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Summer Edition

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THE ASSOCIATION
MAGAZINE

#89 BUILDING BRIDGES
JUL IN THE MEETINGS
2019 INDUSTRY

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International Federation
of Air Line Pilots'
Associations (IFALPA)

How Can Knowledge
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Hotel California

Summer has finally arrived in the city where I live. Everyone feels completely revived and sees life in a much brighter light. I, too, share this feeling, and it prompted me to write an unusual text:

Hotel California.

No, I'm not going to take credit for this famous song, but it's inspired me an unexpected comparison. When the Eagles sang this in 1976 it gave me goosebumps and a longing to stay in the aforementioned hotel for a very, very long time. Just listen:

*Welcome to the Hotel California
Such a lovely place (such a lovely place)
Such a lovely face.
Plenty of room at the Hotel California
Any time of year (any time of year) you can find it here*

While hearing this, it all made sense: that attractive hotel, that large, desirable place, what else does that remind me of? The meetings community, of course! Indeed, how often do I hear people say that they can work in a fantastic environment? Travelling, talking, making friends, enjoying a drink together, discussions, new experiences... It sounds so amazing that it's as if they'd never want to work anywhere else again.

Or as the Eagles would put it:

*Last thing I remember, I was
Running for the door
I had to find the passage back to the place I was before "Relax" said the night man,
"We are programmed to receive."
You can check out any time you like,
But you can never leave!"*

I've been around the block now, and I have seen lots of familiar faces leaving, with regret carved on their faces. I can still hear them say: I will never forget my time here. The result of this community-minded way of thinking, so specific to our industry, you might ask? This is it: you may have to move on one day, but once you got in this industry, it will get under your skin, and never leave you.

Knowing this, you won't be surprised to hear that I've known 15 retired meetings industry leaders, all of whom have returned as consultants. The explanation is simple: life is simply too good at Hotel Meetings (Hotel MICE to all others). So when it's time to retire, or when you are obliged to choose a new job, I cannot help but remember those unforgettable words: "I can check out any time I like, but I can never leave".

I wish everyone a bright and happy summer. In autumn we will return with a new song.

HQ MARCEL A.M. VISSERS
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**THE ASSOCIATION
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*BUILDING BRIDGES
IN THE MEETINGS
INDUSTRY*

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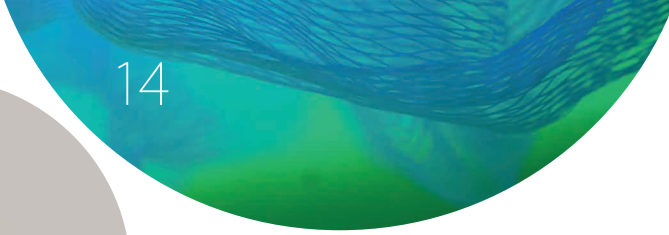


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Gearing up for
International Meetings

Picture by Jungwoo Hong



ICCA publishes 2018 city and country rankings

by estimated total number of participants

ICCA published last June its country and city rankings by estimated total number of participants as part of its public abstract of the 2018 Statistics Report, offering an alternative perspective on the growth of the association meetings market. In a continuation of annual trends in 2017, Barcelona and U.S.A. take the top spots these rankings.

The global meetings industry trade association calculates the estimated total number of participants by multiplying the average number of participants per meeting (of which the participant number is known to ICCA) by the total number of meetings in the same destination.

Consequently, when analysing destinations based on the estimated total number of participants instead of number of meetings, the rankings can present different results.

2018 City rankings: Barcelona hosts most delegates despite fewer number of meetings

In 2018, Barcelona becomes the number one city by estimated total number of participants, despite the fact that the destination hosted 49 events less than Paris, the number one city by number of meetings. Therefore, it can be concluded that Barcelona hosted fewer but larger events. Paris and Vienna, respectively first and second in the ranking by number of meetings, are second and third in this particular ranking. Berlin takes fifth place to coincide with their ranking by number of meetings.

One particular example that demonstrates how the number of participants presents a differing view of the market comes from Munich. In 2018, the city, which comes in at 35th place by number of meetings, jumps from 87th in 2017 to fourth place in 2018 by estimated total of participants – an impressive 93,444. This is due to the fact the city hosted two major medical

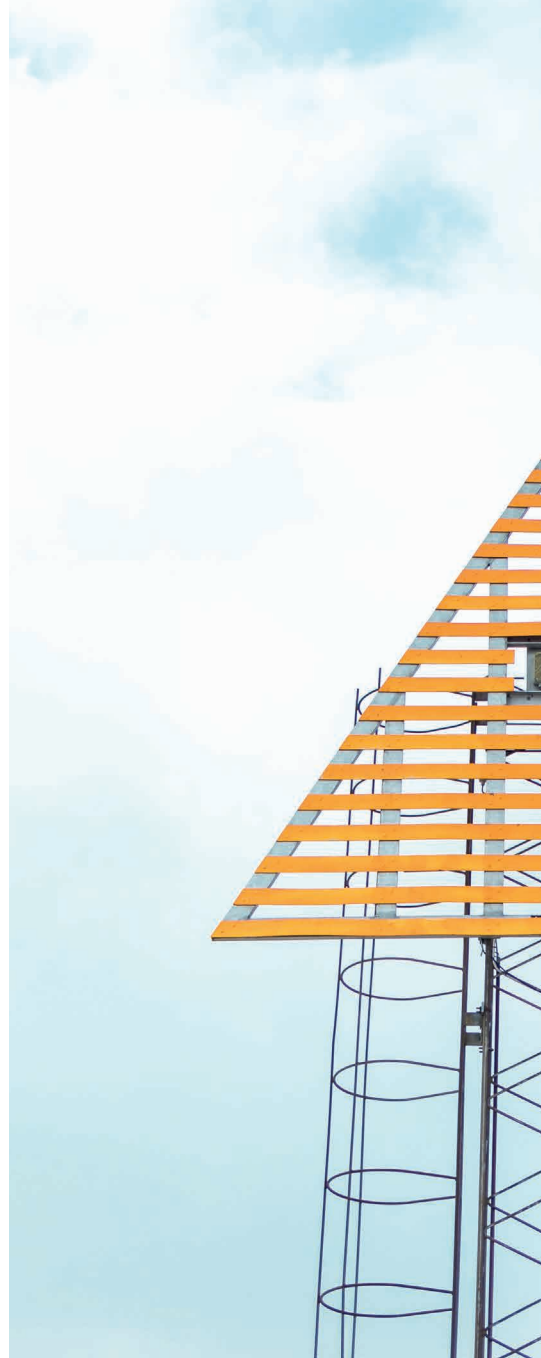
conferences in 2018: the Congress of the European Society of Cardiology (ESC) with 32,858 participants, and the Congress of the European Society of Medical Oncology (ESMO) with 27,700 participants.





City ranking by estimated total number of participants in 2018

Rank	City	2018
1	Barcelona	134,838
2	Paris	126,243
3	Vienna	104,775
4	Munich	93,443
5	Berlin	87,623
6	Amsterdam	85,549
7	Toronto, ON	84,600
8	Copenhagen	80,618
9	Madrid	71,885
10	Singapore	69,261
11	Lisbon	67,382
12	Buenos Aires	60,848
13	Seoul	58,996
14	London	54,788
15	Montreal, QC	54,122
16	Bangkok	53,668
17	Dublin	51,313
18	Tokyo	48,787
19	Sydney, NSW	48,272
20	Hong Kong	47,630



2018 Country/Territory rankings: U.S.A. remains in the top spot

The U.S.A. remains in the top country spot with an estimated total of 384,035 participants hosted in 2018. Per this ranking, Spain and Germany swap places compared to the rankings by number of meetings, with Spain in second place and Germany in third. France also remains in fourth, as with the ranking by number of meetings.

Canada, 10th in the ranking by number of meetings, enters the top 5 by estimated total number of participants, jumping from

168,000 to 203,000 participants in 2018, at an increase of 20% compared to 2017.

Global association meeting trends

According to ICCA Statistics released in 2013 to mark the 50-year growth of the association sector, between 1963 and 2013, the number of international association meetings doubled every 10 years. ICCA’s latest industry report on the 55-year growth of the international association meetings market confirmed that this exponential growth trend has now slowly transcended into a more mature, yet still solid, growth pattern

between 2013 and 2017. The 2018 figures seem to confirm this trend.

ICCA’s statistics provide an extensive picture of how the association meetings sector is continuing to diversify, especially in terms of regional rotation area and regional popularity for hosting business events. In keeping with tradition, Europe remains by far the most popular region for association meetings, but Asia-Pacific and the Middle East are rapidly increasing their share of the market.

Unsurprisingly, Medical Science (16.9%), Technology (14.2%) and Science (13.5%)

Country/Territory rankings by estimated total number of participants in 2018

Rank	Country/Territory	2018
1	U.S.A.	384,035
2	Spain	296,825
3	Germany	293,337
4	France	241,044
5	Canada	203,429
6	United Kingdom	181,149
7	Italy	168,578
8	Japan	168,248
9	Netherlands	149,513
10	China-P.R.	146,982
11	Austria	120,981
12	Australia	116,000
13	Portugal	113,154
14	Brazil	106,045
15	Republic of Korea	105,084
16	Argentina	95,632
17	Denmark	91,975
18	Sweden	83,796
19	Switzerland	75,640
20	Belgium	72,846

▲ Picture by Daniel Hansen

are the three most popular international association meeting topics. September remains the most popular month for organising international association meetings. In another strong indication of healthy market growth, the average total expenditure at all international meetings in the ICCA Association Database has increased by a promising 4% in 2018, from 10.6 billion EUR in 2017 to over 11 billion EUR in 2018.

Association meetings facing new challenges

Senthil Gopinath, ICCA Chief Executive Officer, said: “Our industry is facing

challenges from saturation, consolidation and new entrants, to erosion of traditional business models and fragmentation. There are also great opportunities, including market growth, disruptive innovation, digitisation, new players, less market barriers, new audiences and new scalable models. Alongside all these developments, the number of events is continuing to grow exponentially.

The most respected global comparison of destination performance in attracting international meetings, our annual statistics reports are highly anticipated by the meetings industry. They

continue to provide a unique overview which encompasses – and simultaneously celebrates – the global growth of association meetings, a sector which is only set to soar in strength, influence and progress.”

The public abstract of the 2018 ICCA Statistics Report is available for free download now on the ICCA website. ICCA’s more extensive statistics are accessible to ICCA Members only via the Destination Comparison Tool, a business intelligence tool which allows ICCA members to analyse their market position and compare meetings data.

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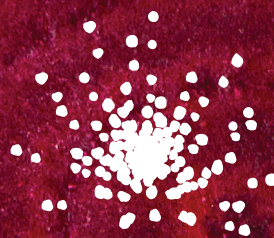
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Raising Copyright Awareness

Within Non-Profit Organisations

While most non-profit organisations (NPOs) disseminate and exchange information (printed and online) and many materials are created by and for the NPOs, the importance of copyright is still often overlooked by the latter. It is true that the question of copyright can be especially sensitive for NPOs in view of these many exchanges of information as well as the large number of stakeholders involved (i.e. employees, service providers, members, as well as private companies and public institutions). Nevertheless, the consequence of this recurrent lack of copyright awareness within NPOs is not only mismanagement of copyrights but also an increasing risk of liability to the NPOs. The aim of the present article is to offer basic legal background to understand what is copyright and which measures can be implemented by NPOs to protect their copyrights.

By Alix Degrez, Senior Associate, and Charlotte Beeckmans, Associate at KOAN Law Firm

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What is copyright?

Copyright is a collection of rights that automatically vest in someone who creates an “original” work. These rights include, for example, the right to reproduce, adapt and communicate the work to a public.

Copyright allows the author to choose the way his/her work will be used: he/she may for example choose to transfer all or part of his/her copyrights by a transfer agreement or to only offer a right of use on these via a licence agreement.

A picture or movie of a company event or the layout and content of a brochure, newsletter or presentation can be protected by copyright. Perhaps more surprisingly though, a company slogan or speech, a website, software, scientific or utilitarian texts and even databases can also benefit from copyright protection. Copyright is thus not exclusive to the cultural and art sector, nor is it the privilege of major literary authors solely.

A work will be protected by copyright if it is:

- **“Original”:** a work is “original” in the

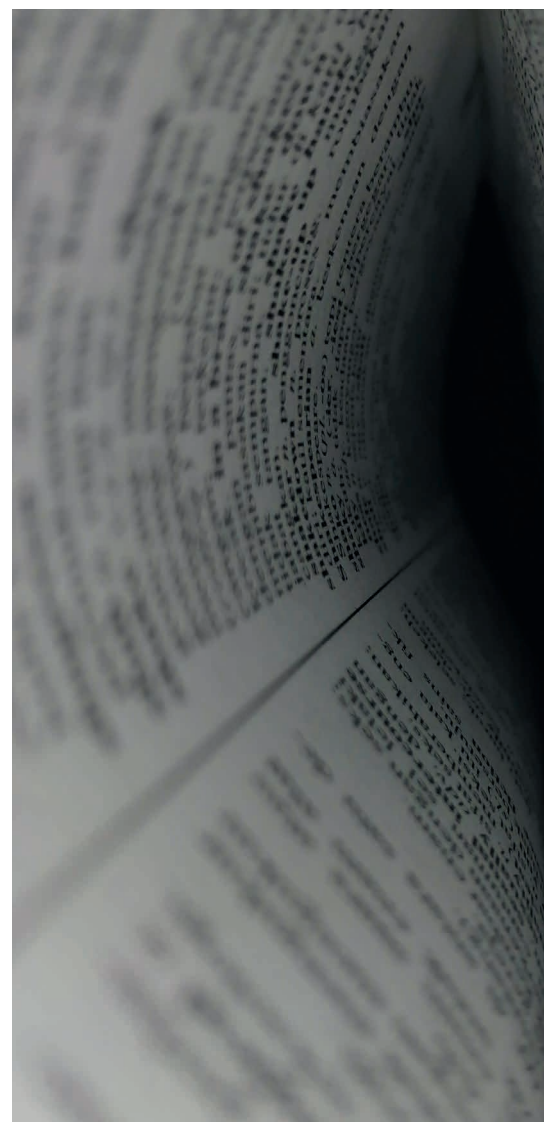
sense of copyright when its author(s) has been able to express his/her creative spirit by making free and creative choices. The creation of a work which would be exclusively the result of technical constraints is therefore excluded from copyright protection. However, to be eligible for copyright protection, the work must not have a particular aesthetic value or be the result of a particular effort.

- **Expressed in some material form:** copyright does not protect concepts or ideas, even the best or most “original” ones.

Misconceptions about copyright

As a well-known term that has become a popular expression – it is not rare to hear someone joke about putting a “copyright” on something –, copyright is prone to misconceptions. So what is false amongst those clichés? Let’s have a quick look at the most popular ones in order to shed light on the truths:

- “To be protected by copyright, a work must be registered.” **FALSE:** unlike other intellectual property rights, copyright



protection is automatic (i.e. no registration formalities) and free of charge. A filing (called i-DEPOT) at the Benelux Office for Intellectual Property (BOIP) may be useful to provide a date and proof of authorship of your work, but this filing is not necessary to benefit from copyright protection.

- “What is created by an employee within the framework of his/her employment contract belongs to his/her employer.” **FALSE:** just because an employee creates a work (e.g. a newsletter or a presentation) does not mean that copyright automatically belongs to his/her employer. To belong to the employer, copyright must be transferred in writing to the employer.
- “When I pay for a work I have ordered (e.g. the new logo or website of my company), I become the owner of the

copyright on that work.” **FALSE:** even orders placed with independent providers require an express transfer of copyrights.

- “I can take pictures from the internet and publish them on my website or social networks.” **FALSE:** Behind each work, there is an author and the fact that there is free and open access to this work on the internet does not exempt from the respect of copyright, even if no name or “©” is mentioned.

How to prevent any issues?

With respect to copyright, NPOs can adopt various preventive measures which can be summarised in the following two trends.

First, NPOs may set up measures *to prevent the NPO and its employees from infringing third-party copyrights*, therefore avoiding possible liability to the NPO. In order to do, so the NPO can adopt a copyright policy or provide training courses to its employees. This way, it will increase their awareness and teach them to use materials which are made available for public use on a royalty-free basis, or compel them to purchase licences to use other creative content.

Secondly, NPOs should set up measures *to protect the creative materials and content they and their employees produce.*

Again, various measures can be implemented by the NPO in order to achieve this goal. For instance, an NPO can implement standard practices to include copyright notices on publications, website and other works. The aim of these measures is to avoid misappropriation of the creative work of the NPO by its members or third parties. We also often note that NPOs do not know what they own in terms of copyright. It is therefore also highly recommended keeping records of the NPO’s copyrights. Finally, NPOs often collaborate with subcontractors; they should therefore think in advance and protect themselves via specific provisions in the contracts and subcontracts. In this perspective, it shall be noted that grant funders have different approaches to copyright: the NPOs, therefore, will have to take into account, beforehand, these peculiarities.

Conclusion

Despite its valuable asset to NPOs, copyright is often misunderstood and consequently mismanaged. With the entry into force of the new companies and associations Code, NPOs are now being able to perform commercial activities. As a consequence, it is now, more than ever, crucial to protect and grow the NPOs copyright assets that could be used to perform commercial activities.



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Picture by Jonas Jacobsson ▼

Association World Congress 2019, Another Successful Event to be Remembered

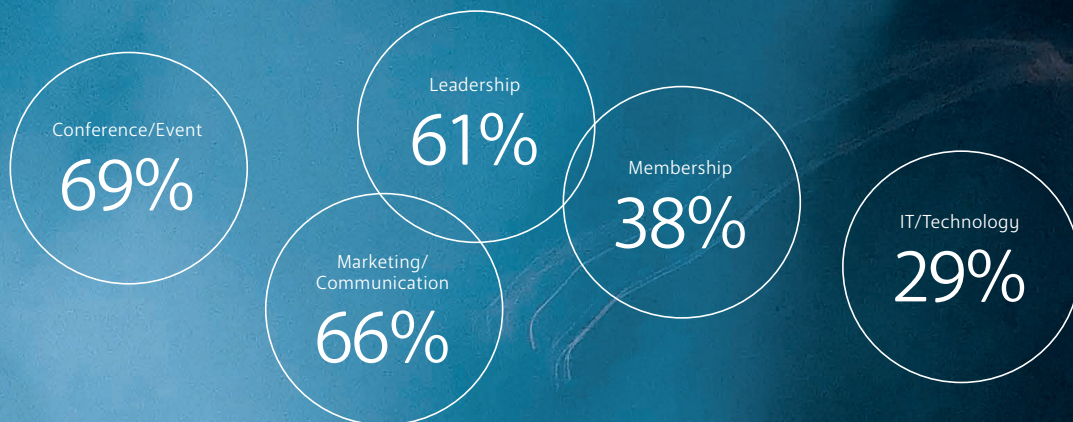
The joint force of The Association of Association Executives (AAE) and Gothenburg Convention Bureau was thriving the high ambitions on sustainability during the Association World Congress 2019 (AWC), which took place in the Swedish Exhibition & Congress Centre from 7th to 9th of April.

Vivian Xu Reports

Following the successful footprints of the AWC 2018 in Antwerp, the congress welcomed this year 484 delegates and 232 associations from home and abroad. According

to the post-congress survey, the 3 major countries of delegates are United Kingdom (23%), Belgium (21%) and Switzerland (15%). Among all the associations, 45% are international,

followed by 39% of European and 16% of national. Major job levels of delegates are Director/Head of Department 35%, Executive Directors (31%) and Manager/Officer 31%.



▲ Picture by Jamie Davies



▲ Picture by Miguel Ángel Sanz

Picture by Marie Ullnert/Göteborg & Co ▲

The congress successfully took place in Gothenburg, a city ranked for two years in a row as the world leader of sustainable cities by Global Destination Sustainability Index (GDS Index). Having earned the reputation of being a green city, it sits on the west coast of Sweden surrounded by the dense and bushy forests. It is a city accessible within walkable distance and the international airport is located less than 20 minutes from the city centre.

Although it is a small city, it can compete with many larger cities thanks to its impressive number of hosted meetings and an exceptional level of

commitment in the city. Politicians, trade, major industries and the universities all work closely together to ensure the events run as smoothly and efficiently as possible. As a result, according to the satisfaction survey after the congress, the city gained 87% of satisfaction rate.

As for Gothia Towers, where AWC was held, they reached 96% of satisfaction rate according to the congress attendees. Located in the heart of the city, Gothia Towers gather the world class Swedish Convention and Exhibition Centre, the largest hotel in the Nordic countries equipped with 1,200 guest

room and 178 restaurants under one roof. Gothia Towers also house Upper House, a 5-star hotel within the hotel. In here you'll find spa, wellness, fitness and an outdoor swimming pool. The latter, with glass bottom 50 metres above the ground, is the real attraction of the towers, facing a magnificent view of Liseberg amusement park.

The Swedish Exhibition and Congress Centre and Gothia Towers are highly committed to sustainability. They are certified according to the ISO 20121, an international management system standard for the events industry – activities, products and services.



MORE INFORMATION
[ASSOCIATIONEXECUTIVES.ORG/EVENTS/ASSOCIATIONS-WORLD-CONGRESS-2019.HTML](https://www.associationexecutives.org/events/associations-world-congress-2019.html)



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ISPO

Sharing Knowledge As A Global Professional Society

Sharing expertise is an essential component of every association's work but it is not always easy to find efficient ways to share the knowledge of members with peers living in all corners of the world. Having worked on improving professional standards in the Prosthetics and Orthotics (P&O) field for nearly 50 years, the International Society for Prosthetics and Orthotics (ISPO) has developed a wide range of successful initiatives to make sure that all ISPO members can benefit from the best practices in the sector. We spoke to ISPO President, Professor Friedbert Kohler OAM, to find out more about the approach of ISPO to knowledge sharing and how other associations may benefit from the ISPO experience.

How does ISPO promote knowledge and best practice sharing between its members?

The main objective of ISPO is to improve the quality of life for people who need prosthetic, orthotic, mobility and assistive technology. This objective could not be met without effective knowledge and best practice sharing initiatives for our members. These activities should also reflect the diverse needs of the Society's members coming from over 100 countries. To overcome these challenges, ISPO has adopted an approach to knowledge built on three pillars: (1) strengthening training and education in member countries, (2) connecting local, regional and global knowledge networks, (3) providing a global platform for exchange, best practice building and knowledge sharing.

For P&O practitioners who might not have the possibility to attend our international conferences, ISPO has implemented a **short course programme** where international P&O professionals collaborate with local experts to develop a course, providing local P&O professionals an easy way to update

their knowledge on the latest innovations and standards in the P&O field. Additionally, ISPO also offers P&O training programmes the possibility to receive an **ISPO accreditation**; during the accreditation process, the programmes are audited by experienced P&O professionals who provide detailed feedback based on best practices in the field.

To ensure that the **voice of the grass-root level** is not missed by the ISPO leadership, ISPO has established national member societies, and more recently regional member societies, to work as intermediaries between the local and international level. Representatives of ISPO leadership are also participating increasingly in the meetings of the member societies to strengthen the links with the hard-working volunteers who coordinate the work of these member societies. We believe that these platforms on the local and regional are complementary to our initiatives on the international level. This is particularly evident in our collaboration with WHO, where we bring the knowledge and challenges of our members to the wider international health community. One

of the greatest outcomes of our work on the international level has been the publication of the WHO standards for prosthetics and orthotics which were developed with WHO, USAID and ISPO working in collaboration. These standards aim to ensure that prosthetics and orthotics services are people-centred and responsive to every individual's personal and environmental needs.

Our biennial **World Congress** gathers thousands of P&O professionals and gives them a unique opportunity to share their best practices and learn from peers through a wide-ranging interdisciplinary conference programme. Additionally, every four years ISPO gathers educators working in the field of P&O to our **Global Educators Meeting (GEM)**. It provides them with a forum for knowledge and best practice sharing all the while supporting our members in developing both the P&O education and service sectors in their home countries. To ensure that the programme of GEM matches the needs of the delegates, a pre-meeting survey was distributed to prospective attendees: based on the results, the last GEM had a special focus on providing training



AUTHOR

Janne works as association coordinator at Interel Association Management where he is responsible for the successful operations of associations in a variety of areas, including client communication, society administration, meeting and event management.

for early career educators. This bottom-up approach to creating the conference programme resulted in over 90 per cent of the delegates agreeing that the event related to current issues and concerns of their organisation. The 2018 GEM was also one of the nominees in the best education activity category at the European Association Awards.

Last but not least, we collect and disseminate member knowledge on the latest developments in the P&O sector through our **academic journal**, Prosthetics and Orthotics International, and our online newsletter. While attracting very different audiences, both are channels that actively encourage all members to contribute their expertise.

What have been the greatest successes and challenges for ISPO in the field of knowledge sharing?

We believe that the best indicator of success for our knowledge sharing activities is the growing number of ISPO members taking part in these activities and their willingness to contribute their free time to promoting the work of the society. However, being a truly global





society can at times pose challenges as it can be quite difficult to organise activities and meetings with a busy group of people who have different priorities and live in different time zones.

As you said, managing a multi-national membership can be challenging for any organisation and ISPO has members from over 100 countries. How are you at ISPO coping with issues mentioned above?

While cultural differences are unavoidable in international associations, we believe that regular communication is the key to effectively manage the issues they bring up. As mentioned earlier, our national and regional societies provide an invaluable link between our individual members and the leadership of the society. The members of the executive board are distributed across the globe and this also assists in communications as well as understanding and addressing the diversity of the issues.

What advice would you give to associations who are planning to develop knowledge exchange initiatives and what has been the added value of working with an association management company when upscaling these activities?

The main component for successful knowledge sharing initiatives has not changed since the creation of ISPO: highly motivated volunteers who believe passionately in our vision and mission. We are very fortunate to have so many volunteers around the world willing to dedicate their free time to sharing ideas, knowledge and challenges, thus developing ISPO together. We would also recommend building alliances with like-minded people and organisations to ensure a wider impact. At ISPO, we team up with many partner organisations such as wheelchair and amputee advocacy

Professor Friedbert Kohler ►



groups, therapists and industries to see how we can better serve our community, increase the impact of our message and gain fresh insights for our members.

While motivated volunteers are an invaluable asset, a professional secretariat is also essential in order to support volunteers, coordinate the work of association and allocate resources efficiently. ISPO has been working with Interel, an association management company, for more than 10 years and the team at Interel has helped us upscale the knowledge sharing, communication and advocacy activities of the society while taking care ISPO Head Office's day-to-day management. Knowing that the management of the society is in sound hands has allowed ISPO to focus on providing the best possible environment for our members to share their expertise and learn from fellow members as well as the people who benefit from our services.



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ABOUT THE AUTHOR

Daniel Laqua is Associate Professor of European History at Northumbria University, UK. He is the author of *The Age of Internationalism and Belgium, 1880–1930: Peace, Progress and Prestige* (2013). As a historian of modern and contemporary Europe, with a particular interest in movements and organisations whose activities transcended national boundaries, Daniel has worked on the causes promoted by socialists, anarchists, pacifists, humanitarians, student activists and anti-racist campaigners.

It is clear that many of the problems faced by our societies today require global responses – yet international cooperation continues to encounter manifold obstacles. This wider dilemma makes it highly relevant to examine past attempts to collaborate across national borders. Our new volume *International Organizations and Global Civil Society: Histories of the Union of International Associations* approaches internationalism from a historical perspective and thus makes a distinct contribution to a vibrant research field. Published by Bloomsbury in March 2019 and co-edited by Wouter Van Acker, Christophe Verbruggen and myself, the book uses the case of the Union of International Associations (UIA) to explore potential and pitfalls for the work of international organisations. The volume features the work of 15 authors whose expertise covers a range of disciplines and research areas: History, Political Science, International Relations, Library and Information Studies, Architecture, Historical Sociology and Digital Humanities.

A part of internationalism's history

For well over a century, the UIA has been engaged in substantial international documentation work. Moreover, throughout its history, it has actively cooperated with a variety of international bodies and associations. The UIA was formally established in 1910, with the Central Office of

International Institutions (1907) as its forerunner. Until the 1940s, the UIA was led by two individuals who were significant figures in their own right: Henri Lafontaine (1854-1943) and Paul Otlet (1868-1944). The former was a senator for the Belgian Workers' Party, a leading activist in the international peace movement and recipient of the Nobel Peace Prize (1913). The latter, a pioneering bibliographer whose original contribution to the theory and practice of knowledge organisation has received growing recognition in recent years. To them, the UIA was meant to play an active role in stimulating international cooperation. From the start, the organisation treated the growing number of international congresses and associations as expressions of "international life". This project was intrinsic to one of the earliest ventures of the Central Office, the publication of a large-scale *Annuaire de la Vie Internationale*, and the legacies of this quest are manifest in the ongoing publication of the *Yearbook of International Organizations*.

Our volume covers the UIA's foundation and several ambitious undertakings in its early years – from the hosting of international gatherings to the campaign for a world capital. It also traces the UIA's reconstruction after the Second World War and its subsequent role as a data provider. Yet the book offers more than an institutional history. After all, the UIA operated within a wider

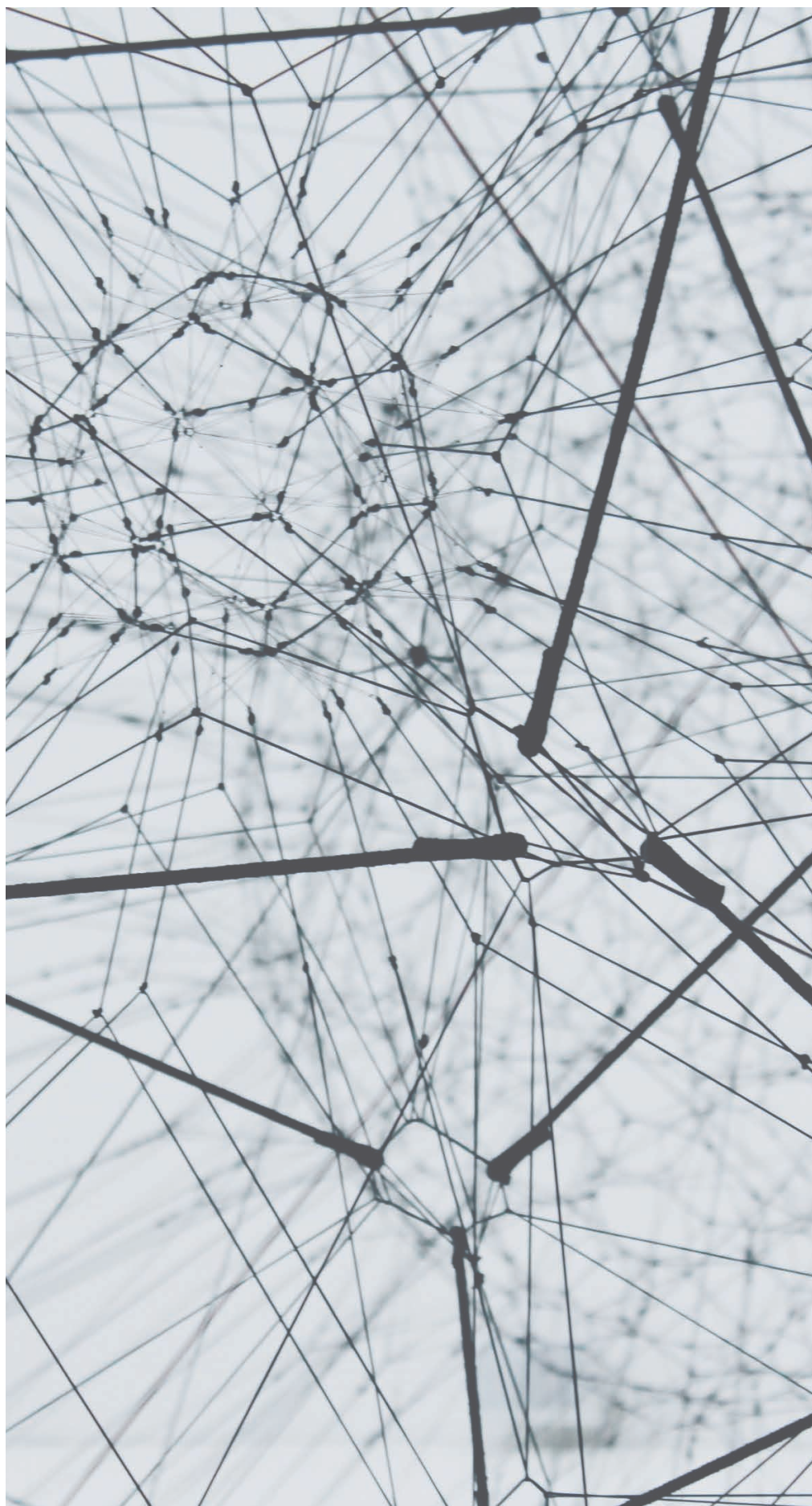
international landscape populated by institutions and activists. Accordingly, our volume discusses efforts to influence the League of Nations during the 1920s and 1930s, and it highlights the new frameworks established through and around the United Nations after the Second World War. Moreover, the UIA did not confine itself to addressing intergovernmental bodies: for example, chapters in our book examine ties between the UIA on the one side, and organisations established by feminists, urban reformers and philanthropists on the other. As such examples show, the UIA's history forms part of the broader history of internationalism, and it can therefore be used to shed light on the latter.

A broader view on the creation of knowledge about international organisations

There is a further dimension to our volume: the relevance of the UIA's data, which has proven a rich source for scholars in the field of International Relations. Our authors approach the organisation's datasets and publications from new angles, showing how one can use this material to illustrate patterns, developments and inequalities in the work of international organisations. Furthermore, several of our contributors consider the construction, uses and limitations of these datasets. We know that the collection of data is not a neutral endeavour. Indeed, the UIA's documentation and publication activities formed part of a wider project: it articulated and promoted a particular vision of global order – one in which associations and institutions were to play a major role. In this respect, our book raises important questions about the way knowledge about international organisations is being generated.



▼ Picture by Alina Grubnyak





Membership Engagement

Including all the Voices of Your Organisation

Jeffer London speaks with **Fleur Heyworth** about how diverse voices create better outcomes. Fleur is Cluster Leader for Gender and Inclusive Security at the Geneva Centre for Security Policy (GCSP) and works closely with the Geneva Leadership Alliance. 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.



Including diverse voices is the only way to understand a diverse world.

Successful leaders know that there is strength in diversity. But it can be challenging to include many voices when you need to make one decision. Associations need leaders from across borders, backgrounds, gender identities and cultures – as they bring collective wisdom that makes associations more relevant to members, and valuable to the world.

Jeffer London: What do leaders need to be aware about, in terms of diversity and inclusion?

Fleur Heyworth: Diversity is both visible and invisible. We often talk about diversity in terms of demographic diversity – people with different experiences and perspectives – but we also need to consider cognitive diversity – different ways of thinking, which is not necessarily the same. Cognitive diversity also exists within a demographic group. Inclusion is about creating an environment where team members feel respected and valued, safe to challenge one another, be vulnerable and take risks. There is a saying: “diversity

is being invited to the party; inclusion is being asked to dance”.

JL: Why do we need more diverse voices?

FH: Diverse teams are statistically reported to have higher levels of collective intelligence and higher performance when led inclusively. They are more able to tackle complex problems, challenge assumptions and introduce new ways of thinking. The financial sector can measure improvements more easily than in the public sector, but there is growing evidence of better policy outcomes across sectors.

JL: Does a culture of inclusion start at the top?

FH: If there is a “top”, it is important that the tone is set from the top: if senior management embodies active listening and curiosity, and sees organisational growth as a learning process, it can help create an environment of psychological safety. However, institutional structures can create levels and divisions, and each team or group can develop its own

norms. In this context, senior leaders need to do their best to span boundaries.

JL: How do you think the #metoo movement has influenced leader’s view of boundaries?

FH: Hopefully it has shown them how boundaries, and power that goes with them, can hide harassment and bullying, and silence voices. Navigating these tensions is difficult, but necessary. If we want trust, we need to be able to talk about what is going on. We each have a role to play in creating a culture where members can get to know each other, and form social bonds that can keep conversations going even when encountering stereotypes, bias and bad behaviour.

JL: Many leaders seem to be walking on eggshells, no?

FH: Perhaps some may feel like that, but this is not about perfection, it is about empathy and accountability. I think leaders can create inclusion and connect with others if they show their own vulnerability and consciously seek

out experiences of “exclusion”, to really understand what it is like to be “out of the group”, to be discriminated or marginalised in some way. Leaders can help create awareness of how behaviour can consciously or less consciously impact on others so that we can create more dialogue and understanding.

JL: CCL’s latest publication, *Kick Some Glass*, advocates women to take the lead on their own terms. What do you think?

FH: I welcomed the book’s wisdom. Recently, we delivered our women’s leadership course in Ghana and Kosovo and the book’s themes resonated. For women stretched between a home where they are expected to do everything, and a workplace where they need to overachieve, it’s certainly time to *Kick Some Glass* and create more equitable workplaces for all parties.

JL: How do you approach the challenges of diversity and inclusion?

FH: In the past, I saw inequality and exclusion as “problems” arising from discrimination and privilege. Through polarity thinking I don’t see them as problems to be solved anymore, but tensions to be managed. We will never be truly equal and unique at the same time, but there are upsides/advantages to both. We can take actions to enhance the upsides and reduce the downsides. Achieving “diversity and inclusion” is not a “tick box” exercise, it sits within a complex web of tensions between individuals and groups, between collaboration and entrepreneurship, between an open culture and a core culture, which all need to be managed over time.

JL: What can leaders do to sustain a culture of inclusion?

FH: Many diversity and inclusion programmes have failed because they exacerbate rather than reduce bias and discrimination. We really need to

understand the values and beliefs that underpin people’s attitudes and behaviours – instead of making enemies out of people with different opinions or behaviours. Then we can begin to talk about them and manage them through constructive dialogue. We also need to understand and address people’s fears – whether it be not getting a promotion, losing their job or the controversial question of gender quotas.

JL: Any words of encouragement?

FH: Have the courage to act. How many of us are complicit in turning a blind eye to behaviours we see but do nothing about? Fear of change and conflict can stop us from standing up to harmful norms, but a few courageous people can inspire others, and create an expectation that those with integrity will act.

Many thanks to Fleur Heyworth of the Geneva Centre for Security Policy (www.gcsp.ch) for taking time to speak with HQ about how associations can better engage with diverse voices. You can find more articles on Jeffer London’s blog (www.jeffer-london.com) and leadership resources at the Center for Creative Leadership (www.ccl.org).



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MORE INFORMATION
GCSP.CH

“To shift systemic discriminatory behaviour and bias, we need to better understand how it operates and design change. This requires dialogue, engagement, creativity, and time.”

– From Fleur Heyworth’s 2018 article in *UN Special*



Change Mindset – a case for Open Innovation 2.0



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.



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We're living in the era of exponential change. New ideas pop-up at a much higher frequency rate than ever before and one of the common challenges for all organisations today is the competition for customers' attention and buy-in.

So, why should customers choose you? While changes these days occur more quickly and may take us in unexpected directions, it's also increasingly more difficult to actually come up with an idea that would leave competition far behind for long. High quality is essential but it's more a starting point than a unique distinctive success factor. What is key is the overall user experience you build around your offering. And building successful user experience requires a well-developed change mindset. It is essential to keep an

open mind, seek feedback and remain flexible to adapt accordingly, and most importantly, perceive individuals in their whole selves, and as part of a broader eco-system they function in.

Easier said than done?

Yes, and no. There is no "one-size-fits-all" solution, which makes it more specific and may require more work. The good news is that the secret ingredient is available to all. Stop thinking in terms of "us vs them", start thinking in terms of just "us all".

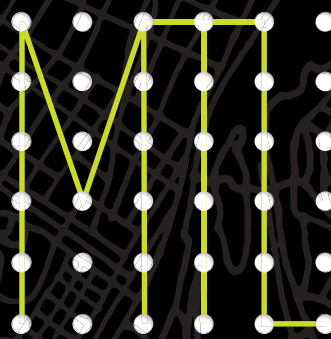
It's about how WE influence collectively the society and environment around us, what contribution WE have in making our lives better, what role WE have in building

solutions that will help us stay better informed or work more efficiently. It's about thinking bigger than a single event or a new product.

What is the role of open innovation in all of this?

To succeed in this new reality, we need to employ new paradigms, such as the Quadruple Helix Model, which puts knowledge exchange, collaboration and co-creation at its core. By bringing together the public sector, academia, industry and civil sector participants, we build on our collective intelligence as a society. We bring to the discussion all aspects of our lives that make us who we are and impact us as individuals, and we facilitate the development of innovative solutions that go beyond anything that any individual or organisation could achieve on their own.

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Flying Safely in a New Environment

The International Federation of Air Line Pilots' Associations (IFALPA) is the global voice of pilots. An international not-for-profit organisation, IFALPA represents over 100,000 pilots in nearly 100 countries. The mission of the Federation is to promote the highest level of aviation safety worldwide and to be the global advocate of the piloting profession; providing representation, services, and support to both our members and the aviation industry.

All predictions by the industry conclude that air traffic will constantly grow over the next decade. What are IFALPA's biggest challenges to keep up with aviation safety?

IFALPA's core mission – as stated above – is to keep aviation safety at the highest level. We support the industry, but we are totally independent from any airline or sponsor and act only on behalf of our Members, national Air Line Pilots' Associations. IFALPA's expertise is based on hundreds of volunteers professional pilots from all over the globe who advocate the pilot's view in areas such as pilot training, flight operations, airports, air traffic management, security, aircraft design, helicopters, or dangerous goods, to name a few. As broad as our portfolio of subject matter experts is, as broad are the challenges in each field. For IFALPA, some current points of discussion are Remotely Piloted Aircraft Systems (RPAS), reduced crew operations,

pilot fatigue, runway safety, and atypical employment models. We constantly ensure that the expected growth or any new development in the industry do not compromise safety.

How is IFALPA handling environmental concerns regarding air travel?

In 2015, IFALPA released a “green” position paper on sustainable and environment-friendly aviation, covering aspects like greenhouse gases, noise abatement, bio-fuel, air quality, and Air Traffic Management (<https://www.ifalpa.org/media/2091/15pos14-safe-and-sustainable-aviation.pdf>).

IFALPA believes that, while promoting the highest level of aviation safety worldwide, a viable and expanding air transport industry can only be achieved on sustainable grounds. Every solution for environmental benefit should be weighed according to technological and operational feasibility,

economic reasonableness and environmental benefit. At the same time, safety should be the overriding principle and should not be affected negatively.

In 2018, IFALPA signed a strategic partnership with Business Events Montreal, can you tell our readers what the reasons behind are?

Like most international associations, IFALPA organises an annual Conference for its members. Since its founding in 1948, the location of this “500-50-5” annual event (500 guests from about 50 countries meet for 5 days) rotates.

To be closer to the main civil aviation stakeholders, in 2012, IFALPA moved its headquarters from England to Montreal, Canada, known as the World Capital of Civil Aviation. After a few years of getting settled in the new environment, the Executive Board decided to host Conference 2017 in its new hometown. Contact with Business



Events Montreal was quickly established and they were instrumental in identifying suitable venues, arranged site inspections, creating an accompanying persons program, and supporting the event financially. In the end, Conference 2017 was a great success in terms of attendance, networking and atmosphere.

The rotation principle for such events makes IFALPA Conference a one-time shot at each location and raises the question of the legacy it leaves. In our particular case, IFALPA's HQ is based in Montreal and surrounded by many aviation-related partners. IFALPA decided to reconsider the meeting rotation policy and rather take this conference as a starting point to establish a permanent footprint than just leaving some legacy, while also taking advantage of all the newly established contacts with venues, suppliers, sponsors, politics, and Business Events Montreal.

It didn't take much persuasion with our Board and later all our Member Associations to highlight the advantages of changing procedures, interrupting the rotating principle for Conference every five years to be in Montreal. Given that we will be back to Montreal quinquennially sparked the immediate interest from Business Events

Montreal and quickly lead into a strategic partnership, spanning over the next three Montreal conferences.

Montreal will become the host city of the IFALPA conference in 2023, 2028 and 2033. How will this decision benefit the organisation of the event?

While a global rotation principle for events brings the advantage to be closer to each member occasionally it comes with a price: organising a Conference at a different place each year feels like reinventing the wheel every time. We must deal with new venues, hotels, local members who rarely have the experience or expertise in managing international events. Finding local sponsors, suppliers, local stakeholders and speakers can be a daunting exercise.

Our strategic decision to return to Montreal allows us to use our experience, build on established contacts, and free resources. This removes pressure from the team, saves time and is also economically favourable. In addition, it allows us to regularly showcase IFALPA in the World Capital of Civil Aviation, enhancing our exposure and recognition among the other stakeholders as well as the public.

I believe our example can be a model for other international organisations as well. More than 65 international organisations,

including the headquarters of four UN agencies, chose to establish their offices in Montreal. Indeed, the city has the third largest concentration of international organisations in North America and besides civil aviation, Montreal has a lot to offer.

What will you say to other associations considering bringing their conferences to Montreal? How can Business Events Montréal help them?

I can only encourage other associations to have their meetings in Montreal. For the last six years, Montreal has become my home. It's the second largest economy of Canadian cities with lots of activities, it is multicultural and has preserved its European charm. It's a very safe place and not too expensive. Once in the city centre, one can discover Montreal by foot, bike or public transport.

The excellent support that Business Events Montréal has offered to IFALPA is available to anyone who might consider organising a congress or conference in Montreal.





Putting Montreal on the Global Map

Founded in 1996, Montréal International is an independent non-profit agency dedicated to promoting Greater Montreal's economic development. It is funded by various sources – Canadian and Quebec governments, the Montreal Metropolitan Community and the private sector. A crucial actor in Montreal's international attractiveness, we have decided to ask them a couple of questions to help us understand their views on Montreal as well as their role in promoting the Canadian city. An interview with **Hubert Bolduc**, President and Chief Executive Officer at Montréal International.



Could you please briefly introduce Montréal International to our HQ readers?

Our mission is to attract international associations and organisations, strategic international workers and foreign investment to the Greater Montreal area by offering a range of incentives and support. Since our foundation, more than half of the city's 66 international organisations have received support from Montréal International.

What are Montreal's main attractions for international associations and organisations?

The best way to answer this is to quote Niels Caszo, past president of AIESEC International, an international organisation that chose to relocate to Montreal after 70 years in Europe. He said: "Montreal stands out due to its strategic location, economic stability, competitive cost of living and safe urban environment. What's more, Montreal is home to a large and vibrant student community. The city's got everything we need to fulfil our mission."

AIESEC is not alone in selecting Montreal as its host city. We are home to over 65 international associations and organisations and boast the headquarters of four UN agencies. As Canada's international city, Montreal is the third most

important hub for international associations and organisations in the Americas, along with Washington, D.C. and New York. We are also the world's civil aviation capital, a strong hub for sustainable development organisations, and a major International Meeting City. In fact, we rank first in North America for the number of international meetings hosted every year!

How did Montréal International help IFALPA establish its headquarters in Montréal?

IFALPA represents almost 100 member associations with over 100,000 airline pilots. It decided to move its head office to Montreal in 2012 to be closer to other industry key players involved in aviation safety. With the support of Montréal International and its partners, the move has been a success. Indeed, the organisation is more active than ever in its new home. As Christoph Schewe, IFALPA Managing Director, said to us, they're now more visible, closer to their partners and all of this in a safe harbour.

What kinds of support do you offer international organisations considering a move to Montreal?

Montréal International provides significant, tailored support to international associations and organisations looking to establish a headquarters, regional hub or

programme office in Greater Montreal. This support includes:

- 1 Network access, along with introductory meetings and profile-building activities;
- 2 Strategic and logistical advice, by providing a wide range of information on setting up operations in Montreal;
- 3 International mobility support, by providing free and confidential advice to international organisations looking to hire skilled foreign workers in Montreal;
- 4 Financial assistance to eligible international associations and organisations.



Montréal
International



MORE INFORMATION

[WWW.MONTREALINTERNATIONAL.COM/
EN/INTERNATIONAL-ORGANIZATIONS/](http://WWW.MONTREALINTERNATIONAL.COM/EN/INTERNATIONAL-ORGANIZATIONS/)

Bring the **Local Community** and **International Associations** Together



Picture © Loïc Romer ▲

This year, Montreal once again came out on top in the ICCA's annual ranking of host cities for International Association Meetings in North America, and part of the credit is due to the Meeting and Convention Sales team at Business Events Montréal with experts like **Carol Damiani**. Leading the Canadian and International markets team, Carol has extensive experience in the hospitality industry and international events planning, perfect for helping bring international association meetings to Montreal.

How is Business Events Montréal's approach to bringing conferences and events to the city unique?

What we try and do is to connect conferences with the local community. For example, Montreal is home to the most funded research community in Canada, and a result of this is our status as an international hub in fields like neuroscience and AI. We look at how we can leverage our local accomplishments to

bring the right conferences to the city and foster further international collaboration. We're much more than a destination with a great conference centre, food and attractions – we're a fully fledged destination that's selected because of our intellectual capital.

How do you interact with the Montreal community and connect them to upcoming meetings?

We get out there and meet people. And we work with Montréal International, the local economic agency, to identify the sectors we're showcasing as a city and the local specialities. The more involved we get, the better we're able to target well-suited conferences to come here. The benefit of this is two-fold – visiting international associations also get direct interaction with Montreal's groundbreakers and their local expertise. Through this approach, members of the community have noticed a more global impact and experienced more growth, proving that these interaction and exchange are truly successful.

What are some of the tangible benefits of this approach?

We aim to make events in our city a win-win for everybody that's involved.

Carol Damiani

Team Leader, Meeting and Convention Sales, Canada and International
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I was at a meeting recently to present an upcoming technology conference coming to Montreal and targeted at students. By working with local industrial clusters, community, universities and event organisers, we've created a win-win collaboration aimed at attracting new students and potential new specialised members to the workforce. Both the organisers and attendees are given direct access to educators and local contacts, creating a much richer experience than the old-school conference held in a bubble. This is just one example how building these bridges between international associations and the local community can create tangible change.



Let's Unite as an Industry and Minimise Millennial Stress at Events!

In theory, getting out of your regular workplace to attend an important business event (be it for a few hours or a few days) should be a mix of different things: it should be educational, inspirational, a great opportunity to connect with existing or new contacts – and it should be fun.

That's the theory. Yet for all the benefits that face-to-face events undoubtedly offer, the industry needs to take a step back and consider the mental impact event attendance is having on delegates.

A few months ago, event technology and venue sourcing experts, Cvent, commissioned an in-depth study called Inside the Mind of Attendee. The study gauged views of 3,000 event attendees from across the UK, Germany and the US to create an accurate picture of what they are truly thinking and feeling when they attend B2B events.

A core finding that came out of the study was that certain stress triggers arose when they attended events, and for Millennials (those born between 1980 and 2000) even more so – up to 20% more than their Generation X and Baby Boomer counterparts.

Amongst the top event pain points cited were getting to and from an event location, managing complicated agendas with overlapping sessions, networking and not knowing anyone at events. In addition, navigating the event venue and translating key conference learnings into actionable takeaways were highlighted as stress triggers.

Nearly three in ten (28%) Millennials are stressed by not knowing anyone at an event compared to just 8% of Baby Boomers. Likewise, when navigating the event venue, 28% of Millennials find this stressful compared to 18% of Generation

Xers and 9% of Baby Boomers. More than a quarter of Millennials (26%) stress about what to wear at events compared to just 4% of Baby Boomers.

Armed with some valuable insights, this is our chance as an industry to listen to what the Millennial generation is saying and start considering how we can alleviate the stressful pain points at future events. After all, Millennials already make up two thirds of the global workforce, and by 2025 this will rise to 75%.



ABOUT THE AUTHOR

Judy Elvey is Director of Marketing, Europe at Cvent.

But rather than simply highlight a challenge, we should find a range of solutions to create more manageable and personalised programmes. Being creative and innovative on event navigation is a good way to start – who wants to get flustered getting lost for 20 minutes around the show hall? Let's also look at different ways to facilitate networking (whether it be speed networking, breakout groups or connecting people via mobile apps and their specific interests ahead of the event) so that attendees can embrace all the opportunities to learn from others and even nurture their own business.

And without having to resort to a fashion police, event organisers could definitely offer attendees some useful tips about dress options a few days ahead of the event.

Let's unite to ensure that attendees at future events have the best experience and crucially, whenever possible, a "stress-free" and enjoyable one.

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Conversations or Updates?

How Millennial Exchange Knowledge



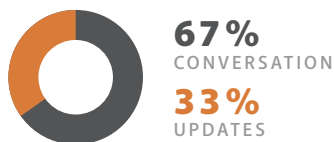
Aoife McCrum, Council Member of Meetings & Millennials

As a millennial, I like to exchange information, recommendations and tips with my peers. That is how I learn but it's also the medium of knowledge exchange that I trust the most.

It can be in a face to face setting at a meeting, event, conference or on a digital platform such as Instagram, WhatsApp, industry association forums etc. The format doesn't matter to me, what matters is the methodology.

"Conversation behaviour" is a common term in social media marketing. It refers to your behaviour when using social media – you're either there to "update" or have a "conversation".

CONVERSATION BEHAVIOR
(LAST 100 TWEETS)



When I'm planning a leisure trip, my go-to source for destination information, is Instagram. I search for the location and see what visitor attractions, pubs, hotels and places of interest appear in my newsfeed.

Then I read the captions and comments on the posts to learn more. When I'm filtering through which posts to look at, I look at accounts of real people because peer to peer conversations and reviews mean more to me than the destination's brochure photos or website gallery.

It is hard to articulate why that is the case but in simple terms, even though I may not have met the person who is sharing their experience of a coffee shop in Copenhagen, Paris or New York, I've come to trust that their photo and comment about their experience is authentic. I read the comments on the post to see if anyone else has echoed their sentiment and for me, that validates my decision to go there.

If I need more factual information like the opening hours or location, I'll contact the coffee shop directly to get an "update". But if I want to know more about the experience and atmosphere, I'll comment on the person's post to start a "conversation".

In the meetings & events industry, we place great importance on the value of face to face meetings. Why? Because when people come together, they connect, share knowledge, exchange

experiences and make conversations. When we think of a conference we have attended, we think about a moment when an idea was sparked in a group brainstorm and most importantly remember WHO we were with. That was what made it special.

When planning your next meeting or event think about how you can facilitate conversations to take place and try to avoid the "updates".

MEETINGS | MILLENNIALS

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

Aoife McCrum is the Social Media and Digital Marketing Manager at SoolNua – a specialist marketing agency working in the meetings, incentives, conferences and events industry. Aoife is also the Director of Social Media and Digital Marketing at the Society for Incentive Travel Excellence (SITE).



MORE INFORMATION
MEETINGSANDMILLENNIALS.COM

What Does World PCO Alliance Mean to China Star?

10th Anniversary of World PCO Alliance

Named in the China Meetings Hall of Fame during the China Meetings Convention 2017 and recipient of the Frankfurt IMEX Academy Award in 2009, Liu Ping is no slouch in the industry of MICE. With 20 years of experience, the foundation of China Star LTD and a great number of international involvements, she has a deep understanding of how things have evolved. She explains to us the origins of the World PCO Alliance and how it has impacted the company she founded.



Liu Ping (No. four from the right) with members of World PCO Alliance at IMEX Frankfurt 2019 ▲

I am a person with a strong sense of belonging to whatever organization I join. Since childhood, every time I reached the eligible age to join a certain organisation, I would eagerly apply; from Young Pioneers, Little Red Guard, the Red Guard to the Communist Youth League, I never missed a single one. I submitted a membership application for the Communist Party of China on the day I turned eighteen. That time I was not lucky enough to be accepted. Instead, I joined the Jiusan Society, one of the eight Democratic Parties of China, at the age of 46.

With China's reform and its opening up, my company and I have been going global. Our business must be in line with international standards. I became a member of SITE (Society for Incentive Travel Excellence) and MPI (Meeting Professionals International) in 2005, and our company joined ICCA (International Congress and Convention Association) as well as ADMEI (Association of Destination Management Executives International) in 2008 and 2018, respectively. However, it never occurred to anyone that I would be one of the founders of World PCO Alliance.

At IMEX Frankfurt in 2009, I happened to see several Asians talking mysteriously, and one of them invited me to join in the

conversation. In fact, these people were planning to establish Asia PCO Alliance with the proposal of a Korean PCO. As there was no representative from Mainland China, they pulled me in.

In 2009, the PCO concept was hardly known in China. No companies in China had ever provided meeting services for international association conferences except those in-house PCOs of associations affiliated with the Chinese government, such as the Chinese Medical Association and the China Association for Science and Technology.

At that time, China Star had only organised some bilateral meetings between China and the United States, with little knowledge of international association events. So, although I expressed my willingness to be one of the founders, I could only listen to them, having nothing much to contribute to the discussion.

Nevertheless, who would have thought that this association initiated by Asian PCOs would have attracted worldwide attention! PCOs from North America, Europe, South America and South Africa also requested to join. The association, starting from Asian PCO Alliance to today's World PCO Alliance, with members from more than 20 countries and regions

around the world, has become increasingly influential in the meetings industry.

The purpose of establishing the World PCO Alliance is to unite PCOs of major conference destination countries and regions, so that members may learn from each other, share information, help to improve the competitiveness of a single PCO, and jointly work for the development of the global market of the meetings industry.

Ten years have passed since the founding of the Alliance. China Star has grown into a China-based PCO with international horizons. As a private Chinese company, it has set a precedent by obtaining the market share of international conferences. In this sense, the World PCO Alliance is credited with having trained for China a team of conference talents aligned with international standards.

Needless to say, becoming a member of World PCO Alliance was therefore, for China Star, an important milestone in the process of its development.



Associations Today: New Problems or More of the Same?

There are many changes affecting non-profit organisations in the last years, but despite the advancements we can take heart that not everything is different. As a matter of fact, associations today still face many of the same uncertainties: the only difference is the way they're dealt with.

As the Kenes Associations team celebrates 20 years of managing medical and scientific non-profit organisations, we reflect on what has transformed their world during this period and what alterations we can expect in the future.

COLLABORATION INSTEAD OF COMPETITION

Relationships with members, partners, governing bodies, industry, and more, have always had to be cultivated, nurtured and managed. These connections continue to be important: in fact; they're becoming more complex, as is collaboration across this wide group of stakeholders. As bodies and organisations with similar missions compete for stand out and resources, it will be important for each to find their own niche.

BUILDING CAPACITY

Building capacity – professional development, improving knowledge, providing education, information, and resources

– has been one, if not *the* focus of associations. This is not going to change. However, in recent years, organisations have faced competition from the private sector, while online learning has forever altered the landscape of professional education, challenging associations to be no longer automatically seen as the leading providers of knowledge and training.

What will change is the need for non-profits to marry a deep expertise of members and their needs, with tools to target specific schooling aimed at distinct segments – providing a personalised, bespoke learning opportunity. Associations need to use their status to promote themselves as the credible source of professional knowledge in their field. Linked also to partnerships and relationships, there wouldn't be any need to develop materials which already exist – collaboration with institutions, other organisations and industry being a more efficient method– to develop a comprehensive portfolio including resources from these partners.

IMPORTANCE OF VOLUNTEERS

Volunteers have long been the life source of associations; their involvement and contribution are what powers many non-profits. Even those organisations with paid staff rely on volunteers for board leadership, content contributions, expertise, programmes, activities and so on.

What has changed, and will continue to change, is the way in which volunteers will be involved, driven by demographic changes. Millennials and Generation Z certainly show a desire to take part, but not in the formal, bureaucratic way of the past. These groups want something different and their contribution, as a consequence, will be different too. Technology will aid the input of these new volunteers to be managed more easily and will further enable the involvement of a more diverse group, which is not limited to any geographical location.

While we face an ever-changing world, it is always comforting to know some things remain constant. There are no new problems, only new solutions.



ABOUT KENES GROUP

For over fifty years, Kenes Group has been creating success stories with associations around the world. We're experts in helping associations reach their true potential by strategically building awareness, loyalty and satisfaction among current and potential members, as well as stakeholders. We harness the power of community, strengthening your association's brand through unforgettable experiences - fostering change, inspiring members, educating, and improving your association's business performance.

For more information, contact:

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Top 5 Reasons to Choose Calgary for Your Next Event

calgary meetings+conventions
be part of the energy™

 MEETINGSICALGARY.COM



Calgary offers meeting and event planners a truly winning combination: excellent air access, choice of convention venues, a compact and walkable convention and entertainment district, and plenty of pre- and post-event activities. With its vibrant nature and its dynamic population, this green city is also renowned for its diverse range of infrastructures and tourism-friendly facilities, while always thriving towards innovation and leadership in environmental initiatives. For a breath of fresh air into your next event, there's no better choice than Calgary, and here's why:

1 A city at the crossroad of North-America

A Western Canadian hub, Calgary has the country's fourth largest airport with over 80 direct flights, and located just 20 minutes out of downtown. It is literally no more than one stop from every major city in the world.

2 A rich offer of accessible facilities

Once downtown, delegates will find themselves with plenty of choice of hotels, restaurants, shops and theatres, all within a few blocks of the two convention centres:

the Calgary TELUS Convention Centre (122,000 square feet of meeting space) and the BMO Centre at Stampede Park (500,000 square feet of indoor meeting space).

As a matter of fact, Calgary has unveiled a number of new hotels recently, bringing city-wide hotel room inventory to over 14,000 rooms. Construction is also underway for an ALT Hotel in the University District, and another high-rise luxury hotel, The Dorian, to the downtown core – both scheduled to open in the Fall of 2020.

3 A booming sustainable economy

The Stampede City is part of Alberta, the only province in Canada with no provincial sales tax. On top of this, event planners coming to Calgary will find a host of industry expertise in natural resources, clean energy, agribusiness, creative industries, advanced manufacturing, life sciences and more.

4 Ever-growing convention centres

Canada's biggest convention centre, the BMO Centre at Stampede Park, has

broken ground on an exciting \$500 million expansion, which will double the size of its event space to 1 million square feet. The construction is expected to be completed in 2024, in time to welcome delegates for Rotary International Convention in 2025.

5 A leisure city

Praised by tourists and inhabitants alike, Calgary was branded most livable city in North America and 4th in the World by The Economist, while the New York Times named it "Top 52 Places to Visit in 2019" – the only Canadian city to make the list.

Home to the world's most extensive pedestrian skywalk system – called the Plus 15 – with 18 kms of skywalk linking downtown buildings, Calgary has also 800 kms of walking and cycling paths within the city. Benefiting from an average of 333 days of sunshine each year, Canada's sunniest major city is the perfect place to stretch your legs after a day of meetings.

And if it is not enough, the stunning Canadian Rocky Mountains, home to spectacular mountain parks, charming villages and culinary hot spots, are just an hour drive from the city.



Creating Better Places to Live, Meet and Thrive in

– Trends, Best Practices and Insights

Social inequalities are rising, environmental degradation is at an all-time high, and climate change is becoming increasingly disruptive. The melting of the arctic ice is going into overdrive, and we are on track to see temperatures increase 3-5C by the end of the century. This will increase the number of refugees from the 1.2 million today, to potentially over 70 million if we don't take action (Worldbank).

The complexity of these issues makes taking action daunting, and very few of us have really imagined the implications. To limit climate change to a 1.5C temperature increase, we need to reduce net emissions by 45% by 2030, and net zero by 2050 (IPCC). This requires a major overhaul of the meetings industry business model. We will have to radically reduce the amount of flying, to accelerate innovation, to stay longer, to combine business and leisure trips, and to fundamentally optimize our meetings and their infrastructure.

A storm is coming and it presents the events and meetings industry with massive risk, but also exciting opportunity. Through massive collaboration with

a moonshot type vision we can make our social and environmental impact net-positive, and most importantly we can be a catalyst for global change across all industries.

The Global Destinations Sustainability Index (GDS-Index) seeks to support this goal and catalyse regenerative action with its 2019 Whitepaper. In this 50-page report, five Mega-Trends, four Key Building Blocks for success, and eight Tactics for Change are highlighted to frame how the events and tourism industry can, and needs to, move beyond 'business-as-usual'.

The whitepaper paints a picture of how 47 destinations are leading the change, and how DMOs can act as transformational agents to create a more regenerative culture in their city. Through a destination wide approach, the report shares best practices on how DMOs can catalyse action by soliciting and converting stakeholder input into a multiyear masterplan, and then facilitating the required collaboration to have that plan succeed.

The report also defines eight Tactics for Change, or best practices, that destinations can follow. Examples include: to report impacts and actions through an annual report (like the Gothenburg



Guy Bigwood is the Manager Director of the Global Destinations Sustainability Index. The mission of the GDS-Index is to engage, inspire and enable destinations to become more sustainable places to visit, meet and thrive in.



MORE INFORMATION
GDS-INDEX.COM

Convention Bureau), to promote the food revolution (like the Thailand Convention and Exhibition Bureau, creating savings of over €530,000), or to become a champion of certification (like Monaco or Brussels).

To read the white paper in greater detail you can download it for free by following this link: gds-index.com/reports.



MORE THAN A VENUE

A photograph of a dancer in a white, flowing dress performing on a stage. The dancer is in a dynamic pose, with one leg extended back and arms reaching out. The stage is dark, and the audience is visible in the background, seated in a large, modern theater with a distinctive geometric ceiling. The lighting is dramatic, with blue and white tones.

Create an authentic event experience by connecting with the talents of local Indigenous artists and businesses, and discover an understanding of Australia's First Nations People. Choose to host your next event at ICC Sydney.

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**NSW Public Schools
Aboriginal Dance Company**





“Friendly” Competitors

We’ve discussed many times in this column over the last few years how hard it is to keep up with your competition for attracting and keeping members as well as increasing member engagement. We point out frequently that your competition is coming at you in many different forms: other organisations in your industry, profession, or community; the private sector, which now directly provides products and services that your members and potential members previously had to join your association to get them; and technology – especially social medias, texting, and Google –, which competes directly with you to get their attention and their loyalty.



ABOUT THE AUTHOR

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



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So, while we face these challenges, there are still ways we can work together with other organisations and institutions – even those we have long considered competitors – to move forward in a mutually beneficial way. Here are some examples of ways to do that.



1 Identify areas of mutual concern.

Take another look at your “competing” associations. Go to their websites and read through their Mission and Vision Statements. They are probably very similar to yours. Why fight it? If you both have a mission statement that talks about improving or advancing the profession, are there ways you can do that together without diluting anyone’s “brand” or identity? Forget about the logistics of working together, competitive attitudes, etc. In order to get these other groups to work with you, you need to focus on the *outcomes*.



2 Work on knowledge exchange, not just information exchange.

Too often, groups that could or should be working together are afraid of their members joining another group after getting information from it (and maybe drop out of their current one). Don’t worry about that. Everyone’s members are facing information overload every day. No one’s members are facing knowledge overload. Try to point out to your members how your collaboration with another group is increasing the knowledge base of the industry or profession, and that it’s good for everyone.



3 Acknowledge that the numbers DO matter! Yes, it has long been said that “there is strength in numbers.” But there is also

power, influence, credibility, and brand recognition in *greater* numbers. All the people or institutions you are trying to influence have one thing in common... They can count! Government officials,



▲ Picture by Matteo Vistocco

regulatory bodies, certifying entities, legislative representatives, exhibitors, sponsors, funding agencies, etc. all have two questions for you when you ask for their help. Number one: Who do you represent? And number two: How many? This is where coalitions and other partnerships with would-be competitors make the most sense.

4 Build a foundation for the future. Just as every organization faces the challenge of competition via technological advances, they also face the mutual challenge of generational diversity. Generational issues are the number one concern of many associations at all levels, as the average age of their current membership skews higher each year. The concern for many groups isn't just getting young people to join their organization, it's getting the next generation to join their profession, or industry. Workforce development and generational awareness are an open opportunity for groups to create a credible information base from which to work together. For example, by sharing the cost of high-quality industry/profession-wide surveys, that provide information which can be used to attract new people to the industry, all participants benefit from the information and credibility of the survey. It's then up to each participating group to use the information as they see fit.

5 Increase the globalization of your group. Every organization is already "international," whether it is in their name or not. Find, in your field, other groups around the world that can help each other by providing knowledge about various customs, language barriers, cultural nuances, communications variances, etc. Shorten the learning curve of dealing with multiple time zones, leadership norms, etc. Find new sources of members, sponsors, and other partners.

6 Enhance your impact, don't duplicate it. Here is an example of what collaboration can mean to an industry :

In the United States, there are literally hundreds of organisations representing one or more segments of the construction industry. For more than a century, many of these groups competed for the same members or member firms. It was, at times, an incredibly intense type of competition. At some point, the leading construction associations realised they all had several things in common.

- a) A shortage of skilled workers for their members
- b) An ever-growing list of overlapping training programs
- c) A lack of qualified instructors
- d) An inability to standardize training curriculum

Eventually, they set up a combined, industry-wide training program. In doing so, they found that every participating group saved money, human resources and time, kept and enhanced their individual brands, and gained influence as well as recognition from current and new critical partners.

The success of all of these opportunities depends on one key element – **mutual trust**. The organisations must put aside their competitiveness for the benefit of helping everyone succeed.

American Poet Ralph Waldo Emerson once said *"There is no limit to what we can accomplish if no one cares who gets the credit."* It was true 130 years ago, and it remains true today. Seek out those "friendly" competitors and see what you can accomplish together. Don't worry about who gets the credit. Just be sure your members get the benefit.





Knowledge Exchange is at the Heart of ECM

ECM provides a platform for Leisure, Meetings Industry and City Marketing professionals to exchange knowledge, best practices and widen their network to build new business. Giving back to the Meetings Industry is the faculty members' motto at ECM Summer School. In fact, the ECM Summer School and ECM Conferences are two elements of this platform that have major places on knowledge exchange.

This year will see the 33rd ECM Summer School take place in London, UK, August 24-28, 2019. The renowned educational programme on the Meetings Industry will provide at least 50 new delegates with the basis and know-how to reach a rewarding career in the sector.

We live in an always evolving world, and the Meetings Industry is no exception. Ongoing education in the Meetings Industry is a success factor for future business, whether you belong to an important or second tier destination. The ECM Summer School is an unmissable learning opportunity for all professionals wishing to develop their knowledge and skills required for a successful career in the conference, meetings, incentive and event industry. The course and content are specifically designed for delegates working for Convention Bureaux, Tourist Offices, Congress Centres, Hotels, Venues and Airlines. The ECM Summer School is also ideal for those working or wishing to work for DMCs, PCOs,

Meeting, Event Planners and Exhibition organisers.

"It's a crucial task for top management in each organisation, whether it is a Convention Bureau (CVB), tourist board, congress centre, airline, hotel, DMC, PCO

or meeting planner, to train every employee continuously." said Pier Paolo Mariotti, ECM Summer School course leader.

Since 1987, the ECM Summer School sets out the background and context of the Meetings Industry with a focus on European and international best practices. The set-up of the event allows maximum interaction between students and the experienced meeting professionals who compose the ECM Summer School faculty. The format of the ECM Summer School also guarantees students will meet with as many counterparts as possible whether challenging and interacting with speakers and peers in plenary sessions, group work, networking or socialising.

Together and under the guidance of senior professional leaders from the industry, learnings will include, best practice, acquisition of international events, how to adapt to new trends, destination sales, marketing strategies and an understanding of the matrix of client decision-making.

ECM CONFERENCES AND KNOWLEDGE EXCHANGE

ECM is for the members and by the members. ECM ambitions to be the number one knowledge network and collaborative platform for DMOs.

ECM produces twice a year inspirational conferences on Destination Management themes for its members but also for anyone willing to learn more about it.

Exchanges between members are always at the heart of European Cities Marketing Conferences. Together, we discuss what the future will bring us and speakers from all over the world share their knowledge, best practices and experience to make sure everyone comes back home with new ideas and challenges.

The power of ECM lies in the ability to share experiences, knowledge and ideas in a trustful and professional network. ECM members meet, share and grow together. ECM is planning to widen its scope and skills beyond destination marketing in order to stay relevant and capture the trends and driving forces that will determine our practice tomorrow.

“As someone who is new to the industry, I found the ECM Summer School to be incredibly helpful and the entire programme exceeded my expectations. Professionally, it was absolutely relevant to my role, and the networking and connections that I made here are priceless. I am so grateful that I was able to attend and participate in the 2018 programme and I cannot thank the entire team at ECM and the faculty enough for a marvellous experience!” said Veruschka Rugbeer, Sales Officer (MIC) at South African Tourism and student during the 32nd ECM Summer School in Thessaloniki.

“Despite tackling up-to-date issues like new technology, hybrid meetings and green meetings, the winning formula has remained the same: a unique opportunity for young professionals just entering the Meetings Industry to spend three days with some of the biggest names in our business.” continued Pier Paolo Mariotti, course leader.

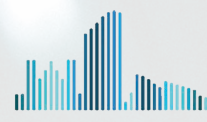
The faculty are all members/partners of ECM and give their time on a voluntary basis – a way of giving back to the Meetings Industry: Lone Alletorp Callard (Wonderful

Copenhagen), Nicholas Barrett (EuroELSO 2020), Nalan Emre (IMEX Group), Christian Funk (tw tagungswirtschaft), Barbara Jamison (London & Partners), Sam Johnston (Dublin Convention Bureau), Cain Leatham (GB Fitness), Sissi Lygnou (AFEA Travel & Congress Services), Heike Mahmoud (Congress Center Hamburg), Kristin McGrath (VisitAlbuquerque), Christian Mutschlechner (retired from Vienna Convention Bureau), Miguel Neves (Miguelseven.com), James Rees (ExCeL London and ICCA President), Mathias Sondermann (SAP), Dennis Speet (ICCA) and Daniel Waigl (CIRSE). They are led by the course leader Pier Paolo Mariotti, CMP CMM (EURAC Research).

“London is a truly global city and we look forward to welcoming students from across Europe and the World to London for the 2019 ECM Summer School” says Barbara Jamison, Head of Business Development Europe at London & Partners, London Convention Bureau and host of this year’s ECM Summer School. She continues: *“Study London is also part of London*

& Partners and we are honoured to have been chosen as the City destination for the 33rd ECM Summer School. We value seeing international students coming together to create a multi-lingual, multi-cultural and multi-talented home in London. We hope that London will provide a backdrop of discovery and inspiration to the students of the ECM Summer School which has accelerated the career growth of so many since its establishment in 1987.”

Register now on www.europeancitiesmarketing.com and learn for your future success in the Meetings Industry.



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How Can **Knowledge Exchange** Benefit Your Association?



AUTHOR
Martin Boyle, CEO, IAPCO.

Knowledge exchange, or knowledge share, is a term that we hear within private and public industry clusters and from so many stakeholders today. The consensus seems to be that if properly executed, it can have profound beneficial outcomes, both tangible and intangible. Yet, intellectual property, privacy concerns, brand loyalty, customer and membership acquisition, all seem to fight against this altruistic concept that many associations and NGOs practise, which is to share knowledge for the greater good.

Most Not-for-Profits (NFPs) share a similar challenge: trying to solve big issues with meagre resources. So, how can knowledge exchange benefit such organisations when it comes to their events, meetings and congresses?

Cities and knowledge exchange

Events and congresses play a key role in generating revenue and bolstering the resources for many of the aforementioned organisations, while providing much needed revenue to service

their respective membership activities. Navigating through a strategy of sharing knowledge, in order to generate successful outcomes from an event or congress, is essential for many, but will be a challenge for all parties involved.

A key success factor in staging an event or congress of any size is the intelligent and strategic selection of a host location and city. It is of vital importance to that NFP's overall objective, as it can directly influence attendance and participation from attendees, sponsors and exhibitors, to name a few. Associations must

therefore be selective in the regions and cities where they decide to host such events.

Cities are aware of this and, as such, knowledge exchange between them when bidding for an event or congress can be of immense value to both the NFP and the city, as well as its stakeholders. Sharing of event or congress data regarding size, number of delegates, duration and economic impact value is nothing new. Cities and Convention Visitor Bureaux (CVBs) around the world have been exchanging such data for years, either direct with one

another or through their membership of organisations such as the International Congress and Convention Association (ICCA) or the Union of International Associations (UIA) and their respective database platforms. The type of data therein is important as it helps to qualify the potential size of a specific event by providing relevant statistics.

However, the most vital piece of knowledge exchange between two or more CVBs is the non-data, or intangible “soft” information. We are beginning to experience much deeper knowledge exchange between a current or previous host CVB and a future bidding CVB on the bidding processes, political structure of a relevant NFP, decision-making process, budget considerations and expectations of host city support. This type of knowledge exchange from one entity to the other can provide competitive advantage when there are numerous CVBs bidding for the same event. It can only happen when the CVB sharing the intelligence is open and willing to share with the bidding CVB with whom they have a mutual relationship.

NFPs must share intelligence

At the delivery end of the event or congress, NFPs often have limited human resources and expertise to deliver events. As a consequence, they must rely on third party outsourced professionals, such as event agencies or Professional Congress Organisers (PCOs), to do so on their behalf. Working together successfully, sometimes for several years, relies on a shared understanding of both parties’ objectives together with an open and transparent sharing of relevant information, knowledge and technologies.

Therefore, in order to ensure that a succinct and collaborative event strategy is created and agreed well in advance, it is essential that NFPs share and exchange a certain amount of intelligence (membership information, corporate partnership agreements, potential funding and grant

programmes) with their selected PCO. The PCO and the NFP should be seen as partners in the delivery of that event and must agree on a *modus operandi* of exchanging such knowledge while protecting privacy and intellectual property.

Interestingly, knowledge-share, when one considers its relation to collaboration within numerous PCOs, can be a powerful strategy when implemented effectively and when the relevant parties have clear roles and responsibilities. Recently, The International Federation of Gynecology and Obstetrics (FIGO) conducted interviews with numerous PCOs to deliver the FIGO XXIII World Congress in Sydney in 2021. Two IAPCO PCOs, International Conference Services and The Conference Company, took a strategic decision to come together in order to share their knowledge of congress management and experience of delivering similar congresses all over the world. The result is they won the contract to deliver FIGO in Sydney in 2021.

Sharing for the greater good

Finally, and perhaps the most important consideration: in order to appreciate the importance of knowledge exchange for the NFP, one has only to look at the event or congress itself. As a key activity within the NFP’s membership engagement programme, the event or

congress is designed to recognise, promote and facilitate opportunities for knowledge exchange. Examples abound that demonstrate positive outcomes following the chance (or planned) meeting between two academics, scientists or researchers (as examples) at such an event. A platform, providing each of them the opportunity to share initial research findings and to then agree to collaborate on further exchanges has, in many cases resulted in the development of life-saving vaccines, rehabilitation technologies and other transformative outcomes.

In regards to recent political shifts towards a more nationalistic focus within some regions of the world, which might threaten the opportunities for such international knowledge exchange, NFPs must continue to push for open opportunities for knowledge exchange between their members, partners, host cities and service providers, in order to ensure that the relevant knowledge between parties can continue to develop and result in further developments for the greater good.

Quite simply, a combination of a unified voice, a clear mission and a mutually beneficial environment of collaboration and knowledge exchange must be at the epicentre of any group if it is to grow and succeed.



This article was provided by the International Association of Professional Congress Organisers, which today represents 133 companies from 40 countries, comprised of over 9100 event professionals, who organise international and national congresses globally.

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Taking Over One of the Leading Institutions of the Meetings Industry

Christian Woronka, the new director of the Vienna Convention Bureau is ready to take up the challenge.

How do you envision this new era for the Vienna Convention Bureau?

While we are going to keep our strong position, I am definitely not afraid of implementing new ideas. Vienna offers all the experiences of a major world capital without the stress factors typically associated with a capital city, and this is highly appreciated by the organisers as well as the participants. The city is known all over the world for its hospitality, premium-quality services, high standards, and excellent infrastructure – especially our excellent public transportation system.

I would like to take Vienna's established strengths and add assets such as the city's ability to innovate, its international outlook, and its modern mindset to the mix. We want to reintroduce the "Meeting Destination Vienna" via various communication channels and cooperate more closely with the media department of the Vienna Tourist Board.

What will Vienna have to do to ensure that it continues to lead the way as a congress destination in the future?

Enhancing the city in line with the meetings industry's needs will play a significant

part in the Visitor Economy Strategy 2025, which the Vienna Tourist Board is currently developing and is due to be unveiled this autumn. This new destination strategy is being drawn up in collaboration with stakeholders from the meetings and leisure tourism industries, and in consultation with representatives of Vienna's districts, the retail sector, transport providers, property developers, action groups and universities. An international expert committee is contributing with additional insights, which helps to take the broader picture into account. Working alongside with all stakeholders, we will ensure that



▲ Picture by Jacek Dylag

▲ Campus of the University of Economics and Business©WienTourismus/Christian Stemper
Danube Canal© WienTourismus/Peter Rigaud

Vienna offers outstanding amenities as a key destination and will constantly develop as the meetings destination. It is our objective to look at the whole service chain. We will use changed customer needs and global trends as an opportunity to examine how, as a destination, we can jointly develop our offers for association congresses and meetings.

In the meetings industry, bureaus often tend to split congress and corporate meetings into two sectors. Do you think there are similar elements that can be shared between these two meetings fields?

Additionally to my role as director of the Vienna Convention Bureau, I had the privilege to take over the Vienna Tourist Board's Market Management Department. Our plan is to help extend the organisation's reach in 19 incoming markets worldwide. Merging the two teams will therefore be one of my main tasks.

I am very happy about this opportunity to combine the expertise and core competencies of the two B2B teams without compromising the needs of the individual target groups. It goes without saying that the Vienna Convention Bureau will continue to take the lead when it comes to international associations' congresses – which has always been one of the city's strengths. But there is room for growth in the corporate meetings segment and we want to use the emerging synergies in pooling the teams to strengthen this area in the future as well.

As the new director of the bureau, you attended IMEX Frankfurt 2019 at the end of May. Were your expectations of the show fulfilled? If not, what would you improve?

In my opinion, IMEX continues to establish itself as the leading trade fair within the Meetings Industry. This year again the IMEX team succeeded in continually

developing the trade show. The Vienna Convention Bureau participated with as much as five team members this year. As usual the first two days of the show were very busy for us and the last day was quieter. Monday's educational program has expanded so much that interesting sessions sometimes overlap which makes it hard to choose. Perhaps one should think about unbundling the Educational Program, which not only brings together customers and suppliers at the beginning of the trade fair, but could also strengthen an exchange with the end of the event days through a few highlights.

VIENNA
CONVENTION BUREAU



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Penang Gears Up for International Meetings

Southeast Asia's leading engineering and life sciences hub welcomes associations and corporates to meet for a truly unfiltered Asian experience.



▲ Overview of George Town

Penang made headways this June when it was listed second on CNNTravel's "Best places to visit for the ultimate Asia experience". Home to the UNESCO World Heritage Site of George Town and some of the best street food in Asia, Penang has long been a favourite leisure and incentive destination.

With the rise of Penang as an international city, a leading medical tourism destination and a hub for technology & engineering with over 470 multinationals, the

state has become Malaysia's top business events destination after Kuala Lumpur.

In 2018, Penang hosted 233 international business events and 109,250 delegates. International association meetings accounted for 31% of the business with a total of 20,601 delegates from around the world, while international corporate meetings accounted for 35.8% of total business with 86,664 delegates. Penang transitioned from an agriculture-based economy to manufacturing and R&D for electrical and electronics (E&E) and life sciences in line with

Malaysia's rise as a developing nation. The past decade has seen a sharp increase in foreign investments across the state, leading to Penang being consistently ranked among the top investment destinations in the country.

Besides attracting high-end R&D in the semiconductor industry, the state is one of the region's major clusters in Medical Devices with more than 55 companies that produce high value surgical and examination products such as pacemakers, blood transfusion systems, orthopedic products, and medical electrodes.



▲ The award-winning Cheong Fatt Tze - The Blue Mansion sets a dramatic stage for gala events and cocktail networkings, adding a touch of glamour to any international meetings.



▲ Collaborate with global MNCs based in Penang to elevate your meetings.

“Penang 2020: BE Unfiltered celebrates Penang’s rich Asian diversity, heritage and hospitality.”

Among the most prominent global multinational corporations (MNCs) that are based in Penang and act as a gateway to Asia Pacific include Intel, Texas Instruments, Agilent Technologies, B.Braun, Canon Medical Systems, and Abbott Medical Device Division.

A commitment to elevating delegate experience

2020 is set to be an exciting year for Penang as the state pulls out all the stops for its global experience campaign. The next 18 months will see some leading international meetings coming to Penang. Among them is the World Congress on Information Technology 2020 which is expected to attract 4,000 delegates from across 100 countries.

As Penang sets the stage to welcome international corporate and association meetings, Penang Convention & Exhibition Bureau (PCEB) is rolling out its **Penang 2020: BE Unfiltered** campaign in conjunction with the Experience Penang Year 2020 and Visit Malaysia 2020 campaigns.

Penang 2020: BE Unfiltered celebrates Penang’s rich Asian diversity, heritage and hospitality. To enhance events hosted in

Penang and elevate delegate experience, PCEB has collaborated with key industry partners to curate exclusive support packages for organisers.

Called “Privilege Penang: Penang 2020”, this is the most comprehensive support programme curated for business events hosted in Penang. “Privilege Penang: Penang 2020” introduces various support structures from PCEB worth up to €20,000 with additional support from PCEB’s industry partners including special rates for

meetings packages, rooms, ground handling, tours, and much more.

Planners and organisers interested in hosting their events in Penang can email PCEB at sales@pceb.my to know more about how to qualify for “Privilege Penang: Penang 2020”.



▲ Experience the wealth of Asian culture, arts and heritage in Penang’s UNESCO World Heritage Site of George Town



Journey of Discovery

5 – 6 December 2019

**Setia SPICE Convention Centre
Penang, Malaysia**

The ICCA Asia Pacific Summit 2019 in Penang is the first summit by the ICCA Asia Pacific Chapter, the largest chapter in the ICCA community. It is a summit by the members, for the members, and will take place concurrently with Malaysia's largest business events conference: BE @ Penang 2019.

GET READY TO

- Learn winning strategies that have put Asia Pacific on the global business events radar.
- Tap into the collective wealth of knowledge and experience of fellow ICCA Asia Pacific Chapter members.
- Network with the leaders and influencers of business events in Asia Pacific at the joint ICCA Asia Pacific Summit 2019 and BE @ Penang 2019 social events.
- Meet Malaysia's top outbound meetings agencies at the exclusive Asia Pacific Meetings Destination Marketplace.

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