



HQ

# Headquarters



THE ASSOCIATION  
MAGAZINE

#90 BUILDING BRIDGES  
SEP IN THE MEETINGS  
2019 INDUSTRY

Association Insights:  
Partnering with  
Governmental Entities

5 Things Every Association  
Leaders Needs To Know

Ecm Summer School:  
Interview With  
Barbara Jamison

LGBTQ in the Meeting  
Industry

*Government Support/  
Subvention/Safety*



COVER PHOTO: Jerejak Island, Penang



# Malaysia

## *Asia's Business Events Hub*

At the very centre of Southeast Asia and mid-point between the two fast growing economies of China and India, Malaysia is the gateway of Asia. With a dynamic economy and English-speaking people with a progressive world-view, Malaysia is where the world is coming to meet new discoveries and ideas. World-class infrastructure, great value for money and a unique window to Asian cultures and hospitality make Malaysia the meetings and conventions nexus of Asia.



MyCEB



@MyCEB



MyCEB



MyCEB

For enquiries, please contact:

### **Malaysia Convention & Exhibition Bureau**

#### **Europe Representative**

**Anette Palm**, Director

T: +49 (0) 6307 401103 F: +49 (0) 6307 401104 E: [anette@worldwideconventions.com](mailto:anette@worldwideconventions.com)

#### **Head Office**

Level 20, Menara 2, Menara Kembar Bank Rakyat, No.33 Jalan Rakyat, 50470 Kuala Lumpur, Malaysia  
T: +603 2034 2090 F: +603 2276 4092 E: [info@myceb.com.my](mailto:info@myceb.com.my) | [www.myceb.com.my](http://www.myceb.com.my)





# 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.

**REGISTER NOW** \_\_\_\_\_  
**[www.iccaapsummit.com](http://www.iccaapsummit.com)**

Organised by



Supported by





▲ Setia SPICE night aerial view

# Lustre Beyond Brilliance

Malaysia's new multi-award-winning, purpose-built conference and exhibition centre is perfectly placed to handle international events of all sizes.

## LIKE A DIAMOND IN THE ROUGH

The Penang International Sports Arena (PISA) – dulled by years of neglect – was reimagined as an original S P SETIA concept to become the iconic new landmark that would redefine Penang as the destination for M.I.C.E and business tourism, as well as a heaven of heritage, culture and food.

Now cut and polished with pure clarity of vision, Setia SPICE will re-energize the people with its brilliant glow and colours. Rousing confidence and international recognition, this shining catalyst will bring value beyond wealth to Penang, raising the bar and positively impacting everything around it.

Penang, an island state in Malaysia with an extraordinary cultural and historical wealth, has a new iconic landmark and beacon for

MICE and business events: Setia SPICE, one of the most impressive convention centres on the international conference scene.

Whether you are looking to organise a large-scale congress, exhibition, an intimate meeting, a grand gala dinner or a lavish party under the stars, the Subterranean Penang International Convention and Exhibition Centre (SPICE) boasts a vast range of modern flexible spaces, all-inclusive services and an expert team to help you meticulously plan every aspect.

Located in the Bayan Lepas district, close to the UNESCO-listed city of George Town and five minutes' drive away from Penang International Airport, Setia SPICE can host up to 8,000 delegates. SPICE is a multi-award winner, with latest of accolades of 2019 FIABCI World Prix d'Excellence Awards (world

gold winner) for Purpose-Built Category in Moscow, Russia, the WOW Award for Most Iconic Development and inclusion in the Malaysia Book of Records as a recognition of commitment and dedication to excellence and progress.

SPICE's centrepiece is the Grand Ballroom. At 4,000m<sup>2</sup> it's Malaysia's largest subterranean pillarless ballroom. It has a maximum capacity of 8,000 people when arranged in theatre-style seating. Alternately, it can accommodate up to 400 banquet tables. There are also 13 function rooms, including boardrooms to cater for smaller events. Atop the convention centre is a six-acre green rooftop, with a playground and gardens for special needs children. Setia SPICE and the rooftop garden form part of a much larger complex from property developer S P Setia Berhad which

▼ Setia SPICE roof garden



▼ Setia SPICE pillarless ballroom



consists of: SPICE Arena, a multi-purpose hall; SPICE Aquatic Centre that houses an Olympic-size swimming pool; the commercial retail outlet SPICE Canopy; a 453-room business class hotel operated by Amari Group that is set to open in 2020.

**INTERNATIONAL EVENTS**

Setia SPICE Convention Centre, in collaboration with official partner Penang Convention and Exhibition Bureau (PCEB), is hosting a multitude of events in the following months. The inaugural ICCA Asia Pacific Chapter Summit, the fourth edition of the conference will be held at Setia SPICE Convention Centre this coming 5-6 December 2019, as announced during IMEX Frankfurt international trade show this May.

Penang will also be hosting the seventh Asia-Pacific Urban Forum, the largest and most diverse multi-stakeholder forum in the region. Running since 1993, the Forum has gathered urban stakeholders, engaged policymakers from local and national governments, financial institutions, NGOs and the private sector - in order to debate and promote innovative solutions to the region's most critical urban development challenges.

Penang has also won the bid to host The World Seafood Congress in 2019. First held in 1969, it is considered a platform for the exchange of information, ideas, and methodologies for the sector, on everything from inspection and quality

management to seafood-processing technology. The event was held from the 9th to the 11th of September 2019.

Setia SPICE also host the 27th International Congress of the Obstetrical and Gynaecological Society of Malaysia, after it had been hosted in Kuala Lumpur for the past three years. The congress provides a great platform for participants to reflect upon and celebrate accomplishments, renew friendships and extend networks in clinical practice and research. It happened on last 18-21 July 2019.

*For further information, please contact:*

**Yeoh Kheng Ho**  
Tel: +604643 2525

**Aainaa Zulkiflie**  
Tel: +604643 2525



[KHENGHO.YEOH@SPSETIA.COM](mailto:KHENGHO.YEOH@SPSETIA.COM)



[AAINAA.Z@SPSETIA.COM](mailto:AAINAA.Z@SPSETIA.COM)



*“Penang is the must place to visit in Malaysia. It has its own charm compared to Kuala Lumpur. Aside being the destination of M.I.C.E and Business Tourism, Penang offers haven of heritage, culture and food. Furthermore, for those looking something different to explore, Penang is the best destination not only for relaxation but also convenient for the family vacations to leisure together and this makes it differently compared to Kuala Lumpur”*



▲ Yeoh Kheng Ho



OLIVE TREE  
HOTEL

# YOUR MEETINGS DESTINATION



Photo by:  
Setia SPICE Convention Centre



246 contemporary designed rooms and suites



A pillarless Grand Ballroom with mezzanine gallery and 9 versatile meeting & event space



A Green hotel (GBI certified) committed to sustainable practices



Right across the world's first hybrid solar-powered convention centre



Located close to George Town, a UNESCO World Heritage Site

EXPERIENCE PENANG, MALAYSIA

*The Pearl of the Orient*

[www.olivetreehotel.com.my](http://www.olivetreehotel.com.my)



WINNER OF HAPA AWARDS 2018-2020  
4-STAR HOTEL/RESORT  
MOST OUTSTANDING

washington  
**DC**<sup>TM</sup>

**CONNECTED**

DISCOVER THE  
**REAL DC**

WHERE ECONOMICS, CULTURE AND ACADEMICS UNITE

*visit*

**WASHINGTON.ORG/MEETINGS**

HQ

#90

READ ONLINE  
meetingmediagroup.com

WRITE TO US!

press@meetingmediagroup.com  
meetingmedia  
headquartersmagazine  
hqglobalmagazine

CONTENTS  
SEPTEMBER



EDITOR'S LETTER — 11



ASSOCIATION INSIGHTS

Interel — 14  
GDS Index — 19  
ICCA — 26  
IAPCO — 28  
Mark Levin — 30  
ECM — 32



EDUCATION

Solvay — 27



HQ ESSENTIAL — 12



THINK ABOUT IT — 20



PCO INSIGHTS

Kenes — 24



EVENTS

IBTM — 23

THE ASSOCIATION  
MAGAZINE

BUILDING BRIDGES  
IN THE MEETINGS  
INDUSTRY

EDITOR IN CHIEF

Marcel A.M. Vissers  
+32 (0)3 226 88 81  
marcel@meetingmediagroup.com

MAGAZINE MANAGER

Manuel Fernandes  
+351 91 000 79 73  
manuel@meetingmediagroup.com

MANAGING DIRECTOR

Vivian Xu  
+32 (0)489 550 485  
vivian@meetingmediagroup.com

DEPUTY EDITOR

Emanuela Barboriglio  
+32 (0)491 974 119  
emanuela@meetingmediagroup.com

RESPONSIBLE EDITOR

Mechelseplein 23/1  
2000 Antwerpen, Belgium

LATIN AMERICA  
& THE CARIBBEAN

Ana Mariño  
+593 0983020725  
amarino@miceconsulting.com

SOUTH KOREA

Sooheon Oh  
+82 2 734 0786  
sooheonoh@medireponline.com

FINANCE & ACCOUNTING

Farhana Khan  
T. +32 (0)3 226 88 81  
farhana@meetingmediagroup.com

MEETING MEDIA GROUP

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

SUBSCRIPTIONS

65€ in Belgium  
75€ in the EU  
95€ in the rest of the world

Partnering  
with  
Governmental  
Entities: It's  
Not as Bad as  
You Think



30

The ECM Summer  
School: discover  
the bridge to a  
successful career in  
the meetings and  
events industry



32

LGBTQ  
in the Meeting  
Industry



12





**DESTINATIONS**

SPICE — 4

Calgary — 36

Malta — 38

**Conventions Malta** - your one stop shop for all you need to know about association subventions and hosting your world class event

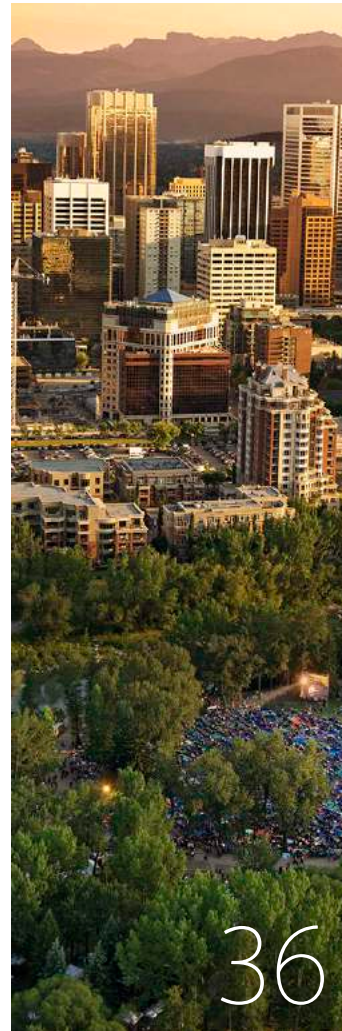
Recipes for improving **events' food sustainability**



19

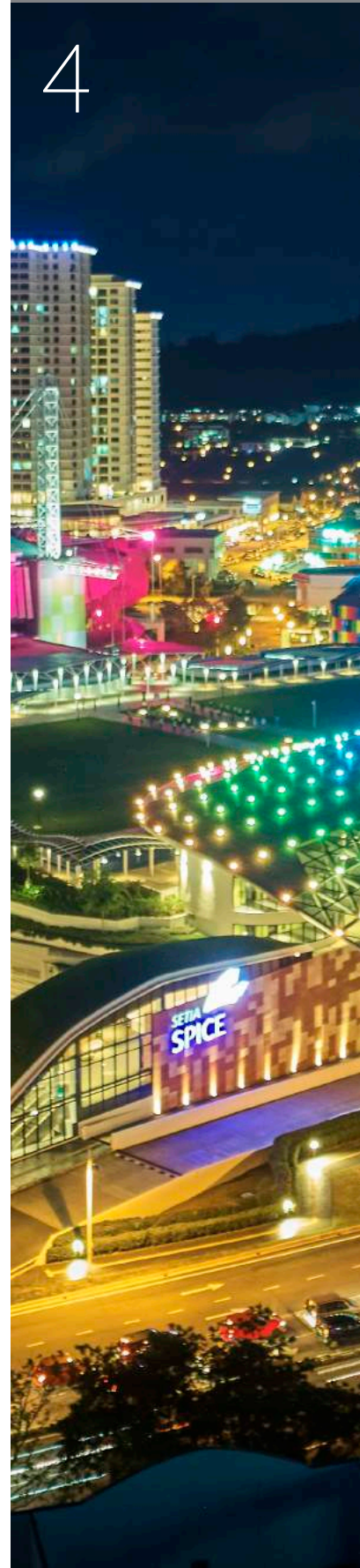


38



36

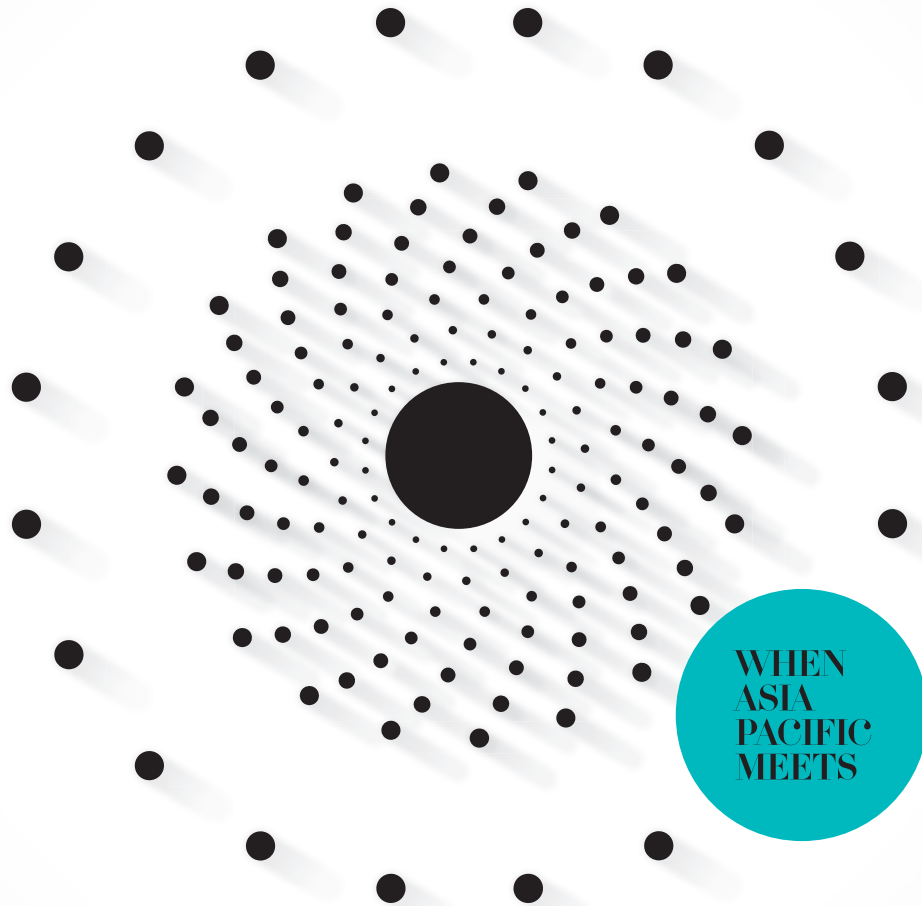
**Calgary's Energy Ignites**



4

**MORE BUYERS  
MORE CONNECTIONS  
MORE BUSINESS**

---



---

**BE PART OF THE LEADING INCENTIVES & MEETINGS  
EVENT DISTINCTLY DESIGNED FOR ASIA PACIFIC**

---

**EXHIBITOR SPACE IN HIGH DEMAND  
DON'T MISS OUT.**

**HOSTED BUYER PROGRAM SPACES LIMITED  
REGISTER NOW.**

**[VISIT AIME.COM.AU FOR MORE INFORMATION.](http://AIME.COM.AU)**



# How Inclusive is our Industry With the LGBT+ Community?

The idea to write about the LGBT+ community (an initialism that stands for lesbian, gay, bisexual and transgender) first came to my mind thanks to my colleague Kerstin Wunsch at TW Magazine. Kerstin decided to give women in the meetings industry a clear platform. She obviously succeeded in her endeavour because there were several women with a powerful voice on stage at IMEX Frankfurt this year.

Subsequently, I started wondering if our industry was in fact open to all. We are human beings, who are all different but equal in rights. Nobody should be dominant and, yet, many women still feel deprived. This should not be the case in an industry that focuses on human values.

The LGBT+ community also deserves more space and more allies than it currently has. Our society should be ready to change for the better. One reason is that sexual orientation vary in nature among all beings and, on a purely scientific level, this is perfectly normal. The other, most important, reason is that we should all be able to choose who we like and love.

The question remains how we deal with diversity? Are we inclusive as we should be?

For many decades, being left-handed was seen as evil. In many countries, LGBT+ people are regarded as criminals and it might take time before this tendency will change. Cultural prejudices play a major role in this. I can't imagine the LGBT+ community being completely ignored in the meetings industry, however LGBT+ conferences are not welcome in every country.

So I'm very pleased that MPI will have an open discussion with representatives of the LGBT+ community who are professional organisers, during IMEX America. My human binoculars are already zeroing in on the future. To be continued.



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



**REPLY LETTER**

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



**READ MY BLOG**

[1B.YT/E38TK](https://www.meetingmediagroup.com/1B.YT/E38TK)

# LGBTQ

## in the Meeting Industry

This year marks a special anniversary for the LGBTQ community. For those not familiar with the acronym, LGBTQ stands for people who do not identify as heterosexual or cis-gender, thus encompassing people who identify as gay, lesbian, bisexual, transexual, queer, intersexual but also everyone who feels they are somewhere on the spectrum of sexuality and gender, including people who question their position thereon. Over the last 50 years, a long road has been paved up until today - and yeta lot of work has to be done.

---

**O**n June 24th 1969, the police invaded the Stonewall Inn in Christopher Street, New York City, USA. The Stonewall Inn, which opened its doors in 1967, was the first and at the time only gay bar where dancing was allowed. It was a place for gay people to come together and feel safe to be themselves. We must not forget that in those days it was illegal for two people of the same sex to hold hands or kiss in public. In other words, walking around as a gay couple could get you arrested. Newspapers would publish pictures of gay men or lesbians with their names so the police could find them and throw them in jail.

Furthermore, as a declared gay person you were not allowed to serve in the US army until 1975, just like you were not able to have any function in a governmental organisation. Obviously, a lot of gay people decided to stay in the closet or get married to somebody of the opposite sex just to keep up appearances. Only in 1973 did the American Psychiatric Association decide to consider homosexuality no longer a mental disease. Before that, gay people were forced to follow therapy to get “cured”, which consisted of shock therapy, but

could also entail the removal of testicles or even a lobotomy. Transgenders in the US would have to wait until 2012 before they were no longer seen as people with a mental disorder. A huge step was made elsewhere, when in 2001 the Netherlands was the first country to accept same-sex marriage and luckily many countries have followed since.

So yes, we have come a long way. But this all started thanks to the brave people who decided to finally fight back when the police held their razzia on that dark day in June. When the police invaded the bar, some 200 people who were present that night were kicked out, which had happened before. Usually raids like these ended with a few of the staff members being arrested and the clients being put on the street, after which everyone would return home. But this time it was different. A rage which had been building up for years all of a sudden came to an outburst. The clients were done being treated that way and they decided to stay and retaliate. What started off as a group of 200 people soon grew out to be a mass of 2000 people, who all came together from the streets of The Village.

Gays, lesbians and especially drag queens



▲ Pieter Gyssels  
Photo by Yentl Gijbels

- it was at that time also illegal to wear clothes from the opposite sex - started insulting the police. People started to throw bottles and stones, as well as setting fire to trash cans. The police used water cannons to divide the mass, but the protesters were unstoppable. For once and for all, it had to be clear that the LGBTQ community had its right to exist and live in broad daylight, just as much as their heterosexual friends. At the end of the riot, which was later coined the Stonewall Uprising, luckily nobody got killed and only 13 people got arrested.

The mass, which had become a gathering of gay, lesbian, bisexual and transgender people representing black, latino and white communities from all walks of life, was overcome by a feeling of victory and euphoria. That night had become the start of a movement, which up until today is celebrated as Gay Pride. What first started out as a march of thousands has now become a celebration of millions worldwide. Pride parades are being held all over the world and people

are travelling all over to participate and celebrate their freedom to express themselves.

Where in the beginning it was hard for two men or women to request a double bed in a hotel, gay travel has now become a business on its own, generating about 85 billion dollars a year. Tourism has greatly benefitted from this and the Meeting Industry is finally catching up. With the creation of the LGBT Meeting Professionals Association in 2016, LGBTQ people now have an association committed to the professional advancement of LGBT meeting professionals and diversity and inclusivity throughout their profession. LGBT MPA exhibited for the first time at IMEX 2017 and made a repeat appearance at the 2018 show.

Now this year MPI had an open discussion with LGBT professional organizers during IMEX America 2019. On Thursday September 12 they organised a workshop focussed on creating environments of acceptance, so people can freely

express their gender in the workspace and beyond.

I personally think this is so valuable and I hope that every organisation wants their employees to feel good not only in the company they work for, but in their lives in general. Like I said before, we have come a long way already, but unfortunately being gay is still considered a crime in many countries resulting in life time sentences or even the death penalty. I hope that we, as a Meeting Industry, can set an example in accepting people for who they are, regardless of how they define on the broad spectrum of gender and sexuality. In some way, it is sad that we need a special celebration like Gay Pride or in our case a specific association for our LGBT friends, but we can only hope that in the near future we will all work together and celebrate life regardless of our origin, skin color, sex, religious views, gender or sexual orientation. I am excited to see what the future holds. This is not an end. It's only the beginning.

**Pieter Gyssels**



# 5 Things Every Association Leaders Needs to Know

## About the New Direction of the European Institutions



BY RICHARD STEEL,  
SENIOR ASSOCIATE, INTEREL

After a fascinating electoral cycle, it has become clear that the outcome of the European elections will require associations to adjust the way they engage with the European institutions. With new leadership comes a new set of challenges and opportunities for European membership organisations. Associations will need to adapt the way they advance their interests and engage with policymakers in this new political environment.

In this article, Richard Steel, Head of Interel’s Parliamentary Intelligence Unit, shares 5 key insights that your association needs to know when preparing for the exciting year ahead.

### 1 Associations need to adjust to the new EU balance of power to advance their policy priorities

The first stage of the EU institutional shake-up is over but we still have a long way to go before all the changes in stakeholders, structures and priorities are settled and the EU machinery gets back to work. Act One saw these most anticipated of European elections throw up some surprises. For the first time the two mainstream political groups, the centre-right EPP (182 MEPs) and Socialists (154) fell below a combined 50%. This has made any stable, working majority dependent on the support of

the Liberals (108), rebranded the Renew Europe group, whose ranks were swelled by the large French delegation of Macron MEPs. The other big winners were the Greens (74), with big gains in Germany and France, and many of their priorities taken up in the future Commission’s work programme. *Associations will need to get used to the new reality of working with all four political groups, where majorities continually fluctuate and reaching compromises will prove hard.*

### 2 Engaging with the populists carries reputational risks

Many feared these elections would see the right-wing populists join together to





form a disruptive minority. While they did indeed top the polls in Italy, France and the UK, they have failed to form a cohesive force and are still spread across several political groups. *Associations will need to work out which of these nationalist parties they can work with, at both the EU and member state level, which may require national members taking on a more active role.*



### Position your policy requests to meet the new political priorities

Act Two saw the institutional struggle between EU leaders and MEPs over who would choose the next President of the European Commission. The European Parliament was keen to promote one of the leading candidates of the three biggest groups, but failed to rally behind a single candidate. This left the door open for EU heads of State to impose their own candidate, Ursula von der Leyen, the German Defence Minister and close ally of Angela Merkel. She was finally elected by MEPs with the narrowest of margins after appealing to progressive forces on the left thanks to a very ambitious work programme centred around a European Green Deal. This programme will be fleshed out in the coming months and gives us the first indication of the policy direction of the new Commission. *Associations should already be looking at how to position their own priorities to match these guidelines. Forming cross-sector alliances, drafting joint position papers and creating common platforms will all help.* For example, over 100 organisations in the health sector joined together to push for a Vice President for Health.



### Be aware of the new Commission 'politics'

Act Three is currently underway as the new Commission President tries to build a team around her, that is capable of fulfilling the promises made in her political guidelines. Eighteen Member States have already nominated their candidates, with the three most senior Vice-Presidents already decided. Socialist lead candidate for the elections, Frans Timmermans, will remain 1st Vice-President and work alongside the Liberal leading candidate, and current Competition Commissioner, Margrethe Vestager. The EU's Foreign Minister will be the Spanish socialist, Josep Borrell, whose nomination was part of the package of top jobs shared out between the three main political groups. This deal saw the liberal Belgian Prime Minister, Charles Michel, chosen to be the next President of the European Council, the body that brings together the 28 prime ministers. The current head of the International Monetary Fund, Christine Lagarde, was chosen to be the new President of the European Central Bank. While the deal succeeded in reaching a political and gender balance, it has been criticised for not finding room for any leader from Central or Eastern Europe. *Associations will need to be sensitive to the risk of perceived divisions between East and West. The dispute over dual quality food, for example, was based on the perception that East Europeans were being treated as second-class citizens.*



## 5 Commission hearings offer golden opportunity to promote policy asks

Ursula von der Leyen will be the Commission's first female President and she has made the objective of a gender-neutral team of Commissioners a central plank of her campaign. However, she is hampered by the fact the nominations are made by the individual member states and to date we have 11 men and only 7 women put forward. It is in her power to allocate the portfolios to each nominee, while countries are already lobbying hard for the subject area in their own national interest. The job title for each Commissioner should be decided by late summer and the nominees then have one month to prepare on their new

subject area before being grilled by MEPs in a tough series of hearings in October. *These hearings provide Associations a golden opportunity to ensure their priority area gets raised and they should already be looking for sympathetic MEPs to put a question.* The Commission services are already busy preparing background notes and future options on all their dossiers and this is a good time to talk to Commission officials about the content of those briefings. If all goes according to plan the new Commission should be approved by MEPs in late October and take office from the 1st of November. However, these hearings have proven politically-charged in the past and delays in the process could put off the 2020 work programme until the end of the year.



**interel**  
COUNT ON US

**FOR MORE INFORMATION**  
[INTERELGROUP.COM](http://INTERELGROUP.COM)

Interel is the world's largest independent global public affairs and association management consultancy. Within the Interel Group, Interel Association Management boasts over 20 years' experience in serving international and European associations. We offer full-service management, event and communication support, strategic advice, project support, EU representation and consulting services to trade associations, professional societies and other not-for-profit entities in Europe and worldwide. In June 2019, we have been successfully awarded re-accreditation by the AMC Institute, the global standard for excellence in association management.

# MEET@MACAO



Macao, offering a unique blend of Chinese and Portuguese cultures, is an extraordinary meetings and exhibitions destination with a comprehensive range of small to large facilities all conveniently located within a compact events precinct and providing ease of access to the world's most dynamic economic development region. All good reasons to Meet @ Macao!



澳門貿易投資促進局  
Instituto de Promoção do Comércio e do Investimento de Macau  
Macao Trade and Investment Promotion Institute



*"One-Stop Service" for MICE Bidding and Support in Macao*

— [www.mice.gov.mo](http://www.mice.gov.mo) — [mice-onestop@ipim.gov.mo](mailto:mice-onestop@ipim.gov.mo) — +853 8798 9616 —



# Recipes for Improving Events' **Food Sustainability**

## Where does our beef come from?

In late spring of this year, we witnessed the best-performing initial public offering (IPO) by a US company in almost two decades. Unexpected was that this company did not originate from the tech industry, but instead the food sector. The company in question, Beyond Meat Inc., proposes that there is a better way to feed the planet. Their products aim to address four growing issues linked to livestock production: human health, climate change, constraints on natural resources and animal welfare. Their story is just part of a massive global trend towards eating more plant-based food and less meat. This IPO raises the questions: are we in the events industry keeping up with this shift in eating habits? Do our congresses and incentives allow people to eat like they do at home?

As the Amazon rainforest continues to be devastated by fires, livestock and cattle farmers are receiving the blame. This should come as no surprise, as 80% of deforested areas in the Amazon have been covered in pastures (World Forestry Congress). To top it all off, 14.5% of our global greenhouse gas emissions originate from livestock and meat production (FAO, 2018). This calls for the adoption of more sustainable food practices. And this shift is happening!

During the last decade, the number of people identifying as vegans has increased by 350% in the UK and by 400% in Portugal. In three years, the US vegan market grew by 600% and the Chinese market by 15%. Fairr's latest report, Plant-Based Profits, explains that annual global sales of plant-based meat alternatives have grown on average 8% per year since 2010. Currently, growth is about twice the rate of processed meat, with annual sales of about \$2 billion and expected to reach \$5.2 billion by 2020. In the longer term, it could make up a third of the market by 2050.

## Is the events industry changing?

The key point is not that everyone is becoming vegan. It's rather that there is a huge boom in people eating a healthy flexitarian diet. In general, the events sector has been slow to react, with many attendees complaining about the lack of choice and quality for those who prefer a more plant-based diet.

The ingredients for success:

- **Local:** Request that your catering suppliers provide you with menus that include as many local ingredients as possible
- **Organic:** Work with the catering team to integrate as much organic food as possible. The saving that comes with reducing meat can cover the cost of this quality increase
- **Veggies galore:** Ensure that at least 60% of the food offering is veggie based, with at least 30% vegan
- **Ensure quality:** Choose a venue/supplier that knows how to cook good vegetarian food and double-check by organising a menu tasting

Destination leaders in the GDS-Index have identified that a local and healthy approach to gastronomy can be turned into a competitive advantage. It can also



**Noah Joubert** is a sustainability associate 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](http://GDS-INDEX.COM)

be a pathway to job creation, increasing social inclusiveness, whilst helping to reduce environmental pressures. Since 2018, 79% of our destinations have had a sustainable food programme and 74% have a food waste programme in place.

*So, what will you do to promote a more sustainable food culture at your next event?*



▲ Picture by Luke Michael



# Membership Engagement

## Who Represents People Best?

**Jeffer London** speaks with **Ignasi Guardans** about how associations shape society and culture. Versed in law, politics and media, Ignasi has lead collaboration for film funding and festivals as well as the public affairs of Eurovision and advisory services at K&L Gates. He was previously elected to Spanish and European Parliament. Today, Guardans is CEO of the association CUMEDIAE that advises creative industries on EU funding, communication and project management. Jeffer London is a facilitator at the Center for Creative Leadership (CCL®), a top-ranked global provider of executive education that develops better leaders through its exclusive focus on leadership education and research.



The culture of society is in the hands of people. Politicians and governments may want to be the voice of people, but it is difficult for large institutions to be fully inclusive and engaging. Associations are the experts in representing people's interests and they can be the ideal partners for governmental bodies who want to connect with the diverse voices of citizens. While governments and associations have very different ways of working, they are gears in the same wider system ensuring individual's views are represented by the institutions. Governments need associations in order to interact with people in a meaningful manner, as much as associations need to operate in a way that suits both members and governmental partners.

**Jeffer London:** Why does the association – government relationship matter?

**Ignasi Guardans:** It's about democracy and transparency. Governments need to reach out to citizens, but they can't do that

as well as an association can. Associations' clear focus and non-profit status create trust and engender involvement. A government may want inclusion, interaction and engagement, but people are much more likely to offer their goodwill to an association they feel connected to. Associations play a critical role in the overall system, connecting the interests of people with the mechanics of government.

**Jeffer:** What's the secret to get people on board?

**Ignasi:** People get together to do something. When the players involved realise that your association can make it happen, they jump on board. There is no point to just talk – whether the team is fighting for an idea, creating an event or producing a film. If you show that you are committed to make the concept become a reality, everyone gets motivated.

**Jeffer:** How do you choose which projects you should take on?

**Ignasi:** It's a matter of purpose. Associations need to be clear and succinct about their purpose and the goals need to be known to all parties. It should not come as a surprise that your association is behind any of your projects: if you have been explicit about your vision, purpose and goals, your project portfolio should be a natural consequence. We take on projects that fulfil our purpose, fulfil our *raison d'être* and justify our existence.

**Jeffer:** How is collaboration different in the cultural sphere?

**Ignasi:** Most cultural programmes are run by associations. Individual artists are vulnerable, so associations offer a protected space for them to create. Collaborating within cultural programmes is not that different than managing in the private sector: it works best when there is rigour for goal-setting, processes, finances and management. For instance, it's true that the NGO

world is idealistic by nature and that players include artists, but the team rallies together for a cause that can only be done together. Associations are able to accomplish things like the defence of rights, the training of musicians, the running of festivals. All these initiatives enrich our cultural life as citizens and are best done by associations..

**Jeffer:** How is your twitter voice @iguardans different from you in person?

**Ignasi:** Work is about doing, while on twitter I say what I think. Of course, verba volant [spoken words fly away, written words remain] so, you need to be careful not to damage others or accidentally disseminate a lie. I simply give my honest views as a person, a citizen, an arts' lover. As a habit, I tweet my opinion after experiencing an event or a film.

**Jeffer:** Why are inclusion, participation and engagement so important now?

**Ignasi:** How we live together is at the center of society. It is how a democracy works. Life is far too important to leave it in the hands of politicians – we need people to be involved and we need to be involved ourselves. Active participation gives counter-balance, without diverse voices we cannot understand things fully. The issues we face today are increasingly complex and they require us to hear multiple views before taking a decision.

I remember preparing to vote in parliament on issues like agricultural policy. There were so many contradictory interests, each with a view that was right: you would hear farmers, pesticide producers, ecologists, health workers, consumer groups – they all had valid points. To take

a wise decision, we need to hear them out and understand the way each one fits together in a system. So many of our issues are like this, health, privacy, security... As individuals and associations, we need to solicit views, listen, state opinions and have a dialogue that enriches our understanding.

**Jeffer:** Any advice for associations' leaders seeking engagement?

**Ignasi:** Know your purpose and focus on it. Play your role. Don't try to do everything for everybody. Look for inspiration in others (big progress in associations is usually driven by a few leaders), see how they make things happen and then do what you think is best for your association's purpose.

**Jeffer:** Words to live by?

**Ignasi:** Trust. Respect. Honesty.

*Thank you Ignasi Guardans, for taking time to talk about purpose and engagement. You very well may find HQ readers reaching out for more advice. For insights into the facilitation of engagement, see Jeffer's blog about stimulating conversation at [jeffer-london.com](http://jeffer-london.com).*



Center for  
Creative  
Leadership®



MORE INFORMATION  
[CCL.ORG](http://CCL.ORG)

*“Associations  
are the experts  
in representing  
people’s  
interests.”*



# Change Mindset - a Case for Embracing Your Whole Self



## ABOUT THE AUTHOR

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

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



FOR MORE INFO  
[AKRONOS-CONSULTING.COM](http://AKRONOS-CONSULTING.COM)

## Who am I?

Have you ever asked yourself this question? Most of us don't, at least not beyond our teenage years, and definitely not on a regular basis. **As things change around us, we change with them.** It seems only natural: we develop new friendships, change jobs, start families, travel, discover new passions. We live in an ecosystem, in which we play many different roles. Sometimes they complement each other, sometimes they clash, and at times they evolve with us.

Yet, unless shaken by usually very sad and unexpected events, rarely do we **stop to truly reflect on how we've changed and who we have become.**

These days, external changes happen at such a speed that it often feels like constantly driving with the turbo to simply not be left behind. But the truth is that **the only way we can fully embrace change is by developing a healthy change mindset.** And, to do that, we need to be able to see ourselves for who we are in our whole selves.

It's not an easy task and it takes time and a lot of inward-focused work. A good way to start off is to write down your own personal vision. Three concrete steps can help you set the ground to do that. Firstly, **identify your self-biases** (we all have them), analyse the

different roles you play in life, explore and test new ideas, push yourself out of your comfort zone. Secondly, try **to expand your emotional vocabulary**, be mindful about how different experiences, situations and people make you feel. Thirdly, **rediscover the value of curiosity** to become a transformational thinker. Keep an open mind, exercise your creativity and focus on where you want to get before building the steps to get there.

Your personal vision will be your guide to consciously manoeuvre through various personal and professional changes, while staying in the driver's seat.

# IBTM World Reveals the First Details of **2019 Association Programme**



IBTM World has announced the first details of its 2019 Association Programme, which will take place on the afternoon of 19 November, the first day of IBTM World, in Barcelona. Over 15,000 industry professionals, including 300 international Association meetings planners will attend the leading annual event for the global MICE industry.

Created in partnership with the Association of Association Executives (AAE), the programme includes eight topical sessions addressing some of the key challenges faced by the organisers. The afternoon concludes with Associations Connect, a peer-to-peer networking event, together with ICCA.

Themes for the afternoon include: driving delegate attendance, raising sponsor and exhibitor revenue, sustainability for events and cost control. The programme includes case studies, speeches and panel sessions from some of the leading organisations in the association sector.

Speakers include: Senthil Gopinath, CEO of ICCA, who will lead a session on ‘preserving the world through sustainable meetings’; Gordon Glenister, global head of Influencer Marketing, The Branded Content Marketing Association, who will cover ‘how influencers marketing can help build delegate awareness and uptake of your event’; and Greg Tracz, CEO of Diabetes Africa, who will run a session on ‘developing sponsorship revenue streams for long-term benefit’.

Commenting on the Association Programme, David Thompson, IBTM World Event director, said: “We’re excited about this year’s Association Programme. Working with AAE, we’ve put together a comprehensive content schedule, full of sessions that have a genuine practical application for our delegates. The programme is a great opportunity for Association buyers to enhance their time with us in Barcelona thanks to targeted learning opportunities that complement the wider event schedule.”

Also new this year is Event Business Accelerator, created in partnership with

Meeting Professionals International (MPI) and Barcelona Convention Bureau (BCB). It is an investment and mentoring programme that will see young entrepreneurs with an idea, a product or a service relevant to the events industry participate in an intensive programme of workshops, webinars and one-to-one sessions.

Mentees will then present their ideas in front of a panel of investors and the Reed Global Innovation team on the IBTM Accelerate stage, also a new feature area for 2019, located at the heart of the event. Designed to attract and nurture entrepreneurial talent, IBTM Accelerate will incorporate exhibitors and education sessions that will give delegates the opportunity to learn from other successful MICE entrepreneurs and share ideas with their peers.

As part IBTM World’s Knowledge Programme, John Volanthen, the world-record holding British cave diver who played a major role in the astonishing 2018 Tham Luang Thailand cave rescue, will deliver a keynote session. John’s talk will focus on managing risk and keeping calm in a crisis, using gripping anecdotes from the hazardous rescue mission to illustrate his thoughts.

Registrations for this year’s Hosted Buyer programme are now open. IBTM’s leading Hosted Buyer programme benefits association event organisers by providing them with a personalised diary of pre-planned, one-to-one business meetings, as well as by matching them with exhibitors with whom they are highly likely to do business.

As always, there will be an incredibly broad spread of exhibitors. This year, over 2,800 exhibiting companies representing over 150 countries are expected to attend, ranging from destinations and conference centres to technology companies and suppliers, with over 70,000 pre-scheduled meetings set to take place.

IBTM World 2019 will take place from the 19th to the 21st of November 2019 at Fira Gran Via Barcelona. For more information and to register for the event, visit [ibtmworld.com](http://ibtmworld.com).

**For all media enquiries, additional comment and request for interview please contact Becca Krug, Nancy Cremore, Evie Kennedy or Andra Miclaus at davies tanner:**  
Tel: +44 (0)1892 619100

 [IBTMPR@DAVIESTANNER.COM](mailto:IBTMPR@DAVIESTANNER.COM)



# Raising Awareness

## Up Again After Stroke

Stroke is a leading cause of death around the world. But that's just part of the story why over 10 years ago the World Stroke Organization (WSO) designated October 29th as a stroke awareness day.



World Stroke Day supports WSO's mission to deliver lives free from stroke by informing and educating the public about the disease, how to prevent it, how to spot it and how to live the best possible life after a stroke.

The Kenes Associations team managed the campaign on behalf of WSO, supporting the development of campaign strategies and the delivery of annual campaigning guides, toolkits and resources to inspire and support members to join a global action on stroke awareness.

Among over 80 million people who had a stroke worldwide, 50 million stroke survivors live with some form of permanent disability. In 2018, the campaign focus was to show that with the right treatment and support, employing patience and dedication, it is possible to get #UpAgainAfterStroke.

On October 29th last year, the world came together to show the difference it

can make facing stroke together. Stories of challenge and triumph were shared online alongside videos and patient information brochures with advice on recovery. Events took place in communities, hospitals, universities and workplaces around the world. The campaign resulted in:

- Almost 170 million people were reached around the world
- #UpAgainAfterStroke and #WorldStrokeDay hashtags went up by 84,223% (when compared to usage on Oct 1)
- The press release was picked up by over 188 international outlets creating 84 million opportunities to view. Local and national press stories about World Stroke Day, stroke prevention and stroke awareness were published. Inquiries came from all over the world – from the Philippines and Indonesia to Bosnia and Herzegovina
- 11,000 “Up Again” campaign toolkits were downloaded from

[worldstrokecampaign.org](http://worldstrokecampaign.org)

- 194 World Stroke Day events were registered, spanning across 61 countries

The Kenes Associations team also provides ongoing support with the WSO advocacy agenda ensuring that stroke is given the visibility and priority commensurate with the global impact of the disease. This includes coordinating member input to United Nations global and regional consultations and engaging with partners in the NCD Alliance. In September 2018, WSO participated in a global week of action to raise awareness on non-communicable diseases in advance of the Third UN High-Level Meeting on NCDs on September 27th, 2018. This included the launch of a global policy paper on stroke and NCDs.

The High-Level Meeting was an important rallying point to raise the profile of stroke within the debate on NCDs and to focus the attention of the US government on specific actions to reduce premature mortality from stroke.



### 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:

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

 [MATANASSOVA@KENES.COM](mailto:MATANASSOVA@KENES.COM)

 [KENES.COM](http://KENES.COM)





**Japan.**  
Meetings  
& Events  
*New ideas start here*

# 30 SECONDS TO ALL YOU NEED, 30 MINUTES TO MORE EXCITEMENT.

Discover Japan's largest convention complex situated in the cosmopolitan city of Yokohama surrounded by soothing water, greenery and sunlight with easy access from Tokyo — a hub of endless possibilities and exciting opportunities.

***MEET, CONNECT, ENTERTAIN BEYOND***

PACIFICO YOKOHAMA  
**NORTH**  
OPEN 2020



**PACIFICO YOKOHAMA**  
[www.pacifico.co.jp](http://www.pacifico.co.jp)

30 minutes from ✈ Tokyo International Airport



# ICCA Appoints New Director Middle East

After an intensive recruitment period which attracted major industry interest, the International Congress and Convention Association (ICCA) has appointed Anju Gomes as their new Director Middle East to take the helm of the global meetings industry trade association’s fastest-growing region. Anju Gomes is an accomplished Events Strategist and Director of Business Development with over two decades of experience in the international events sector in the Middle East.

Anju Gomes has been based in Dubai, United Arab Emirates since 1996 and has spent a significant portion of her career working in senior positions across both the association and corporate meeting industries, specialising in local and international stakeholder relations, sales and service optimisation, and event management.

The former MENA Head of Events, Finance and Administration for the International Association of Public Transport (UITP), Gomes is a skilled communicator and strategist with in-depth knowledge of regional market conditions and local business culture.

**Senthil Gopinath, ICCA Chief Executive Officer**, said of Anju’s appointment: “Anju Gomes’ extensive association management experience, strong professional history of association development work in the Middle East, and strategic knowledge of what is important to stakeholders in the region makes her the ideal person to continue the growth and development of our Middle East Office.



▲ Senthil Gopinath

“ICCA Members in our Middle East Chapter are an incredibly active and knowledgeable community, with a passionate drive to develop their destinations further through the expertise and skills and knowledge exchange opportunities offered by international association meetings. They will most certainly find the support they need to continue to do this in Anju as ICCA’s Director Middle East.”

**Anju Gomes** will be based at ICCA’s Middle East Office in Dubai, United Arab Emirates, where the association is registered with the Dubai Association Centre. Gomes represented the region at the fourth ICCA Middle East International Meetings Forum from 18-19 September 2019 in Abu Dhabi, United Arab Emirates and will be attending the 58th ICCA Congress from 27-30 October 2019 in Houston, U.S.A.

Gomes said: “I feel extremely fortunate to be engaged with ICCA, the global community and knowledge hub for the international association meetings industry. I believe there is great scope to increase association meetings in the region and enhance ROI for members and their trade shows and business events. I am keen to contribute to the growth and development of the ICCA Middle East Chapter.”

Gomes will continue the incredibly successful work of ICCA’s Middle East Regional Office, which was established in 2012 in response to the growing importance of the international association meetings industry to regional development strategies.

As a strong testament to the skyrocketing value and influence of the industry in the Middle East, the period since ICCA set up



▲ Anju Gomes

permanent representation in the region has been marked by rapid growth in both ICCA engagement and the local market. The region reached the 50-member milestone in 2017 and was the fastest-growing region between 2006 and 2016, with the number of meetings increasing from 100 to 255 in a decade. According to ICCA Statistics, this growth of over 250% was the largest for any region in the world during this period.

## ICCA CONGRESS HEADS TO NORTH AMERICA AFTER MIDDLE EAST

Following the successful 57th ICCA Congress in Dubai, United Arab Emirates, the 58th ICCA Congress is scheduled to be the biggest ICCA Congress ever held in North America, with already over 800 participants registered to attend as of late September.



Contact: Mathijs Vleeming, Director Marketing

[MATHIJS.V@ICCAWORLD.ORG](mailto:MATHIJS.V@ICCAWORLD.ORG)

[ICCAWORLD.ORG](http://ICCAWORLD.ORG)

# Master the Key Management Techniques in an International Association Like a Pro!



We at Solvay Brussels School of Economics and Management are very aware of the importance to possess and develop management and leadership skills. Five years ago, we combined our efforts with the European Society of Association Executives (ESAE), the Union of International Associations (UIA), the Federation of European and International Associations (FAIB) and visit.brussels to build a consistent executive master that is pragmatic,

action-oriented and with a special focus on the specific leadership and management challenges associations might be facing today. Since its first intake in 2015, the Executive Master in International Association Management has trained more than 80 association professionals.

Solvay Executive Master in International Association Management resumes in January next year, a unique platform for learning the fundamental skills in key

management areas with a special focus on the association executives' needs.

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

Start date

23

January

Duration

17

days

from January to June 2020 spread in 2 to 3-day full-day modules

Costs

7.950€

(+ 21% VAT)

Discounts

-10 %

and

-15 %

respectively for the 2<sup>nd</sup> and 3<sup>rd</sup> registration from the same association

-10 %

Applications from members of one of the supporting partners (FAIB, UIA and ESAE)





# A New Day in Brussels:

## How Associations Will Get Ahead of the Curve While Managing Risks and Seizing Opportunities

Capital of the European Union and home to more than 2,250 associations, Brussels confirms year-on-year its position as a global association hub. The reason leans on the increasing need for business and civil society to keep close ties with the EU policymakers, who set the rules governing access to a single market of more than 500 million consumers.

*Authors: Ana Mingo, Senior Account Manager,  
and Victor Belaud, Consultant, LOGOS Public Affairs, MCI Group*

As expected, 2019 is a pivotal year for the EU, which is experiencing a complete reshuffle of its political leadership. The term of the Juncker Commission is ending in the autumn, the EU elections on May 2019 brought to office 751 (soon to be 705 after Brexit) new Members of the European Parliament and single Heads of State undertook an arduous and complicated horse-trading process to fill the top EU political positions.

German Christian Democrat Ursula Von Der Leyen is set to take over the Presidency of the European Commission, French IMF Secretary General Christine Lagarde is proposed to lead the ECB, Belgian Liberal ex-PM will have the tricky task of heading the European Council and Italian MEP-veteran David Sassoli has been elected President of the European Parliament.

These names may not ring a bell to all EU citizens. However, we can underline **three significant changes** brought by this new EU leadership that will affect the work of associations in the EU.

### 1. A new class of decision-makers

The main outcome of the 2019 EU political reshuffle is unquestionably the arrival of new policymakers in Brussels. More than 60% of the new MEPs have never been in office previously, most of the high-ranking veteran MEPs were either not re-elected or did not run

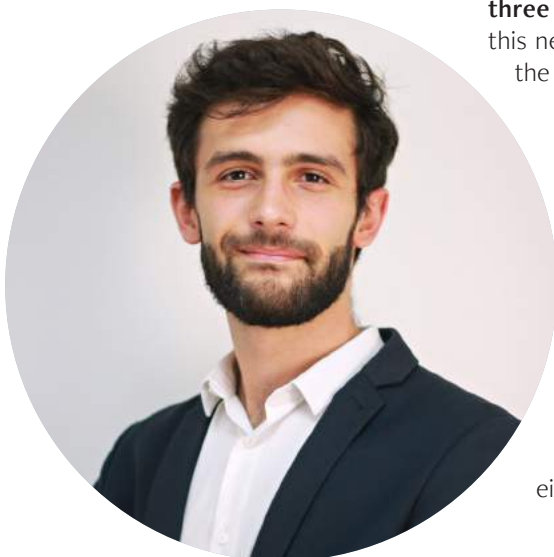
for a new term, none of the previous EU top officials have been confirmed in their office and the proposed top-job package puts forward a set of names quite unexpected and new to the EU bubble.

### 2. A new balance of power

This year put an end to the traditional 'grand coalition' between the European Christian Democrats (EPP) and the European Socialists (S&D), who failed for the first time since 1979 to reach a majority together. Primarily, they had to face strong Liberal and Green waves, who became respectively the 3rd and 4th biggest political force in the chamber and obtained a strong influence in the policy-making and a chance to secure strategic top positions. Eurosceptics also managed to increase their presence in the European Parliament, but failed to unite and are still represented through two political groups in the hemicycle.

To sum up, 2019 EU elections resulted in a greater fragmentation of the EU political spectrum.

▼ Victor Belaud



### 3. A likelihood of political uncertainty

Such fragmentation doesn't come without consequences for policy-making. While convincing two political families to adopt legislation proved sufficient until today, the new EU leadership has to rely on a majority composed by three to four major political families: the Christian Democrats, the Socialists, the Liberals and the Greens. In this context, finding majorities might prove difficult and more concessions will have to be made to secure the votes of MEPs who know the value of their ballot has strongly increased. The President-elect of the European Commission Ursula von der Leyen woke to this new reality winning the Parliament's endorsement by a miniscule 9-vote margin.

The EU, temple of political stability, is therefore very likely to face strong instability in the upcoming years.

#### HOW SHOULD ASSOCIATIONS ADAPT TO FIT THIS NEW POLITICAL CONTEXT?

##### 1. Understand the landscape

With such a strong renewal of the EU political landscape, it is vital for associations to grasp it and identify the people that will matter in their sector by spotting the relevant players.

It is now necessary to track the main changes in the parliamentary committees, in the Commission and the cabinets of MEPs and Commissioners. At the same time, associations will attempt to answer several questions such as: Who are they? What is their background? Are they politically influential? What are their positions in the main policy issues of your sector?

Such mapping can be complex, but it is vital to understand the political environment your organisation will have to deal with for the next five years. Understanding the landscape early-on in the process will not only give clients a knowledge edge, it will also prove a smart long-term investment as strategies will respond to new political priorities and realities from day one.

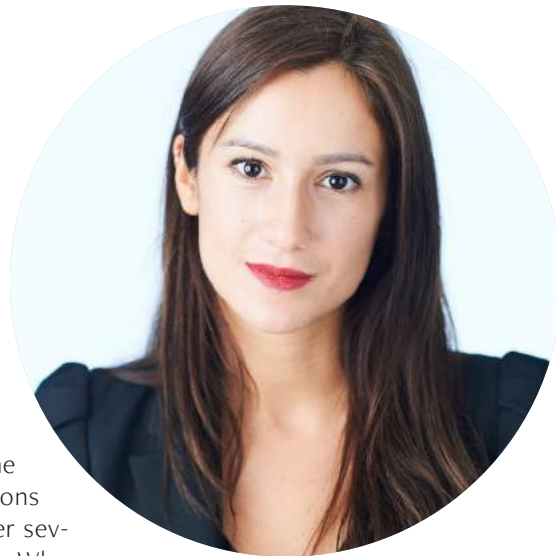
##### 2. Diversify the targets

The next five years will be marked by a greater fragmentation of the political spectrum, giving a more critical weight in the policymaking process to smaller parties. Directives and Regulations will only be adopted if a sufficient number of political groups support them and we can expect majorities to be tight. This situation makes it essential for

stakeholders to take into consideration every political group in their advocacy strategies, because convincing only the two main groups will not be sufficient. Diversify your targets by getting in touch with a wide range of newcomers and by establishing a trust-based relationship with relevant policymakers from the entire political spectrum.

##### 3. Join forces

In such an unstable and split political landscape, stability and unity will be critical for stakeholders. To ensure that your associations' interests are protected and heard in Brussels, you must, therefore, find allies and join forces. By building coalitions with stakeholders sharing the same interests, your association will gain both legitimacy and ability to reach more and higher-level policymakers.



▲ Ana Mingo

*This article was provided by the International Association of Professional Congress Organisers, authors Ana Mingo, Senior Account Manager, and Victor Belaud, Consultant, LOGOS Public Affairs, MCI Group. LOGOS is a Public Affairs, Association Management and Stakeholder dialogue company founded in 1998 and is a founding member of a EPACA. Since 2012,*

*LOGOS is part of the MCI Group family, a globally integrated association, communication and event management company with 62 offices globally. IAPCO represents today 135 companies comprised of over 9100 professional congress organisers, meeting planners and managers of international and national congresses, conventions and special events from 40 countries*



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

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



# Partnering With Governmental Entities: It's Not as Bad as You Think

“We’re from the government, and we’re here to help,” was the punchline of many jokes for many years in the United States.



## ABOUT THE AUTHOR

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



He can be reached at  
[MLEVIN0986@GMAIL.COM](mailto:M Levin0986@gmail.com)



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

Just the thought of having to deal with the paperwork, time delays, ambiguous authority and responsibility, administrative costs, etc. associated with most government contracts or partnerships is enough to scare away many non-profit groups. Small organisations, especially, are wary of the human resource drain to keep up with the strings that they believe are attached to any governmental agreement or arrangement.

There is another side to this arrangement that you may want to consider. That side includes some the benefits of not only accepting Governmental partnerships, but actually seeking them. Here are some:

- Acquiring funding for your projects or programs** - This is the most obvious benefit of working with governmental agencies. Those agencies whose missions (yes, they have missions, too) line up with those of your organization are always looking for partnering with other entities. For example, if a government agency is charged with improving health care in rural areas and your group's members work in that field (e.g. medical, nursing, dentistry, pharmaceutical), there is plenty of reason to get together.
- Enhancing your brand and the agency's** - Working with a government entity is not taking a handout from anyone. In fact, letting members (and other stakeholders) know you have a working relationship with a governmental body enhances your identity as a group that will work with many partners. In most cases, the affiliation with a governmental agency adds to your branding efforts. Your group has to go through a lengthy background check to establish its credibility before the Government will partner with you.
- Creating a win-win situation for the government entity** - They can show support for a non-profit that enhances their effectiveness at serving the



▲ Picture by Geralt



public. They can probably save money. They can add to their own agency’s credibility by partnering with another sector of the economy and the society. They can enhance their appearance of transparency by spreading their grant money around to various groups.

- **Providing engagement opportunities for your members** - A new project, program or study gives organisations a chance to reach out to members who might not be in leadership positions or regular attendees at meetings, or conferences.

There are, of course, some concerns too. Some are obvious, while some are a little more subtle:

- **Are conflicts of interest – or the appearance of them** – Going to be a problem? Can giving a grant or contract to an organization, which is lobbying the government for a specific law or issue, appear to give that organization unwarranted access or influence? Can the awarding of a government grant appear to be a way of thanking an organization for supporting the

government in a previous case where the government needed it?

- **Are the penalties for not complying with all of the governmental bureaucratic requirements worth the risk?** Most government contracts do, in fact, come with a dizzying array of legal, financial and ethical guidelines that must be followed - otherwise the organization could face fines, harsh penalties for non-compliance and an end to the contract. There are definitely risks involved.
- **Is the acceptance of government support going to prevent your organisation from being proactive on key issues?** Suppose the agency or department that is funding your study proposes new guidelines that will adversely impact your members. Does this event influence how aggressively you oppose the regulations?

The key thing to consider is then: what is the best path to take, in terms of meeting members’ needs?

Remember that one of the words that members are most likely to hear is

“partner.” They want to know if their organisation is open to partnering with any reasonable person, organisation, entity, or, yes, governmental agency, to further the mission of their group and to help them be more successful in their individual and collective endeavours.

These governmental partnerships will, of course, vary from country to country and from culture to culture. In some cases, this type of partnership has been in existence since the organisation started. In other cases, this is a new type of arrangement for both the organization and the governmental entity. In either case, guidelines, outcomes, roles and responsibilities must be clearly defined and communicated to all of the stakeholders.

Associations and other non-profit organisations have always had a special relationship (sometimes good, sometimes not so) with the various governmental entities that impact their industries, professions and communities. The relationship that works the best is the one where both groups feel like true partners.



# The ECM Summer School:

## Discover the Bridge to a Successful Career in the Meetings and Events Industry

We met Barbara Jamison, Head of Business Development Europe at London and Partners and European Cities Marketing (ECM) Vice President City Marketing, who hosted the 33rd ECM Summer School in London last August. Barbara told us more about the event from her perspective as a host of the last edition.

**HQ Magazine: Barbara, you are London & Partners representative within ECM since 2016. Why did you choose to join this organisation?**

**Barbara Jamison:** London and Partners is the official promotional agency for the Mayor of London and City to City partnerships is one of the Mayor's key priorities. I have held ECM in high regard for many years and believe that they provide "the" platform for like-minded cities to exchange knowledge and become best in class within our industry.

**HQ Magazine: How important is education to European Cities Marketing?**

**Barbara Jamison:** Education is a big part of the ECM strategy. Through its conferences and Knowledge Groups, members always have an opportunity to learn and develop! Also, every year the ECM Summer School [traditionally taking place last week of August - Ed.] allows people just starting out in the sector to get insights into the Meetings and Events Industry. Students have the opportunity to interact throughout the course with the high level and diverse faculty across all sectors. It has been a success for 32 years. Last August, the ECM Summer School took place in London and we couldn't have been prouder to host such an iconic event.

**HQ Magazine: Can you tell us more about the ECM Summer School?**

**Barbara Jamison:** It is a door opener to understand the meetings and events industry right from the beginning of a career. It's a 4-day programme with a faculty of 15 widely recognised industry professionals. The programme sets out the background and context of the industry with key players, destination development and stewardship, client types and requirements, RFP and decision-making processes, b2b event strategy, exhibition planning, PR and social media, sustainability and legacy, focusing on European and international best practices. If you are new to the sector and want fast track development: go for it and register to attend!

Since 1987, more than 1,980 students graduated from the School and now hold strategic positions. It's also important to note that ECM Summer School is qualified for CMP certification and that students earn a total 20 hours for their overall CMP certification.

**HQ Magazine: Why should new meetings industry professionals attend the ECM Summer School?**

**Barbara Jamison:** We live in a world of constant change, and the Meetings Industry is no exception. To face this ongoing challenge, professionals have

to educate themselves and others every day. It is a crucial task for top management in each organisation, whether it is a CVB, tourist office, congress centre, airline, hotel, DMC, PCO or meeting planner. Education has to be ahead of the curve, providing relevant knowledge and educational opportunities.

An ideal case study is VISITFLANDERS, the promotional tourism board for Flanders and Brussels. They sign up for an annual package of ECM Summer School registrations and offer their members the opportunity to send application letters demonstrating their motivation to attend. Each year, 4 or 5 of them are selected to be part of the ECM Summer School family. Learning, knowledge sharing, team building, pier to pier relationship building deliver all the ingredients for success.



▲ Barbara Jamison





▲ Heike Mahmoud

**HQ Magazine: For a big capital city like London, what are the benefits of hosting such an event?**

**Barbara Jamison:** London is home to over 100,000 international students from over 200 different nations – that’s more international students than in any other city in the world.

The ECM Summer School delegates, faculty and content reflects diversity and talent which are key to our culture and beliefs. London has an exciting future for all types of meetings and events and the city requires the skills and knowledge to move forward and develop. The London Convention bureau wants to ensure that meetings and events provide a legacy of good investment and future skills for London, its residents and its visitors.

**We also asked Heike Mahmoud, Chief Operating Officer, CCH Congress Center Hamburg, who was once a student of the ECM Summer School and who is now one of its Faculty members, her perspective on the school and what it brought her through the years. Here is her letter:**

*“My journey in the global Meetings Industry started more than two decades ago. At that time, it was not clear, in which direction I wanted to go – working with a venue, a PCO or Incentive house, a hotel or for a CVB? I decided to start with a congress hotel and used every network and contact to learn from clients, industry partners and colleagues. And after a while I explored my deep passion to our great industry!*

*In 2001 I started a new job in Destination Management. As the Director Conventions, I founded and established the Berlin Convention Office - the official Convention Bureau for the German capital. It was an exciting time, but I had to learn a lot. Representing a city is quite different from being a Sales or Project Manager for a PCO or venue. Your job is much more complex than that, it has to fulfil a lot of expectations and you have to be on service to your clients, partners, stakeholders and your team nearly 24/7.*

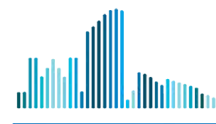
*ECM was a perfect platform for me so I registered for the ECM Summer School in 2003. It was really a one in a lifetime opportunity! Not only I could learn a lot about all areas in the global Meetings Industry, it was also a chance to hear about trends, develop my network and strengthen my intercultural skills.*

*Under my leadership, Berlin became one of the most successful conference and congress destinations from 2001 to 2017. In the global ICCA-ranking in 2015 - International Congress & Convention Association - Berlin took first time the lead in the worldwide city statistics.*

*Now, after an intense involvement in the ECM Board and as a former Vice-President Meetings Industry, I can use my knowledge, experiences and my global network to make the next decision on my journey: being the COO for one of the largest congress venues in Germany – the CCH-Congress Center Hamburg since March 2018. The centre is under extensive construction and redesign and it will reopen in August 2020.*

**SINCE 1987, ECM SUMMER SCHOOL IN NUMBERS:**

- A network of **1980** students (and as much diploma delivered)
- **891** hours of active learning
- **31** different hosting cities
- **15816** coffee served



**EUROPEAN CITIES MARKETING**  
MEET EUROPEAN CITIES

 [EUROPEANCITIESMARKETING.COM](http://EUROPEANCITIESMARKETING.COM)

*As a long-time faculty member of the ECM Summer School, I am proud to be involved in one of the most important education platforms in our industry. And I would like to add that it is not just a “one way” educational programme: it is more like a “high-way” because I get inspiration by the young students, too. It is the perfect win-win-situation!”* – **Heike Mahmoud, CMP**

# THE FUTURE IS HERE

It's been said that the best way to predict the future is to create it. The CTICC offers the ideal platform to do just that. Every aspect of the centre's offering has been considered – from the more than 140 000m<sup>2</sup> of flexible space across two state-of-the-art buildings to world-class technology, delicious cuisine, and service-driven staff. Turn your knowledge and vision into potential with events that shape your future at the CTICC.

CTICC



Call +27 21 410 5000, email [sales@cticc.co.za](mailto:sales@cticc.co.za) or visit [www.cticc.co.za](http://www.cticc.co.za) and connect to possibilities.



we are a green conscious convention centre



Experience Extraordinary

Cape Town International Convention Centre

## Cape Town's Pride

ICCA confirmed again this year that Cape Town is their number one meetings' destination of choice after the city was named the 'World's Leading Festival and Events Destination' at the 2018 World Travel Awards. The Cape Town International Convention Centre (CTICC) has played an integral role in Cape Town's rise in business-tourism popularity and this has had some impressive benefits for the local community.

The CTICC specifically aims at attracting events aligned to the key catalytic sectors identified by the City of Cape Town as priorities for trade and investment growth, notably: tourism and events, agri-processing, the green economy e.g. renewable energy, business process outsourcing and retail (including clothing and textiles, digi-tech, oil and gas, electronics).

The events hosted by the CTICC attract world authorities, who come here to exchange knowledge. At the same time, the local community gets the opportunity to interact with international role players and absorb market trends. As such, the CTICC plays a critical role in connecting people, driving the knowledge economy and creating opportunities for investments, which in turn create jobs.

This is reflected in the CTICC's annual economic contribution and job-creation figures. Since its launch, the centre has created more than 115,000 jobs and, last financial year alone, it created 8,553 among direct and indirect jobs. The CTICC is committed to

investing in staff and their development, with 6% of total salary bill going to training, as well as fostering student and graduate training programmes. In the previous financial year, the CTICC made a R4.5bn contribution to GDP and R3.1bn contribution to GGP. The cumulative economic contribution to GDP over the centre's first 15 years of operation stands at R40.8bn.

The CTICC's triple-bottom-line approach is informed by a comprehensive environmental strategy and monitored by a dedicated Sustainability Committee, Nurture Our World (NOW), which works to ensure that sustainability stays at the centre of every

aspect of the CTICC's operations. This includes engaging clients to integrate environmental practices into their conferences, as well as the CTICC's ongoing commitment to the reduction in energy, water, carbon emissions and waste. In addition, the CTICC is committed to procuring goods from small, medium and micro enterprises and it further directly supports five local community partners. This move translated into R1.8m spent on corporate social responsibility, during the past financial year.

The contribution made by the CTICC to Cape Town and the Western Cape region as a whole is unlikely to slow. In the past financial year, the centre hosted a total of 454,338 delegates and visitors. At the same time forward bookings are looking healthy, with 106 international events already secured and scheduled to take place at the CTICC between now and 2026.

This could not have been achieved without our clients, many of whom return year after year. So thank you for making the CTICC the pride of Cape Town!



# Calgary's Energy Ignites



Calgary's city slogan invites visitors to "be part of the energy". This tagline refers both to the vibrant community and spirit of this Western Canadian city and also to the largest industry in Calgary: the energy sector.

**calgary** meetings+  
conventions  
be part of the energy™



[MEETINGSICALGARY.COM](http://MEETINGSICALGARY.COM)

Calgary is the epicenter of the energy industry in Canada, with two thirds of Calgary's 115 head offices focused on the energy and oilfield services sector. Their reputation as world leaders in responsible energy production helped to secure the bid for the 2023 World Petroleum Congress, as, according to WPC Canada Chair Denis Painchaud, "Our industry is considered on the leading edge in terms of technologies deployed." Calgary is one of only three cities that has hosted the congress twice – the first time being in 2000, which is still considered one of the best for delegate experience and financial success, according to Painchaud. Darcy Spady, 2018 President for the Society of Petroleum Engineers, hosting their Annual Technical Conference & Exhibition in Calgary in September 2019 agrees: "Calgary is known as a global leader in energy technology, especially in the oil and gas sector," Darcy says. "Our companies

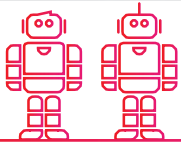
have invented, innovated, optimized and marketed some of the leading technologies and best practices in the world."

Beyond conventional energy, there is a strong drive towards sustainable and environmentally responsible energy sources. Calgary is strongly positioned in this sector as well, with 240 renewable energy companies and 108 energy storage companies calling The Stampede City home. As Canada's sunniest metropolitan city, Calgary is second in the country for photovoltaic potential. This sets the stage for a successful bid for the 2020 IEEE Photovoltaics Specialist Conference. Seth Hubbard, Program Chair, describes the other winning factors: "Calgary represented an ideal location due to numerous direct flights to both Europe and Asia, as well as Calgary's commitment to renewable and green energy," he says. "The excellent TELUS Convention Center facilities

and nearby access to major hotel brands also made Calgary an easy choice for our conference." And adds: "Meanwhile, the proximity to multiple tourist attractions nearby such as the Canadian Rockies and the Canadian Badlands will allow our attendees time for fun and relaxation before and after the event. The 47th IEEE PVSC organizing committee is looking forward to hosting our first conference in Canada and we are thrilled that it will take place in Calgary!"

Outside of Calgary's abundance in natural resources and innovation, the energy of the city and its citizens is contagious. Named the most livable city in North America by The Economist in 2018, Calgary is a city rich with beautiful landscapes and urban vibrancy, offering dynamic experiences that enable visitors to enjoy endless opportunities outside a conference itinerary.

# Endless Possibilities for the Perfect Business Event TOKYO



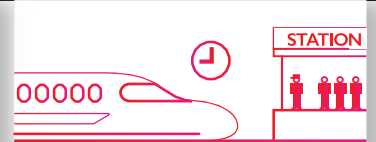
**Innovative**



**Sustainable**



**Inspired**



**Reliable**

## 38 **Conventions Malta** - your one stop shop for all you need to know about association subventions and hosting your world class event



**Sunny Malta** may be the smallest country in Europe but our history, culture and influence are and have always been impressive. Recent investment and regeneration, improvements to our infrastructure, a strong economy and can-do attitude are bringing new businesses, ideas and opportunities to our historically fascinating and beautiful islands. Hosting successful and engaging events is one of our many skills: with a wealth of historic and state of the art venues in addition to a lively and vibrant sporting, social and cultural scene, Malta is your destination of choice and Conventions Malta your first call.

Formed as a not-for-profit body in 2015 by the Malta Tourism Authority (MTA) and the Government, Conventions Malta is purposely designed to offer excellent and impartial advice, local knowledge and know-how, from bidding to post event. Our success is recognised through the various awards won to date: M&TT Gold 2016, TTC World Travel 2017 and many others are a testament to our multi-talented team. We can help with introductions and meetings with hotels, local Destination Management Companies, transport providers, IT and

internet specialists, and event and conference centres to ensure your association event is the most successful it can be.

We recommend beginning with a site inspection and a 'meet and greet' with Conventions Malta Management. Seeing is believing with our beautiful islands: you can enjoy our famed hospitality and 300 days of sunshine per year. According to research by Cambridge Policy Consultants this year, 81% of association organisers see the familiarisation trip as key in the choice making procedure. We offer an

allocation of €200 (including VAT) per decision maker as a contribution towards flights. This contribution is capped at two decision makers per site inspection. Funding is provided to the associations directly as part of the support offered by Conventions Malta and granted on a post event basis, subject to the event being confirmed for Malta or Gozo.

Furthermore, we offer a subvention at €25 per participant up to a maximum of €12,500 (including VAT) towards the event. Full details on how



to apply are available on our website [www.conventionsmalta.com](http://www.conventionsmalta.com).

Our determination to ensure that we go the extra mile for all our clients is shown in our provision of promotional items and corporate gifts: brochures, maps and giveaways for all international participants, plus one corporate gift per VIP Guest is standard practice with us. VIPs include speakers, committee members, heads of delegations and other dignitaries.

We also offer bidding resources such as content design and production of a destination presentation which can be adapted by the respective association. An endorsement letter and high res images are available from [www.viewingmalta.com](http://www.viewingmalta.com) as part of our procedure to ensure your bid is successful. Finally, we provide you with destination videos of the beautiful Maltese Islands.

**WHAT YOU WILL DISCOVER ON YOUR FAMILIARISATION TRIP**

21<sup>st</sup> century Malta is home to burgeoning high tech and transformational industries such as Blockchain and A.I., international financial institutions, R&D, manufacturing,

global brands, property, medical tourism and 4\* and 5\* luxury offers intertwined with over 2,000 years of history, culture and vibrant Mediterranean life.

Should environmental issues be as high on your list as they are on ours, rest assured that our small size, efficient transport and ease of transfers ensure the minimisation of carbon footprints. Delivering you and your delegates to world class facilities, cultural destinations or even the beaches and sparkling blue Mediterranean surrounding us is a matter of minutes rather than hours.

When you add in our political stability, EU membership, A+ Fitch rating and English speaking population, clearly Malta should be your destination of choice for all high profile events and association meetings. Having hosted the Commonwealth Heads of Government (CHOGM) 2015 led by Her Majesty Queen Elizabeth II and the 2017 Revolving Presidency of the EU, our safety and security measures can be seen as second to none.

In addition to our team at the MTA head office in Malta, we have offices across all major European cities, New York, Russia, the Middle East and GCC countries, Japan,

China and South Korea. Furthermore, we are currently negotiating with Australia, Brazil and India to extend MTA’s representation across the globe.

Working closely with all the best operators in Malta and fully supported by a pro-business government overseeing a spectacular but steady growth and success as an ICCA member Conventions, Malta is your trusted partner for all association meeting and conference requirements and subventions. Malta is open for your business.



**Conventions Malta**  
 Malta Tourism Authority,  
 Building SCM 01, Suites 301-306,  
 SmartCity Malta  
 Ricasoli SCM 1001  
 Kalkara, Malta  
 (00356) 22915000

 [INFO@CONVENTIONSMALTA.COM](mailto:INFO@CONVENTIONSMALTA.COM)

 [WWW.CONVENTIONSMALTA.COM](http://WWW.CONVENTIONSMALTA.COM)

*Terms and Conditions apply.*



# DISCOVER UGANDA, THE PEARL OF AFRICA

## Uganda, Your Next Incentives Destination

Uganda is a landlocked country located in East Africa on the shores of Lake Victoria. It is packed full of geographical and cultural diversity which is illustrated by the number of Lakes, Forests, Mountains, Rivers, Savannah Grasslands and Traditional Customs that it possesses. This is the principal reason why Uganda is commonly known as the "Pearl of Africa" a name given by Sir Winston Churchill in his book "My African Journey."

Uganda is famous for The Mountain Gorillas of Bwindi and The Chimpanzees of Kibale. No other country has two of the 3 great apes within their borders. The Source of the Nile in Jinja, Tree Climbing Lions in Ishasha, Murchison Falls, Hippos in the Kazinga Channel, the remote beauty of Kidepo and Lake Victoria itself all culminate to make Uganda an incredible place to visit. However, we are sure that despite all those breathtaking attractions it is The People of Uganda that make this country the wonderful destination that it is.

**Gorilla conservation is one of the success stories in the area, as total numbers have increased to just over 1,000 with over 50% of Gorillas living in Uganda.**

### GORILLA TREKKING

Uganda offers the highest number of gorilla families (20) that can be tracked in the wild, with 19 habituated in Bwindi Impenetrable Forest and 1 family in Mgahinga National Park. To get up close to one of our closest living relatives in their own environment is truly unique, so much so that going on safari in Uganda was featured in the Fodor's Go List 2019, the NatGeo Traveller Cool List for 2019, the December 2018 issue of Travel Agent Magazine and was featured as one of the top places to visit in January 2019 by Lonely Planet



◊Rwenzori Mountain Trekking

### BIRDWATCHING

With 1,063 of the 2,250-bird species recorded on the African continent, Uganda is the number one birding destination in Africa and considering the number of bird species per square kilometre is the tenth worldwide. Uganda's birds have no shortage of habitats to inhabit; the dense tropical rainforests of the Albertine Rift Valley, the montane forests, the scenic shores of the Great Lakes, crater lakes and River Nile, the vast swamps and wetlands, and even the semi-arid desert plains of the northeast in Kidepo Valley National Park.



◊Birding - The Shoebill



◊Whitewater rafting on the River Nile





### MAHOGANY SPRINGS LODGE

Mahogany Springs offers privacy and serenity blended with optimal comfort in a spectacular setting. With some of the most luxurious accommodation in East Africa the feeling that you will experience when staying here is beyond compare. At Mahogany Springs Lodge it is the little touches that make the big difference, from the tiny details in the design of the lodge through to the unrivalled service levels provided by the highly trained management team.

Mahogany Springs Lodge is the perfect base from which to begin your Gorilla Trekking or Bird watching adventures. The Gorillas have been known to visit the lodge and coming face to face with one of these peaceful creatures is an indescribable experience. With more bird species per square kilometre than anywhere else in the world Bwindi is often described as bird watchers paradise and the fact that Mahogany Springs Lodge is set back on an open piece of land by the river ensures you have many rare species visiting every day.



◊ Cultural Dancing in Uganda

### CULTURE

Ugandan culture is reflected in the assorted cultural mosaic of legend, beliefs, music, dance, art, food, handicrafts, rituals, and kingdoms that cannot be matched in East Africa. With over 30-different indigenous languages belonging to five distinct linguistic groups.

The country's most ancient inhabitants, confined to the southwest, in the forests of Bwindi and Mgahinga are the Batwa and Bambutu Pygmies – the hunter-gatherer cultures that once occupied the forests. Buganda is renowned for distinct ceremonial occasions – some of their best known ceremonies include the initiation of twins (okwalula abalongo), and last funeral rite (okwabya olumbe).

### FOR MORE INFORMATION ON UGANDA



marinka@letsgosafari-ug.com  
www.ugandaletsgotravel.com



pearl.hoareau@ug.fcm.travel  
www.travelutb.com



◊ Mahogany Springs Lodge



◊ Fishing on Lake Victoria (Nile Perch)

### TRADITIONAL FISHING SEASON

The fishing at Murchison Falls varies from year to year as to which are the most successful fishing months, but generally it is accepted that the drier months of the year produce better fishing results – December to March and June to October. Fishing is available all year round its just that in these months there is less chance of rain. Thunderstorms occur randomly throughout the year. The beginning of the April/May rainy season is to be avoided.

# 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 lit with blue light, and the background is filled with a large, dark audience seated in a modern theater. The ceiling of the theater has a distinctive geometric, lattice-like pattern.

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.

[sales@iccsydney.com](mailto:sales@iccsydney.com) | +61 2 9215 7100 | [iccsydney.com](http://iccsydney.com)



NSW Public Schools  
Aboriginal Dance Company





Your convention starts 9AM

Sunset concert at ancient Jaffa 7PM

Night visit to the museum 10PM

Espresso seminar at the market 5PM

Rooftop dinner 8PM

Drinks on the beach 12AM

Coffee & yoga by the beach 8AM

# An innovative convention needs an innovative city.

Awesome



Tel Aviv, a convention city truly like no other.

Tel Aviv Convention Bureau | Tel: +972 (03) 7248090 | www.cvb-tel-aviv.com | cvb@mail.tel-aviv.gov.il