agrees. He credits the FYP with broadening his perspective of the global requirements of industry buyers: *"You share successes and ways that you can overcome challenges, but... you [also] connect with people from so many different walks of life, and it makes you think so much more in an international sense about what people look for [from a venue]."*

Industry trailblazers and newcomers in one meeting room

With a strong focus on collaboration, the interactive programme is designed around practical exercises that put delegates in multinational buyer-supplier teams, aiming to both develop their professional skills and expertise through direct application and open up dialogue with experienced industry figures guiding the education sessions.

"The FYP really challenges you and makes you up your game," Diana Frederiksen, Sales Manager at venue Stockholmssmässan, told ICCA about her impressions of the programme. *"It forces you to [...] get outside your comfort zone, network intensely and do*



Sustainable Connections

How can we make our meetings greener? ...reduce, reuse and recycle? ...decrease our carbon footprint? All are extremely relevant questions but let's highlight another kind of sustainability – *the importance of building sustainable connections, networks and contacts.*

According to the International Association of Exhibitions and Events (IAEE)'s study, 76% of all generations say events are important to network and build connections – with 49% of millennials rating it as **very** important, the highest among all generations. But what's the point of networking if the connection is lost once we're back home? We often return from networking events with hundreds of business cards, but it's not connection if we can't put a face to the card. Connections should be based on quality instead of quantity.

A recent study conducted by the Harvard Business Review found that face-to-face meetings were 34 times more successful than email. This is obviously fantastic for our industry. However, we must ensure that we are giving our delegates the tools they need to turn those business cards into actual connections. Here are some actions that can be taken before, during and after a conference to help ensure the sustainability and longevity of these connections.

1 Before: Fail to prepare, prepare to fail! Apps can be set up to facilitate networking and foster connections. Perhaps you're already offering delegates an app to upload their bio and connect with peers before attending a conference, but are you making it **compulsory** for everyone? We often get notifications related to the programme, but we don't receive notifications to tell us **WHO** is attending the sessions. While 67% of attendees downloaded the app at a recent conference I attended, only 18% actively used it. I was disappointed to see so few faces when I used the app. While there were plenty of people I wanted to connect with, it isn't encouraging to contact an empty profile!

2 During: Give time and space for connections to happen naturally – not just during breaks when people typically tend to reach for their phones and emails. An example of how you might facilitate this is by using a solution like E180's Brain Dates. I experienced this at the ICCA Congress in Prague in 2017 and found it really effective. Delegates could find and connect with other attendees through the brain dates app and identify meaningful topics of conversations. A designated room was given to facilitate meetings at any time and for any length of time!

3 After: Don't kill the app! Set up your app to be evergreen, to allow connections and content accessible year-on-year and all year round. If you can facilitate giving delegates the tools and time to foster connections then step 3,

sustaining these connections, will come naturally!

Johann Hari's new book 'Lost Connections' looks at the importance human connections have on our emotional and mental health: 'Connection is the experience of oneness – having shared experiences, relatable feelings or similar ideas'. We are fortunate to work in an industry where a major key objective is connection. We offer our delegates a platform to create and foster connections, so let's ensure we give them the ability to sustain for years to come.

MEETINGS | MILLENNIALS

Meetings+Millennials is a networking initiative for millennials in the Meetings and Events Industry.



MORE INFORMATION

MEETINGSANDMILLENNIALS.COM

Gráinne Ní Ghiollagáin,
Council Member at Meetings + Millennials,
Business Development Manager at Croke
Park Meetings & Events



RĪGA – Event Planning Simplified

As traditional meetings and events booking paths evolve over time, it gets easier for associations to build their own international meetings and events department in today's information age. Adapting to the MICE industry trends and upcoming changes, **MEET RIGA** has added new features on their portal to offer new efficient solutions for event planners! Introducing the enhanced MeetRiga.com.

ONE-STOP-SHOP

The upgraded website provides easy access of information on all local suppliers from Riga and Latvia. Simply by entering the number of delegates for the event, the portal generates a recommended list of all the suitable suppliers for that particular number of participants; and the shortlisted suppliers can be sent an RFP within one message. Planners can also filter through various types of venues based on their event requirements – *such as exhibition centre, convention hotels, unusual venues and venues outside of Riga*.

MEET RIGA, the official Riga city convention bureau, does not charge any commissions, making their match-making services free of charge for event planners and local suppliers. The fast, convenient and efficient solution on the revamped portal is a part of MEET RIGA's continued effort to innovate and improve accessibility to information on local suppliers; With a consolidated resource of information at their fingertips, international associations can spend less time planning, and focus on other important aspects of the event like content delivery.

INFRASTRUCTURE DEVELOPMENTS

Latvia's coastal capital is its cultural, educational and economic heart. Home

to a third of the country's population, Riga contributes to over 50% of the country's GDP. The city was established in 1201, and it is no wonder why it is listed as a UNESCO World Heritage city. This is a city in continuous evolution, and planners will be surprised to find exciting new meetings infrastructure developments!

First to mention is the current leading airport of the Baltics; Riga International Airport has been extended by Northern Pier, which will increase comfort of travellers upon arrival and departure. There are six new hotels (*such as AC by Marriott, Garden Inn by Hilton, Holiday Inn, Radisson RED, and Wellton Riverside Hotel*) within the upcoming two years, adding an additional 2,500 guest rooms and numerous new meeting spaces to the Riga's current inventory.

AFFORD TO BE LAVISH!

It is no secret that subventions play a significant influence in decision making, but Riga has remained competitive despite making a strong stance against it – *challenging associations to rethink from a moral ground and other factors*. In fact, for a city that is already offering great value for money, affordable accommodation rates and great services, the event can be cost-effective and affordable without the need of subventions. That city sounds like Riga! Being enriched with numerous

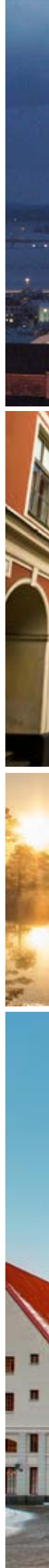
new hotels helps to keep hotel rates at a competitive level, combined with reliable, top-quality professional services. As a meetings destination, Riga offers a rich, vibrant and multi-layered culture that reflects various historical periods. Offering great value for money, in Riga and Latvia you can simply do more for less!

On March 31st, Riga Airport expanded its airlines routes network to 106 direct destinations. While traveling to Riga will not be a problem, delegates can also save time from long transfers as the main conference hotels and venues are in close proximity – being a very walkable city also allows delegates to leave minimal carbon footprint on the destination.

There are numerous professional and efficient local DMCs, which will assist meetings in Riga & Latvia on all needed aspects. If you are looking for new, affordable and reliable destination to host your upcoming meeting, why not to consider Riga? Our rates are competitive even without subvention programs.

For more information, please visit our improved portal MeetRiga.com or contact:

Aigars Smiltans
MEET RIGA Director
aigars.smiltans@liveriga.lv



It's time to Meet in Riga

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Type No of people



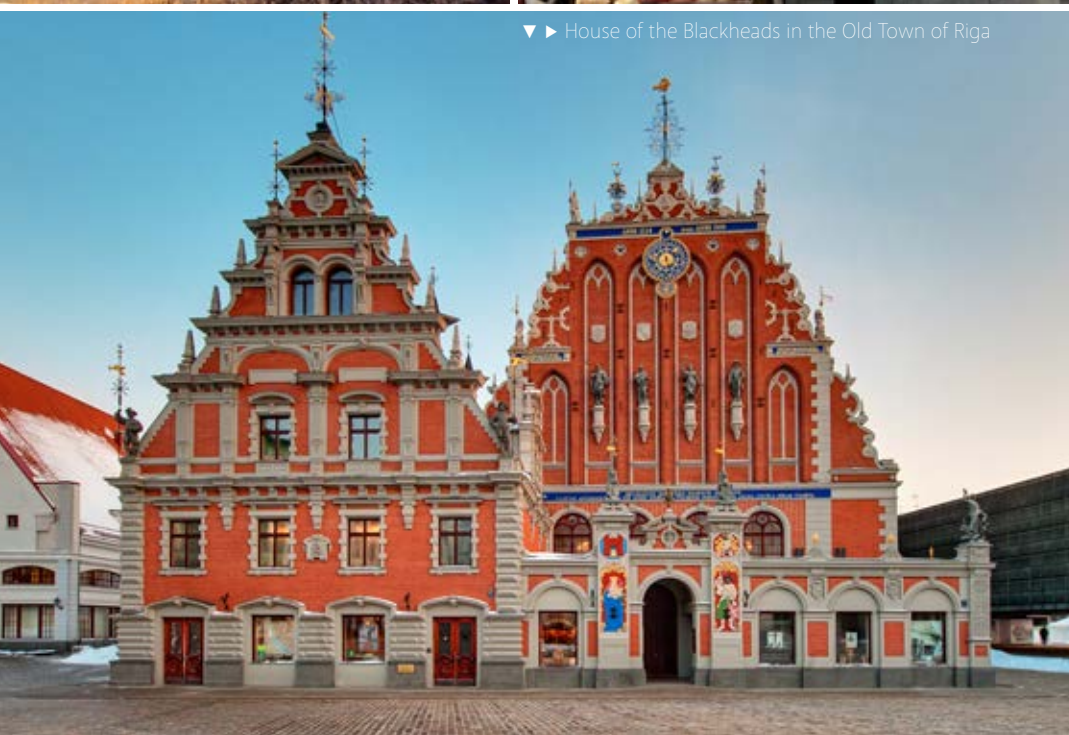
▼ Great Kemer Bog Boardwalk



- ◀ Swedish Gate
- ▼ Peter's Market in Liepāja



▼ ► House of the Blackheads in the Old Town of Riga



MEET
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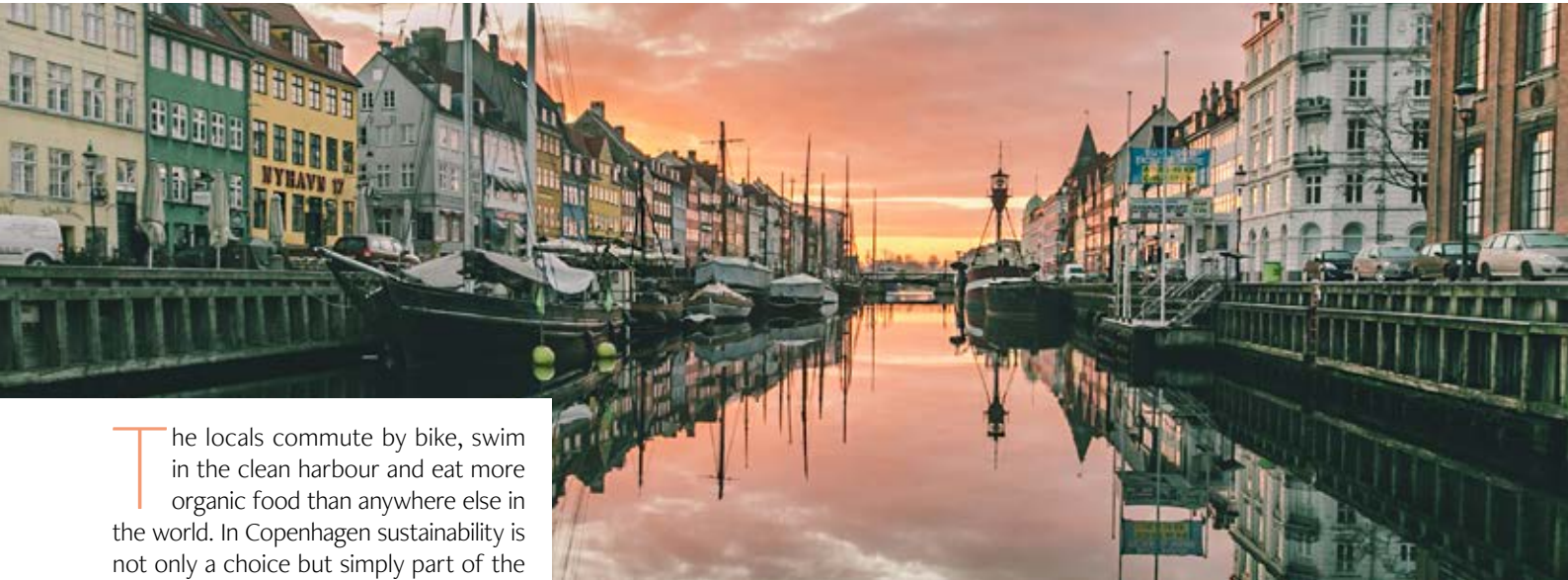


Copenhagen embraces impact

Leaving lasting legacies is a growing area of focus in Copenhagen's work as a congress destination and an important element in the city's ambitious goal of making meetings a driver towards a sustainable transition.



COPENHAGENCVB.COM



The locals commute by bike, swim in the clean harbour and eat more organic food than anywhere else in the world. In Copenhagen sustainability is not only a choice but simply part of the city's DNA, making it no surprise that the city has declared its ambition to become the world's first carbon neutral capital by 2025, just as the Copenhagen Airport aims to be carbon neutral already this year.

The meetings industry in Copenhagen share these ambitions and with the large majority of hotels and venues already environmentally certified the ambition has expanded to becoming an agent for positive change, rather than just focussing on its own operations.

The Copenhagen MICE-compass has been adjusted according to the UN Sustainable Development Goals (SDGs), and Copenhagen aspire to create lasting impacts from conferences. In Copenhagen visitors experience sustainable solutions first hand, which was one of the main attractions for C40, when choosing their host city for this year's Mayors Summit.

COPENHAGEN AS A LIVING LAB FOR SUSTAINABLE SOLUTIONS

Ranked second on the Global Destination Sustainability Index and with the first

environmentally certified CVB in the world, the Danish capital now focus on utilizing this position of strength by activating the city as a backdrop for conferences, showcasing the benefits of sustainable choices.

"We aim to make visitors part of the solution towards a local sustainable development and have our visitors leave Copenhagen with new inspiration for how to make their home cities more sustainable," says Kit Lykketoft, Director of Convention at Wonderful Copenhagen.

The idea is to use Copenhagen as a living lab exposing visitors to the bike culture, a swim in the clean harbour and a sip of the refreshing tap water. To use the new urban ski slope on the waste management plant and the many windmills as examples of renewable energy and even showcase the Danish welfare model with free education and health care as an example to follow.

BRACE FOR IMPACT

Copenhagen will, in 2019, fully embrace the art of creating impact and lasting legacies for and with congresses. Cases

featuring the World Water Congress & Exhibition - IWA2020, the world's largest architecture congress - UIA2023 and this year's C40 all hosting elaborate programs designed to leave lasting legacies will be explored.

A MeetDenmark outreach study seeking to establish a powerful nexus between association and community goals will be presented at IMEX 2019. The project maps the outreach efforts at destinations across the world and creates the foundation for establishing a Danish Outreach Program. This autumn a PhD Study from Copenhagen CVB will be released investigating the academic impact for researchers chairing congresses.

Wonderful Copenhagen's own annual conference, Tomorrow's Urban Travel, will this year be created as a site event to the C40 Mayors Summit and will, with the overarching theme Brace for impact – embrace impact, focus on the true cost and true value of tourism. Finally, this year's Best Cities Global Forum in Copenhagen will explore: Congress of the Future – Fortifying Impact.



LAS VEGAS SANDS EXPO
SEPTEMBER 10-12, 2019

ENGAGE, DISCOVER, COLLABORATE, CELEBRATE— ASSOCIATION LEADERSHIP FORUM RETURNS

Get ready: Association Leadership Forum, created by ASAE, arrives sooner this year on **Monday, September 9**. During this exclusive afternoon of FREE education and networking, association leaders and senior management will examine today's high-level challenges, hear from top speakers and strategize together. Set off with the resources to thrive and drive your association forward.

Plus, association-focused sessions—open to all levels of association professionals—will take place throughout IMEX America, starting on Smart Monday. Swing by Association Evening too, and chat with your peers in a relaxed atmosphere.

Register your interest now!
imexamerica.com/whats-on/association-leadership-forum

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Rennes – Medicine of The Future:

Focus on Technology

Only an hour and a half from Paris by high-speed train, Rennes, the capital of Brittany, is situated at the heart of a dual carriageway network linking Brittany to the French capital and Normandy, and to the areas south of the Loire divide. A vibrant yet relaxed city, Rennes is also the place to enjoy some Breton culture and medieval heritage. Pleasant parks and gardens, as well as a delightful old town with restored streets and squares, colourful traditional timber-framed houses, outstanding buildings by famous architects and one of the biggest outdoor markets in France, complete the picture.



2019, a truly international and interdisciplinary conference bringing together radiologists, surgeons, computer scientists, engineers, physicists, and other researchers at a unique meeting. Together, they contribute to (and lead) the development of novel methodologies and applications in this fast-growing field of technology for health care. The International Conference on Computer Assisted Radiology and Surgery (CARS) is one of the most important forums for innovation in health care technology.

Le Couvent des Jacobins can hold all type of events: boasting two auditoria for up to 1,000 people, 4,000 sqm of exhibition space and 25 meeting rooms, it is housed in a former convent, making it really one-of-a-kind. With 4,000 hotel rooms, 2,100 of which are in the city centre, a stone's throw from the Couvent, Rennes might well be your next event destination.

The beating heart of the Brittany economy, it is here that research efforts see the light of day where various technologies distinguish themselves: digital, health, food, environmental and manufacturing. The competitive clusters of Brittany greatly rely on the highly specialised fields of the regional economy: Images et Réseaux (Imaging and Networks), Valorial (food sector), ID4CAR (vehicles and mobility).

As the French leader in Health technology, imaging and e-health, and with unique expertise in biotechnology, Brittany bridges the divide between scientific research and clinical expertise with a very specific remarkable entrepreneurial dynamism.

Two University Hospital Centres, including Rennes (the largest in Brittany), a high-quality network of clinics, and 128 research teams (with strong expertise in liver disease, cardiology and neurology) make the best of these driving forces; Brittany is engaged in the creation of tomorrow's

medicine: preventive, predictive, personalised and participatory.

The health sector in Brittany is distinguished by significant investments in R&D, structured around an academic research hub with 25 research units and a network of over 200 companies. The health sector is a veritable pillar in the economic development of the region. As well as recognised themes - pharma & biotech, health technology, nutrition - now prevention, e-health, integrated health and more are developing.

The Le Couvent des Jacobins convention centre hold many health-related congresses such as the CARS conference in June 17-21,

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Valencia — An Essential Destination

Taking place from the 18th to 21st June 2019 is the European Conference on Networks and Communications (*EuCNC*), which will bring together cutting-edge research and world-renown industries and businesses to Valencia, Spain. **Prof. Dr. Narcis Cardona**, Chair of EuCNC/Global 5G Events (*and Director of iTEAM Research Institute, Universitat Politècnica de Valencia*) shares more about the prominent upcoming event and experience with the host destination.


**EU
CNC 2019**
June 18-21
Valencia, Spain

Why did you choose Valencia as the congress destination?

Valencia has the perfect combination of excellent weather all year round, wide offer of touristic facilities, captivating Mediterranean gastronomy and, last but not least, the convenience of having the international airport located 10 minutes away of the congress centre and exhibition fair. In addition, Valencia is a technological hub in the Mediterranean area, with two science Universities in the top of the world ranks, both active in the majority of the European research projects, which are the main contributors to EuCNC. The enthusiastic support of the local authorities and convention bureau, in combination with the commitment of university staff and the city's natural attractions, made the decision clear in front of several other candidacies.

What is the legacy of the congress?

EuCNC 2019 is the 28th edition of a successful series of technical and scientific conference open to the world research community, sponsored by the IEEE Communications Society and the European Association for Signal Processing. Supported by the European Commission, it aims at showcasing the results of the consecutive programmes on R&D and projects co-financed by European programmes, as well as presenting the latest developments in this area.

What was the thing that left you with the deepest impression while organising the congress?

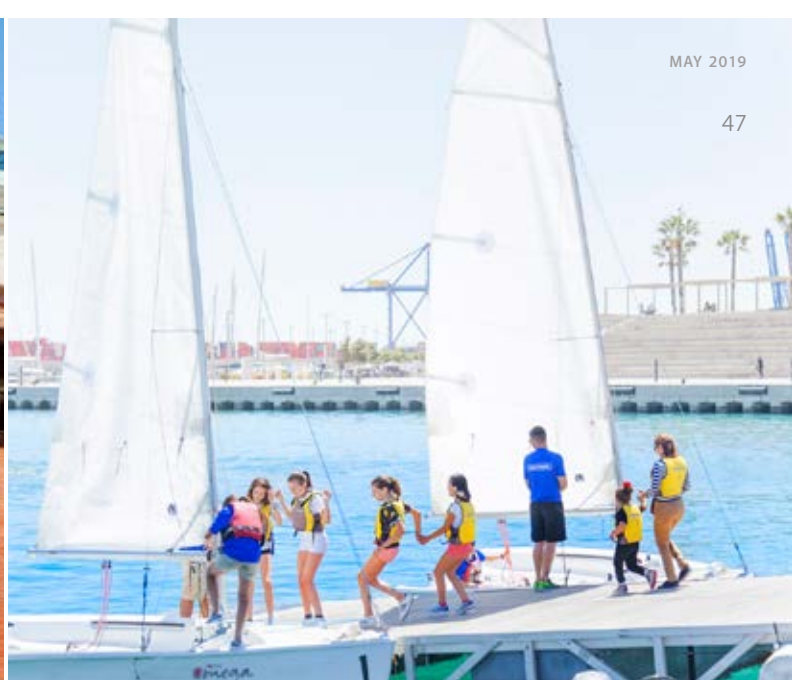
People's attitude, for sure, is the most impressive thing that one finds in Valencia. Anybody who is organising a congress in Valencia realises that almost everything imaginable is achievable here, with minimal effort, since the atti-

tude of the people in this town is always positive, always willing to help and solve problems, offer solutions, offer their best to make the visitors feel at home, and have the best time during their stay.

What would you say to other associations considering Valencia for their congresses?

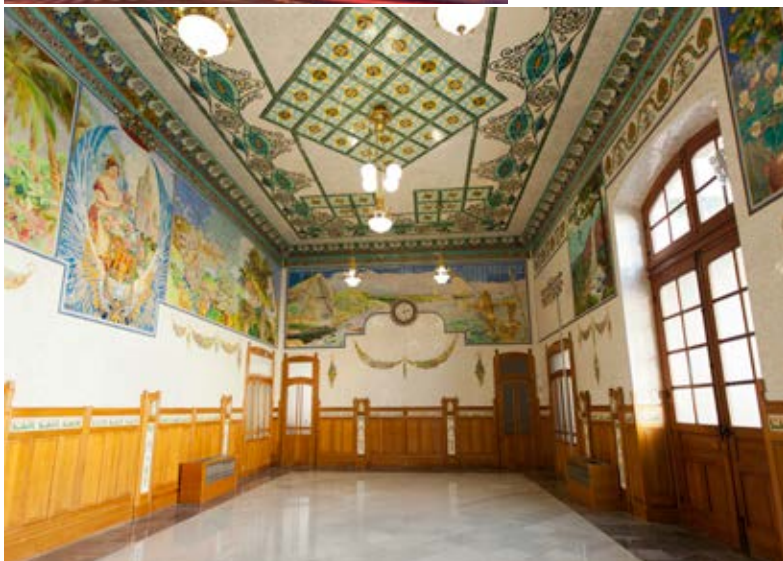
If you visit the city for any purpose, you will probably be surprised by the excellent facilities that this city offers to host congresses. Valencia is both a perfect touristic destination, and an extremely efficient location for congress organisation. In Valencia, one can enjoy the Mediterranean weather and gastronomy, while hosting an event in the best congress center or in any of the top-quality hotels across the city. I am sure that as many others have said before, your congress attendees will remember the event in Valencia for years to come.





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Share & Co-create

The successful 7th annual EAS 2019 closes under the motto 'Share & Co-create', with 184 participants from 121 different associations and other organisations. The two-day conference which took place in Brussels from 28th February to 1st March was an unmissable event for association executives to gather insights from peers and share their experiences and concerns. A special focus was also dedicated to sustainability issues with specific sessions and reflected in the event organisation.

Jesús Guerrero Chacón reports

Gathered at the SQUARE – Brussels Convention Centre, attendees learnt through a series of 19 sessions, where mainly case studies from various International and European associations have been presented on topics such as membership acquisition and retention, value proposition, change management, and youth leadership, in addition to thematic workshops on management, marketing digitalisation, communications, events or legal matters provided by the EAS partners.

While not intended, the EAS coincided with the approval by the Belgian Federal Parliament on 28th February 2019 of the new Belgian Companies and Association Code[#], making the session on the code reform a timely and essential one on the first day of the Summit. Moderated by Adrian Harris, President of FAIB (*Federation of International and European associations in Belgium*) and with experts from different legal firms, the session highlighted the importance of this issue for associations who are already headquartered in Belgium or considering moving to Brussels.

As Europe's capital, Brussels has become a hot spot for climate change and aims to make sustainable projects grow and become a beacon of high standards inspiring other cities. visit.brussels Association Bureau and SQUARE^{##} are taking new initiatives to be more environmentally friendly and organise more and more green meetings. As the world marches on for climate change with increasing number of environmentally-

mindful crowd stressing leaders for real actions against the pressing threat of global warming, EAS responded with a special feature on sustainability – as associations cannot afford to ignore the detrimental impact of MICE events. Taking the bull by its horns, various sessions and workshops urged the importance of taking action now, alerting associations that they cannot keep ignoring the issue. We should all be reminded individually that we have the power to make positive changes!

Among the experts discussing about sustainability are representatives from organisations such as Zero Waste Belgium, MCI, visit.brussels, Green European Foundation, Sun for Schools and SolarPower Europe^{###}.

Some of the sustainable actions undertaken by the Association Bureau and SQUARE included the conference app to avoid paper wastage; carbon offset during registration to stimulate the use of public transport, recycled cardboard signage, and badges; refillable drinking bottles instead of plastic bottles and lunchboxes to pack away food to avoid wastage after the event.

Before a joyful networking dinner at an old wine cellar, Les Ateliers des Tanneurs, delegates were also given the opportunity to take a green guided tour of Brussels after the first day of the conference. Our passionate guide took us on a sustainable walking tour of Brussels and gave us addresses where you can easily buy green and local including the clothes, furniture, and bio food.

7th European Association summit 2019
28.02 – 01.03

EASUMMIT.BRUSSELS



FLIP TO THE FOLLOWING PAGES
FOR MORE INFORMATION

[#] New Code – 12-13

^{##} The Square – 50-51

^{###} SolarPower Europe – 32-33

SQUARE, a responsible venue in the heart of Europe

By their very nature, events create waste; but because we care as much about the planet as we care about events, it is our duty and responsibility to offset the impact of these important but ephemeral meetings as much as possible.

This is why SQUARE is committed to operating sustainably. In fact, our engagement goes beyond reducing our impact on the environment; we have adopted best practices to manage both our social and environmental impact at all stages of our supply chain.

SQUARE is engaged in the ISO 20121 process to get its certification in June 2019. SQUARE was also awarded the first star of the Ecodynamic Enterprise Label, an industry standard for sustainable events management. More precisely, we continuously strive to improve our performance in the following sectors:



Energy reduction

- Optimise consumption with sustainable energy management
- Use green electricity from sustainable sources
- Invest in our infrastructure to operate a smart building
- Reduce digital energy consumption



Waste management

- Reduce waste in all areas of operation
- Sorting and recycling of waste
- Aim for a zero plastic and single-usage waste
- Recycle all waste that is either biodegradable, compostable or recyclable



Reduction of water consumption

- Invest in our infrastructure and equipment in order to reduce water consumption
- Use rainwater for green areas



Reduce carbon footprint

- Use electrical vehicles in our transport fleet and loading bay
- Recharging stations made available for electric vehicles
- Use electric bicycles to tour the city with visitors.



Food & beverage management

- Develop a responsible F&B offer
- Work with eco-responsible caterers who use seasonal and local produce
- Reduce food and beverage waste
- Implement a biowaste management process
- Remove non-recyclable disposable plastic dishes



Contribute to preserve biodiversity

- Use of ecological cleaning products, avoiding chemicals wherever possible
- Limit the amount of cleaning products and water used, according to the frequency of use of the rooms
- Installing beehives on the roof



Societal contribution & community involvement

- Support creative projects
- Mirror wall for hip-hop dancers
- Supply of water for washing machines for homeless people; "Bubble" project
- Fundraising for special causes
- Collecting caps for recycling and contribute to the purchase of wheelchairs
- Job creation, integration and training of low-skilled staff





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Hangzhou promotes itself as the **New-economy MICE destination** for Singapore's buyers

A roadshow with the aim of promoting Hangzhou as the destination for conferences aimed at 'new economy' industries was held at Singapore Marriott Tang Plaza Hotel on March 20. The event is part of Hangzhou's latest efforts in further expanding its international presence in the meetings, incentives, conventions and exhibitions (MICE) sector.



Singapore is a major target market for Hangzhou as the Chinese city embarks on the next stage of development of its MICE sector. ICCA reported that Singapore remains as Asia Pacific's top international meetings and conventions city, boasting a large number of professional conference organisers and a mature MICE industry chain, in addition to access to resources welcomed by buyers and years of accumulated experience in hosting and managing MICE events, all of which are vital factors in Hangzhou's pursuit of significant enhancements to its own MICE industry. The roadshow, Hangzhou's first ever promotion of its MICE offerings in Singapore, is expected to help the Chinese city enhance its competitiveness across the sector.

The roadshow, organised by Business Events Hangzhou in partnership with eight leading MICE service providers, delivered an in-depth presentation to 28 Singapore-based MICE service buyers on why Hangzhou should be the go-to destination for 'new economy' conferences. In addition to world-renowned scenic beauty and a profound

cultural heritage, Hangzhou has built for itself distinct advantages in terms of the development of the smart internet, fintech and sustainable energies alongside culturally-focused creative industries and new retail. The combination of the growing footprint in both the MICE and the new economy sectors has created a mutually beneficial virtuous circle.

Liu Ping, the MICE ambassador for Hangzhou, elaborated on the city's innovative approach by giving a presentation on some of the incentive tourism products as well as reviewing exemplary MICE cases, the strong competences of local service providers and the favourable government policies, while AONIA group of companies founder & CEO and meetings veteran Daniel Chua teamed up with SACEOS (Singapore Association of Convention and Exhibition Organisers and Suppliers) vice president Anthea Tan to reach out to Hangzhou-based MICE service providers during a seminar with the theme of how meeting and meeting service buyers can benefit from fast-growing MICE destinations. The eight service

providers from Hangzhou expressed their interest in collaborating with Singapore-based meeting service buyers and enterprise-class buyers.

As an emerging destination for 'new economy' conferences, Hangzhou has sped up its work in connection with the city's ongoing transformation into a prime destination for international conferences while further enhancing the upgrade of all related services to ones that meet all international standards, and, in doing so, gradually transition the city from one that draws in clients based chiefly on its tourism resource advantages to one that includes its industry advantages as a strong selling point.

Hangzhou,
inspiring new
connections



MORE INFORMATION
MICEHANGZHOU.COM/EN

杭州 会在风景中
HANGZHOU,
INSPIRING
NEW CONNECTIONS

“NEW ECONOMY” MICE DESTINATION





Cleaner, Greener Meetings at Penang

In Penang, going green is more than just lip service – it is fast becoming a way of life. We take the pledge of Cleaner Greener Penang seriously, even in the Business Events sector.

Penang kicked off Malaysia's very first 'No Free Plastic Bag' campaign in 2009, which then grew into the widely-lauded 'Every Day is No Free Plastic Bags Day' campaign in 2011. The public was encouraged to use recyclable tote bags for their shopping, igniting a positive social behavioural change at the supermarkets, convenience stores and malls.

There has also been a state-wide ban on polystyrene food containers for years, which spurred the popularity of biodegradable and earth-friendly food containers in the state. This year, Penang reinforced its No Single-Use Plastic policy with the 'No Plastic Straw' campaign, which has been widely adopted by hotels, restaurants and convention centres.

Penang Convention & Exhibition Bureau welcomes you to explore the plethora of ways you can host your meetings and events sustainably in Penang, without compromising on excellence and experience.

MEETINGS POWERED BY GREEN TECHNOLOGY

Penang is home to the **Setia SPICE Convention Centre** – world's first and only hybrid solar-powered convention centre. This Eco Green GBI certified subterranean convention centre features an expansive 4,000 sqm pillarless ballroom and 14 function rooms that can support meetings of up to 10,000 delegates.

Besides being partially powered by the solar panels installed at the SPICE

campus, the convention centre was correspondingly built with smart architectural and design features aimed to reduce carbon footprint. A grand skylight at the foyer fills the space with natural light during the day and despite being in a hot tropical island, the sloping green roof and tempered, laminate glass windows prevent direct UV penetration, cooling the convention centre naturally.

Another unique feature of SPICE is its landscaped 7-acre roof garden and smaller accompanying spice and bamboo gardens, that have become a green lung and a communal space for convention centre's neighbouring urban communities. The cutting-edge rainwater harvesting system waters the parks of SPICE, further enhancing its green standing.





EXPLORATION OF NATURE

Penang's wealth of unique venues that reside within the state's lush rainforest allow for extraordinarily green meetings and events.

The award-winning **Tropical Spice Garden (TSG)** is home to over 500 living specimens of lush and exotic flora from around the world. The garden overlooks the blue waters of the Straits of Malacca and has been carrying out plant and nature conservation efforts for over 15 years. It is a popular destination for visitors to Penang, and is very much Business Events friendly as TSG has hosted numerous meetings in its sustainably built events spaces. It is also home to one of the region's

most beloved cooking schools that has curated numerous bespoke cooking events and challenges that encourages exploration of the spices planted at the garden's Spice Terraces.

The wondrous **Entopia by Penang Butterfly Farm** transports all those who enter its doors into a world of magic and beauty surrounded by over 15,000 free-flying butterflies from 60 species. Entopia is the leading centre for invertebrate research, breeding and preservation, and it has a myriad to offer to delegates both onsite and off-site; With a panoramic 270-degree view of the butterfly sanctuary, Entopia's meeting room can accommodate up to 100 delegates while its Bug Rover, a truck fitted to be a mini fauna preserve

and exhibition, can be brought to any meetings venues for an immersive educational experience.



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AIME Turning Over a Successful New Leaf

Success starts with the strong will of doing things differently. Last February, for the second consecutive time, I participated in the Asia-Pacific Incentives & Meetings Event (AIME) in Melbourne, the largest meetings industry show in the Asia-Pacific region. Things were completely different, turning the event into a delightful second 'first-time' experience.

Jesús Guerrero Chacón reports

This is my second time at AIME (*and in Melbourne*); and the organiser has changed as Talk2 Media & Events took over (*from Reed Exhibitions*) the challenge of reimagining the 27th edition of AIME. After listening to the feedback of exhibitors and visitors from past years, Talk2's winning bets were the reinforced learning programme, the increase in number of international and national hosted buyers, as well as the diverse networking opportunities for buyers and exhibitors alike.

The comprehensive hosted buyer and media programme started on Sunday with the Uncover Melbourne experience, organised in collaboration with the Melbourne Convention Bureau (MCB) and Showtime Event Group. Thirteen different tours gave us a taste of the varied opportunities of the city's unique event spaces, hotels, restaurants, architecture, food and wine scene.

Uncovering Melbourne's most unusual venues took me to the city's Old Gaol (*Melbourne's old prison now turned into a museum and event space*), the State Library of Victoria and the South Wharf Promenade. The discovery journey of Melbourne as a leading meetings destination culminated with a welcoming gathering and the inauguration of the city's newest event space - The Timber Yard in Port Melbourne, during the exclusive Uncover Melbourne: Hosted Buyer and Media Cocktail Party.

Undoubtedly, one of my best takeaways is the inspiring and innovative Knowledge Program mainly sponsored by the MCB on Monday. 15 inspirational breakout sessions were proposed to over 600 participants including the invitation-only Leader's Forum, organised in collaboration with The International Convention Centre Sydney and Simpleview, where leaders were prompted to discuss the future trends and technology in the Asia-Pacific region.

Also worth a mention is the unforgettable pop-up sensory experience workshop, Dialogue in the Dark, facilitated by Guide Dogs Victoria. This workshop (*facilitated by people who are blind or have low vision*) gave attendees the opportunity to step out of their comfort zone by challenging their own limits and completing a series of tasks with a group of unknown peers in complete darkness.

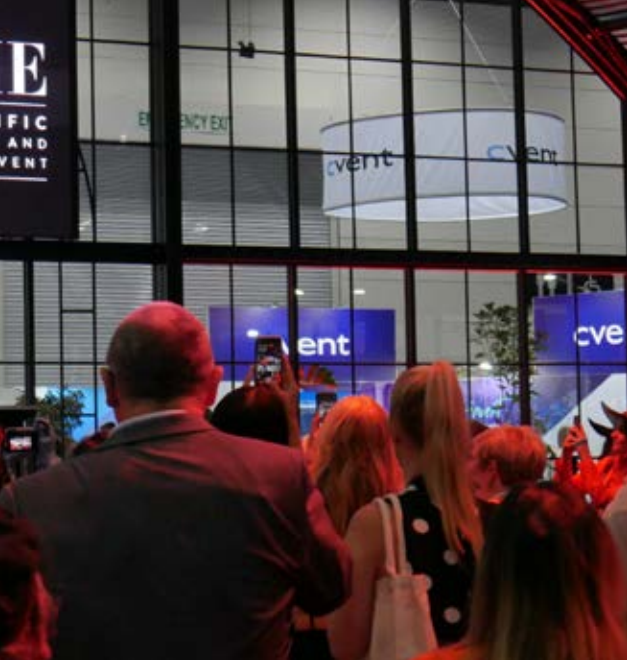
AIME was the perfect occasion to showcase to buyers and media the new event spaces of Melbourne Convention and Exhibition Centre (MCEC)'s new jewel in the crown - the golden \$205 million (€128 million) expansion launched in July 2018. This new event space adds 20,000m², increasing the venue's total size to 70,000m².

The exhibition opened on Tuesday 19th February with a brand new look and feel for two full days of meetings and exchanges between exhibitors and hosted



buyers. Apart from an extensive knowledge programme at the Idea Academy, exhibitors, hosted buyers and hosted media were offered several occasions to get together, meet, mingle and network over food and drinks: from exclusive breakfast and behind-the-scene tours of the show floor, to lunches which (*literally*) featured two dogs on two horses from the NT Convention Bureau, and refreshing Gin & Tonics at the Four Pillar Gin Bar, at the Melbourne Convention Bureau stand.

AIME refreshed vision proves the importance of business events in the Asia-Pacific region. AIME 2020 will take place from February 17-19, 2020, in Melbourne.



"As the Major Partner of the Knowledge Program, we are incredibly proud of the comprehensive ideas-sharing and inspiring educational content delivered at this year's event. The feedback has been incredibly positive. When the media, repeat exhibitors and attendees who are all so vocal tell me that AIME has improved significantly, it's a win."

- Karen Bolinger, Former CEO, Melbourne Convention Bureau



KEY NUMBERS

8,400
Meetings
conducted

2,500
Attendee
registration

55%
First-time
attendees

50%
more
hosted buyers
than in 2018

62%
Visitors
from outside
Australia

4.4/5
Average score for
hosted buyers'
exhibitor
meetings



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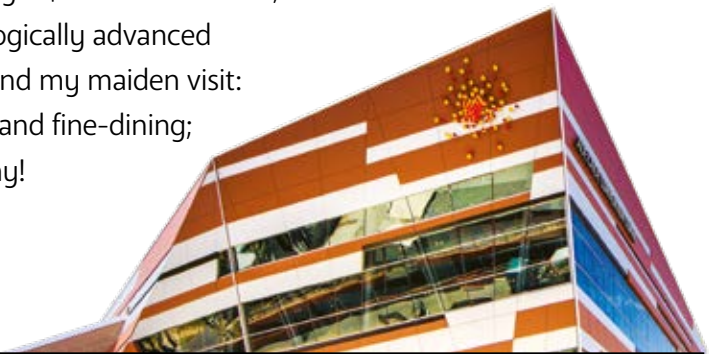
AIME is owned by the Melbourne Convention Bureau and organised by Talk2Media & Events. Check out the digital edition of HQ88 for exclusive interview with Talk2Media & Events' Event Director, **Jay Martens**.



Adelaide, Taking Big Strides into the Future

Post-AIME 2019 presented an Australian destination and venue heavily featured in HQ – Adelaide, South Australia's capital city, and the **Adelaide Convention Centre**, Australia's first purpose-built centre, and now following a \$397M investment, one of the world's most modern, flexible and technologically advanced meetings and event venues. On the menu for Vivian and my maiden visit: innovation, knowledge-sharing, high-quality services and fine-dining; a pleasant surprise and a real eye-opener, find out why!

Jesús Guerrero Chacón reports



A CITY IN TRANSFORMATION, A CENTRE TRANSFORMED

Upon arrival at Adelaide International Airport, we quickly came to understand (and appreciate) the City's great accessibility; the airport is just a swift 15-minute transfer to the Riverbank Precinct and City Centre, which is home to both the **Intercontinental Adelaide** and the **Adelaide Convention Centre (ACC)**. Delivering on the promise of a "walking city", the Convention Centre is conveniently positioned within walking distance to almost everywhere in the CBD, from cultural and sports options to cafés and

restaurants. This proximity offers plentiful opportunities to showcase the destination to meeting planners and delegates.

"A city in transformation, a centre transformed" is more than just a catchy brand tagline for Adelaide. The centre's recent multi-million dollar expansion (completed August 2017) and multiple partnerships with national and international stakeholders are making Adelaide bloom with fresh energy. This successful approach creates a momentous legacy, leading to a record-breaking 2018 for the ACC and a promising 2019 on the horizon.

The Centre's design concept is all about flexibility and innovation; it offers 20,000m² of multi-purpose space to associations (*the venues' main customers*), which can be arranged in numerous different configurations according to the size and needs of their events.

A month after the completion of the ACC's expansion, the City successfully hosted its biggest ever business event. Exceeding all expectations, the 68th International Astronautical Congress (*held September 2017*), saw 4,471 delegates from 71 nations, including keynote speaker Elon Musk, (*founder & CEO of*



SpaceX, co-founder & CEO of Tesla) descend on Adelaide. During our visit, Michael Davis (*Immediate Past Chair of Space Industry Association of Australia*) shared how he chased for the stars, as the person in charge of bidding for the Astronautical Congress.

THE POWER OF KNOWLEDGE SHARING

While all major Australian cities boast a high quality of life, Adelaide enjoys an exceptional reputation in this field, having been ranked in the world's top 10 most liveable cities (*out of 140*) by The Economist in both 2017 and 2018. Despite being a small city (*population 1.3 million*), Adelaide is fully equipped with big city infrastructure; it has everything it takes to attract international talent and become a global hub for innovation and new technologies.

The strengths of Adelaide and the ACC lie in the power of the collaboration they have established with public and private organisations headquartered in the City, and experts in different fields that have become the destination's best ambassadors.

As part of South Australian government's 30-Year Plan for Greater Adelaide (*a project to make the city become more liveable, competitive and sustainable*), the organisation **Renewal SA** is activating new spaces to position Ad-

elaide as an international innovation hub. This marks a change in the state's approach from a traditional manufacturing economy to a service-oriented economy.

The newly created **Lot Fourteen** will work as a start-up incubator for ambitious companies to compete on a global level. Located on the site of the former Royal Adelaide Hospital and just a short stroll from the convention centre, this innovation neighbourhood is already gathering a flourishing community of organisations such as the new Australian Space Agency (*opening mid 2019*) and around 650 start-ups in the fields of digital technologies, creative industries, international education, media and tourism.

Another larger and more ambitious (*20-year*) City development is **Tonsley Innovation District**, an initiative launched by the South Australian Government in 2012 to position Adelaide as a competitive and renowned smart city. Located at the former Mitsubishi plant just ten kilometres from the CBD, this new precinct has been born as a place to make researchers, education institutions and companies connect, collaborate and innovate.

Tonsley has a great ambition to become Australia's Silicon Valley, and driving innovative and sustainable practices across different sectors in a

collaborative way is key. The main fields of expertise are high-value manufacturing; health technologies; cleantech and renewable energy; automation, software and simulation; and mining. This hub also aspires to establish good connections with similar hubs across the globe. Siemens is a strategic partner worth mentioning; Tesla is also set to open their first office outside the US in Tonsley.

Closer to the Centre (*in fact, immediately next door*) is the \$3.6B **BioMed City**, one of the largest health and life sciences clusters in the southern hemisphere, which includes the new Royal Adelaide Hospital (*opened in 2017*) and the South Australian Health and Medical Research Institute (*SAHMRI and soon to be developed, SAHMRI II*).

SAHMRI is a one-of-a-kind private institute designed as an open space where scientists in different fields can interact and develop clinical research and innovative solutions to health problems. SAHMRI also actively participated in drafting ACC's new culinary philosophy, Honest Goodness. Construction of SAHMRI II is expected to commence this year; when completed in 2021, it will be home to the Southern Hemisphere's first proton therapy unit. The BioMed City precinct is also home to the University of Adelaide's Health and Medical Sciences facility and the University of South Australia's Health

62 & Innovation building. All combined, BioMed City places more than 1,000 researchers and students on the Centre's doorstep, providing a ready-made pool of speakers and delegates. The close relationship with all these academics and researchers makes the ACC a perfect choice for medical-related events, which account for approximately 30% of the centre's business. Delegates can literally see BioMed City's facilities from the Centre which gives a very strong feeling of proximity to the actual place where research is made and legacy is easy to perceive.

SUSTAINABILITY APPROACHES

ACC's commitment to excellence has also been recognised in the area of sustainability, being the world's first convention centre (along with Gold Coast Convention and Exhibition Centre) to achieve EarthCheck's coveted Platinum Certification. This certification awards destinations and venues with the best practice in both environmental and business sustainability for ten consecutive years. The ACC has been recognised for its good practices in terms of recycling, food waste management, plastic usage, greenhouse gas emission, water and energy savings. The Centre's strong sustainability focus is a philosophy embraced by the City at large – Adelaide is a 'City in a Park' with clear skies and plenty of greenspace.

HONEST GOODNESS, A Taste of South Australia

The ACC's all-new menu focuses on nutrient-dense, whole foods (97% of the products used are locally sourced) along with a conscious reduction of salts, sugars and preservatives.

A glance at the menu's inspirations:

- Whole foods
- Minimal intervention
- Sensible fats
- Low sugar and sodium
- Preservative-free
- Sustainable
- House-made



Check out the digital edition of HQ88 for exclusive interview with Adelaide Convention Centre's Executive Chef, **Gavin Robertson**



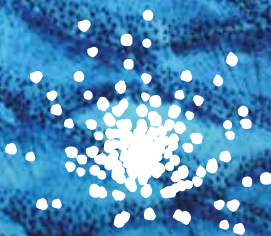
With 70% of Australian wines produced in South Australia, delegates wishing to extend their stay in Adelaide and delve into the wine world, **McLaren Vale**, one of the State's top wine regions, is just 45 minutes by car from the city centre. Home to an unprecedented number of vineyards, crowned by the contemporary **d'Arenberg Cube**. Perhaps best described as an "eclectic wine museum & art gallery", the Cube is well worth a visit at leisure, it also provides a unique setting for small meetings and exhibitions, complete with stunning panoramic views over the vineyards.

honest goodness

feel good, whole food, made fresh

In our newly reinvented menu, nature is the hero. Developed in collaboration with the South Australian Health and Medical Research Institute, Honest Goodness is transforming the convention centre culinary experience with its emphasis on minimal intervention foods and conscious reduction of processed elements.

Discover more at adelaidecc.com.au/menus



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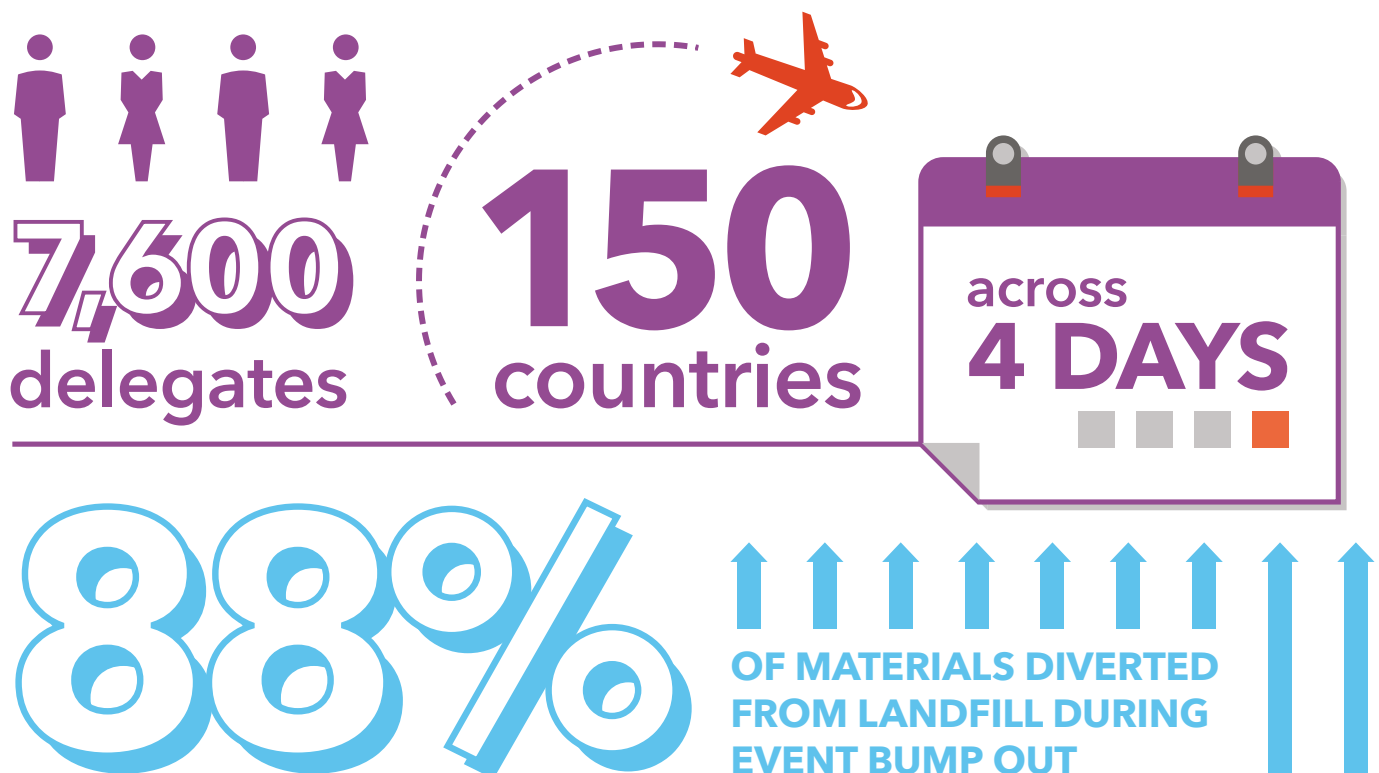
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ICC SYDNEY AND SWIFT PIONEER INDUSTRY LEADING CSR PROGRAM AT SIBOS

International Convention Centre Sydney (ICC Sydney) reveals the impact of its industry leading Corporate Social Responsibility (CSR) program executed at Sibos, the world's premier financial services event.

Staging Sibos is one of ICC Sydney's biggest triumphs to date. The venue delivered a trifecta of meticulous preparation, premium service and best-in-class facilities, exclusively activating 71,000sqm of its Convention and Exhibition Centres to create a dynamic delegate experience.

ICC Sydney's dedicated CSR team also met ambitious sustainability targets, delivering an industry-leading program to dramatically reduce the ecological footprint of Sibos and support local community engagement. The initiatives, supported by ICC Sydney's strong community connections, resulted in record outcomes for an event of Sibos' size and scale.



1,120 tonnes



fertilizer produced from organic waste matter

62.5%



waste diversion rate



2,564

meals donated

15,200

plastic water bottles saved from landfill



At the first ever Sibos Charity Market Day, exhibitors donated 150 items to seven local charities.

HELPING CLIENTS SUCCEED

These outstanding results are key examples of driving best practice and showcasing both ICC Sydney and Australia as a sustainable destination. To cultivate a lasting legacy for your next event, book with ICC Sydney today.

Helen Mantellato

ICC Sydney

Business Development Manager - International

T: +61 2 9215 7100

E: sales@iccsydney.com

Simon Gidman (based in London)

Business Events Australia

Business Events Manager, UK / Europe

T: +44 207 438 4633

E: sgidman@tourism.australia.com



A Culture of Care

New Zealand is home to some of the most stunning landscapes and natural scenery in the world. With its welcoming hospitality – *manaakitanga* – and new investment in venue infrastructure, it is an increasingly attractive destination for international conferences. As such, it is taking steps to ensure its conference programmes have maximum impact – *but not on the environment*.

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NEW ZEALAND**
businesssevents.newzealand.com

Leading organisations including Tourism New Zealand, Air New Zealand, the Department of Conservation, Local Government New Zealand, and New Zealand Māori Tourism have joined together to create the Tiaki Promise. **Tiaki means to care for people and place** in Te Reo Māori. Visiting delegates are encouraged to follow its guiding principles as a commitment to protect and preserve New Zealand. These are:

- Care for land, sea and nature, treading lightly and leaving no trace
- Travel safely, showing care and consideration for all

- Respect culture, travelling with an open heart and mind

Tourism New Zealand's Global Manager Business Events, Anna Fennessy, says: "In New Zealand, we feel a duty of care to protect what we love; the land we came from. We know our international conference delegates will love it too, and encourage them to be guardians of our country as they travel here."

A natural knowledge hub – Primary Industry

The special connection to the land has ensured that New Zealand is a hub of

knowledge in sectors relating to sustainability and conservation.

New Zealand's clean, green image goes beyond its natural beauty. A combination of sustainable production methods and innovative science and technology ensures some of the best-tasting dairy, meat, seafood, and fruit and wine the world has to offer.

New Zealand controls the world's fourth largest ocean territory and is ranked among the best in the world for fisheries management. Lush growing conditions and advanced forestry knowledge ensures

New Zealand's production plantations are among the world's largest and most sustainably managed.

Earth Science

New Zealanders take pride in understanding the land, harnessing its energy, and caring for its natural resources. More than 80% of New Zealand's electricity generation is from renewable sources – *geothermal, hydro, wind, biomass, and solar* – with a target of 90% by 2025. New Zealand is recognised as one of the premier geothermal research and training centres in the world.

The country excels in environmental research, from air and water quality to biodiversity monitoring. New Zealand is a world-leading Antarctic research centre, and its ice core analysis plays an important role in climate change research.

Leading by example

New Zealand's new city-centre convention centres are being built with sustainability in mind: The **New Zealand International Convention Centre (NZICC) in Auckland** will operate as a carbon neutral venue. Currently under construction, the NZICC will be part of a wider SkyCity precinct offering that will also be fully carbon neutral. It includes an entertainment precinct, three hotels, award-winning restaurants, the Skytower, and the soon-to-be-opened Weta Workshop, and All Blacks Experience. This is achieved by a new internal carbon levy on all emissions, which will then be used to both offset the NZICC's carbon footprint, and go into a green fund to invest in projects within the wider organisation to help further reduce emissions.

"Climate change is recognised as one of the biggest risks facing the planet. As the NZICC will be New Zealand's meeting place for the world it is important that we show leadership and protection of our environment, along with living up to the expectations of the New Zealand business events community," says Sarah Burillin, Marketing Manager for the NZICC.

Te Pae in Christchurch is set to open in October 2020, incorporating passive solar design and integrated control systems to minimise energy use for lighting and air conditioning. Venue management company AEG Ogden plans to implement an Environmental Management System in accordance with ISO14001.

Ross Steele, General Manager Te Pae Christchurch, says: "Christchurch is quickly becoming internationally renowned for its best practice in areas such as geosciences, urban development, and building technology, with Te Pae Christchurch being built to meet New Zealand Green Building Council (NZGBC) Green Star 5-Star Rating. These stories are appealing for convention decision makers around the globe."

Meanwhile, flagship airline **Air New Zealand** is committed to targets on fuel efficiency and carbon emissions, including carbon neutral growth from 2020, and a reduction of 50% in net emissions by 2050 compared to 2005 levels.

Pre and post-event activities are also improving their sustainability offering: **Nomad Safaris**, a 4WD experience through Queenstown's stunning Southern

Lakes scenery, runs CSR days where delegates cull the wilding pines that can negatively impact native plants and animals.

Rotorua Canopy Tours runs a pest-trapping programme in the native forest it operates in which has helped restore native bird and lizard populations.

NEW ZEALAND HAS HOSTED OR WILL HOST:

- IEEE 1st International Conference on Industrial Electronics for Sustainable Energy Systems 2018
- The 11th Intecol (International Association for Ecology) International Wetlands Conference 2020
- 5th World Conference on Marine Biodiversity (WCMB 2020)

For more information:

Contact Leonie Ashford at LEONIE.ASHFORD@TNZ.GOV.TZ with your conference enquiry



Or to find out more, visit our website: BUSINESSEVENTS.NEWZEALAND.COM



Let **New Ideas** Find You

Japan is a fascinating destination to meet – where world-leading scientific and industrial knowledge, blend in harmony with unique customs (of 47 prefectures) to create diverse possibilities with meaningful cultural experiences. Hosted by Japan National Tourism Organisation (JNTO), Meet Japan 2019 (February 24th – March 1st) was a thoughtfully coordinated opportunity to experience the high-quality MICE offerings and Japanese spirit of heart-warming hospitality.

Ken TJX reports (this article is best enjoyed with several sips of sake)



SEASONED MICE LANDSCAPE FOR ALL SEASONS

The Land of the Rising Sun is a land of never-ending innovation, globally recognised for pushing the forefront of knowledge and technology. Delegates' safety and cleanliness throughout Japan truly put organisers and visitors at ease, allowing them to let each regional cultural diversity stimulate the senses and intellect, inspiring new ideas and perspectives. Efficiently connected by a network of high-speed trains and domestic airports, Japan is the top country for association

events in Asia, with a track record of high-quality conferences and events grounded in decades of experience and expertise. International business events in Japan have an economic ripple effect of JPY1,059 billion and 96,000 job creation.

Japan hosted 31.19 million overseas visitors in 2018, and achieving a new record-breaking figure has been a consistent trend since 2012. The government's global strategy and the highly anticipated Tokyo Olympic & Paralympic Games put

the nation on track to attract 40 million international visitors in 2020.

This year, world leaders attending the G20 Summit will get to experience summer in Osaka (and eight other cities); the Rugby World Cup will take place across twelve destinations nationwide; and the World Congress of the International Society for Prosthetics and Orthotics (ISPO, 5,000 delegates) will take place in Kobe, timely before Tokyo Paralympic Games 2020.



▼ Kenrokuen Garden

KANAZAWA – AUTHENTIC FEUDAL JAPAN CHARM

Devoid of natural disaster damage for 430 years, Kanazawa – *a city of Samurai culture* – contains countless preserved areas that still exude the aura of feudal Japan. Such as the well-preserved **Higashi Chaya District**, **Kanazawa Castle**, and mesmerising **Kenroku-en Garden**, regarded as one of the top three most beautiful gardens in Japan. Soak in Kenroku-en's unparalleled harmony of conflicting landscapes and participate in a tea ceremony at the Shigurei-tei Tea House, a private sanctuary to clear and calm any restless mind. If that isn't enough to trigger new ideas, head to **Omicho Market** next. This stimulating sensory journey into Japan's culinary heritage opened since 1721.

Last year, this compact walking city held 400 conferences (*30 are international*), and the largest event hosted 10,000 participants. The opening of the Hokuriku Shinkansen in 2015 made Kanazawa's rich cultural asset accessible (*2.5 hours from Tokyo, Osaka and Nagoya*).

The strategic location of the striking Kanazawa Station, **ANA Crowne Plaza Kanazawa**, and **Ishikawa Ongakudo** (*total capacity of 2580, largest concert hall 1560*) enables incredible convenience to have transportation, accommodation, and event venue nestled right next to one another. A delightful note for event planners, Kanazawa Convention Bureau provides generous subsidies such as a 2/3 subvention for Geiko performances to entertain business delegates while they

bond over sake and kaiseki-ryori (*traditional multi-course Japanese cuisine*).

TOYAMA – NATURE'S ABUNDANCE

This accessible coastal city offers magnificent panoramic views of the majestic Tateyama mountains. Toyama Bay's topography also makes it a natural fish tank for its famed sushi, fresh yellowtail sashimi, red snow crab, and the exquisitely sweet clear-fleshed velvet shrimp (*we tried them all at **Sushi-dokoro Sasaki***). Toyama region is constantly supplied with rich, pure water from the 3,000 meters high Northern Alps, a vital ingredient for sake and whiskey. Learn about the production process (*and bag some bottles back home for friends*) at the 150-year-old **Wakatsuru Saburomaru Brewery**.





Blessed with spectacular and dramatic natural scenery throughout all seasons, a scenic ninety minutes' drive from the heart of the city will take delegates into the mountainous historic villages of **Gokayama**. Like an enigmatic painting in any season, the triangular Gassho-style thatched-roof farmhouses are a beautiful remnant of Japan's original landscape. In this UNESCO World Heritage site, delegates can enjoy (*and participate in*) folk performance of the oldest song in Japan, Kokiriko. This folk song (*and the iconic instrument of the same name*) originated from a thousand years ago.

In terms of accommodation, the city centre will have a total capacity of 4,150 hotel rooms by the end of 2019. For venues, located beside (*and connected by an underground walkway to*) **ANA Crowne Plaza Toyama**, is the beautiful and timeless **Toyama International Conference Center** which opened in 1999. Their newly renovated state-of-the-art main hall with simultaneous interpretation system will be great for a Toyama industry-related conference of 825. A noteworthy new venue/ attraction to highlight is the **Toyama Glass Art Museum**, housed in the beautiful Toyama Kirari which is 100% constructed with local natural materials like cedar wood and aluminium.

Besides being known nationwide as the province of medicine (*with 300 years of pharmaceutical history*), Toyama also has the top manufacturing related industries in machinery and metal, and electronic devices. Toyama Convention Bureau, and the MICE stakeholders of the Toyama prefecture work together to offer competitive subsidy programs for MICE events.



BACK TO THE FUTURE – MARUNOUCHI, TOKYO

Japan's bustling business hub of 4,300 companies employs a total workforce strength of 280,000. In this constantly stimulating heart of Tokyo, you'll also find the Imperial Palace, thriving central transit hub Tokyo Station, and rich *after-MICE* experiences like rickshaw-riding through the metropolitan's plenitude of iconic landmarks, haiku poetry workshop, and sushi-making workshop by Michelin star sensei. In combination with 23 state-of-the-art facilities and ten first-class hotels, Marunouchi is the underrated '*new destination*' to discover within megacity Tokyo.

If the close weave of environmental elements in this massive concrete jungle is too claustrophobia-inducing, **Palace Hotel Tokyo** is the premium space

to recharge after an invigorating day. Opened in 1961, this prestigious five-star hotel was rebuilt and reopened in May 2012, now home to 800 art pieces, awe-inspiring Ikebana (*Japanese art of flower arrangement*) decorations, ten restaurants and bars (*two with Michelin stars*), and an Evian spa. Its 290 luxury rooms and suites overlooking the extensive Imperial Palace gardens pamper guests with precious serenity, and paramount sophistication.

Opening its gates last December is the stunning unique venue, **Kanda Myojin Shrine**. This immersive '*mini cultural theme-park*' is an amalgamation of tradition and innovation. The EDOCCO Edo Culture Complex commemorates the 1,300th anniversary of Kanda Myojin's founding, and it hosts several halls and functional spaces with deep cultural elements and values. Wander through the Japanese Cultural Experience Space; admire their collection of a thousand pieces of traditional and modern art; explore the Kanda House (Imasa); be enchanted by shrine maidens' sacred dance and the holy ceremony in the mythical-looking main temple – with such a great deal to see and do, you'd be praying for more time.





The stately **Tokyo Kaikan** reopened in January after a revamp. Since its founding in 1922, this opulent venue (*the biggest in Marunouchi to make a statement*) has hosted international state officials with impeccable hospitality and gastronomy. Queen Elizabeth II and Prince Philip had a lunch party here in 1975. The 1,500m² Rose Hall and eight other medium to smaller rooms all come with exceptional view of the Imperial Palace. Capable of holding international conferences, academic meetings, and promotional events for up to 2,000 guests, it is equipped with state-of-the-art acoustics and visual equipment.

Also in Marunouchi, the **Tokyo International Forum** needs no further introduction. The 28th International MICE Expo (IME) was held here on 28th February, bringing overseas suppliers for the first time into this one-day MICE trade mart of 97 exhibitors and 500 buyers.

EXCEPTIONALLY THOUGHTFUL HOSPITALITY

Thoughtfulness towards the comfort and needs of guests was on full display throughout the pre, during, and post Meet Japan 2019. The well-organised hosted buyer programme also showcased the detail-oriented nature of Japanese, by providing a pocket Wi-Fi, iPad, and a box to mail materials from IME home for free. The attention to small details is another intrinsic attitude of the Japanese, evident in the conscientious food presentation, where the most beautiful side of the bowl is always served facing the guest. Besides showing how these hospitality qualities can value-add to business events, Meet Japan 2019 also displayed how Japan's MICE industry stakeholders really take pride in the industry and economic development, at the regional and national level. With this reliable sense of assurance, come let your new ideas start here.



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MARUNOUCHI, TOKYO
TOKYO-MARUNOUCHI.JP



Yokohama's New Venue to Drive Innovation Through Business Events

Yokohama – *Japan's second largest city* – is located at the heart of Japan, just 30 minutes away from Tokyo International Airport (Haneda). With such accessibility, the city has become world-renowned as a host for numerous international conferences. PACIFICO Yokohama, one of Japan's largest convention complexes, receives nearly 4.3 million domestic and international visitors every year.

As the very first port to open to the world after two centuries of seclusion, Yokohama has an inherent characteristic of being future-oriented and innovative, priding to be “*Japan's First Port of Call*” in the meetings tourism market. In addition, being home to many universities and global research centres is an added advantage as a meeting destination.

Now, the city is anticipating a new venue which will open in the Spring of 2020. North, PACIFICO Yokohama's newest addition, is a four-story building with an area total of 47,000m². The prime feature of North is the carpeted column-free 6,300m² multi-purpose hall that is also dividable into eight spaces. Used in conjunction with PACIFICO Yokohama's current facilities (*which include a 5,000-seat National Convention Hall, a 50-room Conference Center, a 20,000m² Exhibition Hall, and a 1,300m² Annex Hall*) with its state-of-the-art technology, can host events of any scale.

Furthermore, the foyer of North overlooks a lush green park and the soothing waters of Tokyo Bay, offering a moment to breathe for the attendees during their busy schedule, a dynamic view, and an overall exceptional experience.

With the addition of North, PACIFICO Yokohama will not only increase in size, but will aim to become a new communication platform — *a place where people meet, connect, exchange and innovate ideas for the future*. This new platform will come to fruition with collaborative efforts with the city that has thrived through conventions and events and shape the future of Yokohama. This summer (June 2019), an animation about the North extension will be released at 91 theatres in Japan and will also be hosted on the PACIFICO Yokohama Website.

Adjacent to PACIFICO Yokohama North, the Kahala Hotel & Resort Yokohama will be opening in early Summer of 2020.

CONFERENCES SCHEDULED AT PACIFICO YOKOHAMA NORTH:

October 2021

IEEE Nuclear Science Symposium
and Medical Imaging Conference 2021

July 2022

15th World Congress on Computational
Mechanics – WCCM 2022



PACIFICO YOKOHAMA

For more information, contact:

PACIFICO Yokohama (PACIFIC
CONVENTION PLAZA YOKOHAMA)
Hiromi Murayama,
Manager of Sales & Marketing



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MACAO - Facilitating Incredible Meetings

f.ounders is an invitation-only gathering of 200 people (private tech company founders). Macao played host to splendid response, as the meeting of tech luminaries reinforces the purpose of meetings, proving that the global meetings industry will continue to be relevant despite technological advancements.

I nspired by the fact that entrepreneurs are often too busy to have the chance to get together with each other, the event has been bringing together the founders of some of the most incredible technology companies from all over the world since 2010. In fact, the first person to accept an invitation to the inaugural f.ounders was Skype founder Nicholas Zennstrom; Jack Dorsey of Twitter and Chad Hurley of YouTube also came on board.

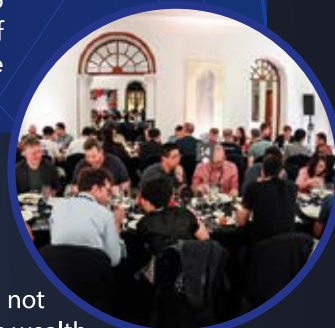
f.ounders had gathered together 30 tech company founders from China, about 30 from the rest of Asia, and others from India, Europe and the United States. The event took place on 12–13 July 2018, at Casa Garden and Four Seasons Hotel Macao, and Macao provided the conducive environment for these entrepreneurs to meet and learn from each other, and to build relationships and lasting friendships.

Labelled ‘Davos for Geeks’ by the media, this event is the brainchild of Paddy Cosgrave, CEO of Connected Intelligence. It had brought him to Macao for the very first time, recounting on his new experience, he shared: “Well, for me it was seeing Macao for the first time. It’s very magical at night. For such a small place, it’s an amazing destination. Many people wouldn’t

come to a place so small, unless for big reasons and Macao has all of those reasons.”

According to Paddy, Macao was chosen not only because it met their criteria. Macao’s wealth of experience and seasoned expertise in holding events of all sizes make event planners’ job easy, to the point where the biggest challenge for them is being spoilt for choice - the abundance of incredible venues, hotels, and dining hotspots make decision-making an inevitably arduous task.

He further shared: “Macao is incredible because of the people. When you choose a destination for an event, what matters most is the people, and everyone that my team and I have worked with are incredible. The hospitality is second to none.” Paddy has recently held the successful RISE event in Hong Kong, and having experienced Macao, he is confident of Macao as a wonderful destination for events not just for 200 people, but 2,000 or even 20,000 participants as well. He also believes that Macao’s strength in tourism could play a significant role for start-ups in the tourism or travel sector.



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www.ipim.gov.mo
mice-onestop@ipim.gov.mo
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