



THE ASSOCIATION
MAGAZINE

Headquarters

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BUILDING BRIDGES IN THE MEETINGS INDUSTRY

Is Digital Really Greener
Than Paper?

Association Profile:
LGBT Meeting
Professionals Association

The Digitalisation of
Interconnectedness

Back to an Industry of Meeting

COVER STORY:
Smart City Tel Aviv

Digitalisation





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Grand Hotel Europa

In my summer newsletter I wrote about 'Hotel California' (a rock song by the Eagles from 1977), comparing the residents of the hotel to people from the meetings industry. My newsletter for autumn shines a spotlight on yet another special hotel: 'Grand Hotel Europa', a best-selling novel by the Dutch writer Ilja Leonard Pfeijfer (40 years after 'Hotel California') that masterfully tells the story of a continent in decline.

This hotel is also inhabited by guests that could be compared to meetings industry professionals. Many people in our sector have travelled extensively and experienced much during their travels. What stories would they tell, seated in front of the fireplace of this dilapidated Grand Hotel in Venice?

Here's what someone with a great deal of knowledge about the ageing population would say: "Between 2003 and 2013, the percentage of senior citizens has risen in practically all European countries. The ageing population is growing particularly fast in Italy, Germany and Greece. Ireland, on the other hand, still has a relatively young population: in 2013 it was the only country within the EU28 where more than 20 percent of the population was below the age of 15."

Another guest speaks about European identity. "Does this exist?" they asked. "Juncker said in his farewell speech that there was one thing in which he did not succeed: bringing the Europeans together. Largely speaking, we all remain nationalists."

There is also a conference organizer in the hotel, who speaks about the worn-out European conference palaces that urgently need to be renovated, except there is no money for this. "Many conference buildings in Europe are being expanded and renovated, but no new ones are being built," they say. "The Meetings Industry (the new MICE) no longer takes place in our old hotel, but in Asia Pacific. While, here, conference venues have grown into iconic meeting places."

All these guests would be right. There is, however, one thing Europe has succeeded in: the creation of a tourist monster that is rapidly gobbling up some of the most beautiful places. Cities like Barcelona, Amsterdam, Vienna and particularly Venice are besieged by barbaric masses of tourists. Instead, these cities should once again unite and make agreements with the tourist centres to focus on a new visitor profile: that of the conference-goer. By including the lessons learned from tourism into the management of conference and meetings, our industry would be safer and more sustainable than it currently is and it will put more money into these cities' coffers.

What are we waiting for?



MARCEL A.M. VISSERS
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THE ASSOCIATION MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

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Tel Aviv Municipality

Meetings Industry

Embracing the Digital Platform



The Digitalisation of **Interconnectedness**



Is Digital Really **Greener** Than Paper?





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is Shaping the
Events Industry



Digitalisation
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Penang
More Than Just
a Conference
Destination.



Riga: The Right Choice for Your Association Meeting

The Latvian capital has a number of features that make it one of the most serious European bids in the meeting industry. Being the most populous Baltic city, it can bring itself a sizable budget along with good flight connections, hotel rates and local expertise.

When seeking where to host an upcoming association congress or conference, organisers often opt for destinations with subvention and support systems - without considering the cost of participation for each delegate. In Riga, delegates can benefit from very reasonable room rates during conference season from October to May. The competitive overall costs of hosting an event in Riga plus the additional perk for individuals make for a very good deal.

Thanks to over 80 direct flight connections via AirBaltic, Lufthansa, Finnair and other trusted airlines, Riga is also highly accessible from destinations worldwide, so the city can attract a truly

international group of attendees. Riga sits conveniently between the East and the West. Flight time from Frankfurt, Amsterdam and Brussels is around two hours, and from London, Paris and Istanbul around three hours or less.

Besides, Riga has the added bonus of being a relative newcomer to the association conference and congress scene. Delegates may choose to attend for the location alone. With plenty to do in the city, organisers may suggest attendees to bring accompanying persons and extend the stay to explore Riga Central Market, indulge in an affordable spa day or attend a world class opera performance for as little as €10!

Hotel rates include breakfast and high speed wifi

It's standard practice for Riga room rates to include breakfast, high speed wifi and taxes. Many hotels are within walking distance of Riga's major attractions, transport hubs and venues. Most properties are new or recently renovated, such as the Radisson Blu Latvija Conference & Spa Hotel, the Radisson Blu Daugava, Mercure Riga Centre and Tallink Riga Hotel. A number of properties like the Grand Poet Hotel, Pullman Riga Old Town Hotel and Grand Hotel Kempinski Riga are located in historical buildings with contemporary amenities.

Recent additions to the Riga hotel scene are the Park Inn Riga Valdemara just across the bridge from the old town and conveniently located between two university campuses. The AC Hotel by Marriott Riga took over a building in the heart of Riga's Art Nouveau quarter while the Hilton





▲ Picture by Aivars Silinsh

Garden Inn Riga Old Town sits next to Riga's most photographed building – the House of Black Heads.

All in all, Riga offers 13,500 beds and 350 meeting rooms of varied sizes to fit both small regional meetings and congresses with several thousand attendees.

Most 4-star properties are familiar and have experience with compliance and regulations for healthcare events.

Benefit from local expertise

Being the largest city in the Baltics, Riga is home to some of the region's top universities. The University of Latvia is currently developing a state-of-the-art campus with two buildings already open and available for hosting events. This is just a 10 minute drive from the city centre and most major hotels. Riga Technical University benefits from a superb location on Ķīpsala island between the old town and the airport. Right next to it is the biggest specialised exhibition complex in the Baltics. Handy!

Latvia's universities prepare specialists in numerous fields from languages to engineering, so organisers can also tap into the local pool of academics

to source speakers, experts and local ground support.

Getting the help you need to organise your event in Riga

Should you need a helping hand, MEET RĪGA can serve as your first port of call when considering Riga as a host destination for your association congress or conference, providing free-of-charge advice on venue and supplier selection, local DMCs and PCOs and academic resources. MEET RĪGA is a member of the ICCA.

Let us know about your upcoming conference or congress to be featured in the Meetriga.com events calendar and raise additional awareness of your event.



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“We are
a community
organization”



David Jefferys is the founder and CEO/Executive Director of LGBT Meeting Professionals Association, the first and only association dedicated to connecting, educating and advancing LGBT professionals in the meetings industry. He is also an expert in LGBT tourism marketing, as he created and produced the first LGBT destination campaign for the City of Philadelphia and other major cities in the US. David shared with HQ some updates regarding the association and its scopes.

ABOUT LGBTMPA:

The Lesbian, Gay, Bisexual and Transgender Meeting Professionals Association is an organization committed to the advancement of LGBT meeting professionals, their diversity and inclusivity throughout the meetings industry. An association where LGBT MICE professionals can share experiences, knowledge and network as well as one where businesses such as hotels, restaurants, and event spaces can be seen by these professionals. To provide relevant education to the meetings industry from an LGBT perspective and developing opportunities through leadership roles

Can you tell us a bit more about LGBT Meeting Professionals Association? How was it born and what is your vision?

The organization was formed in December of 2016. We formed into a 501c3 in October of 2018. We formed our executive board in March of this year and then appointed the board and development chair, Governance chair, Membership chair, Secretary/Treasurer, VP and President this July. We were born with the mission to connect, educate and develop the LGBT Meeting Professional. It's important for us to provide a forum where planners and suppliers can connect over shared experiences and challenges. We aim not only at creating new and meaningful professional connections, but also at ensuring that meetings are planned in a more inclusive way.

Who are your members?

We are now around 1,500 people from all over the world. The majority of the professional members are men (at 76 per cent) and gay (68 per cent) - followed by lesbian (9 per cent), bisexual (6 per cent) and straight (17 per cent).

Among us, 63 per cent are the planners behind six to 10 events annually and a \$2million spend per year. The top cities where our members do business

include: Washington, D.C., San Francisco, Chicago, Los Angeles, New York City and Philadelphia.

Why did you choose to attend IMEX America for 3 consecutive years?

IMEX is a leading North American supplier and planner event and, as such, it provides us with a robust opportunity to increase membership and talk to potential sponsors. IMEX also offers the opportunity for us to hold our signature networking event and leverage our influence to create opportunities for our current sponsors. An example is Visit Britain, with whom we hosted a special educational roundtable in conjunction at this past IMEX.

What do you mean by 'educate-connect-develop'?

Connecting, we hold Networking events at MPI, NACE, PCMA, and IMEX. We are a community organization so we make like-minded and like-experienced people come together. We will be launching a new web portal so members can communicate 24/7. We are hiring an education director and have already developed a content series. Ron Roley from our board has spoken at MPI and IMEX and he is scheduled for PCMA. We are just beginning to work on development,

however we will be offering a job board shortly on our website.


What has been particularly challenging?

The challenges came while starting a new organization, getting the word out, increasing members and obtaining sponsorship.

What do you hope to achieve in the future?

We would like to get world wide representation of the LGBT community in the meetings industry. In particular, we hope to ensure that all meetings and events are planned with inclusivity in mind, so all attendees, regardless of sexual orientation or gender identity, can feel comfortable and welcome.



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Britain's Plan to Attract Global Events

The Business Events Growth Programme supports the growth of the UK's business events sector, helping win new international business events and grow the UK's international profile in the industry. **Jamie Ades**, Senior Destination Manager, Business Events at VisitBritain, share with HQ more detailed information about the program.

How was the Business Events Growth Programme born?

The Business Events Growth Programme (formerly the Event Support Programme), delivered by VisitBritain, supports the growth of the international business events sector in the UK. With dedicated funds and commitment from the UK Government, it supports securing international events for the UK and growing international attendance of events already held in the UK. Launched in 2016, the programme has supported 37 events to date and bids across the UK from Aberdeen to Bristol, London to Belfast, Brighton to Glasgow with over £700,000 awarded.

Between 2018 and 2019 we have seen a number of successful events take place as a result of the programme, including One Young World Summit 2019, London and Energy Industries Council – Energy Exports Conference (EEC) 2019 in Aberdeen

How does the Business Events Growth Programme work?

The Business Events Growth Programme forms part of the UK Government's commitment to grow the business events sector and to secure international business events which align with the Government's priority industry sectors.

VisitBritain offers grant funding of up to £20,000 per event (incl. VAT). The programme offers three types of support: Bid enhancement, International delegate growth and Government advocacy.

Who do you hope to involve?

The Business Events Growth programme welcomes applications from various types of organisations, including (but not limited to) event organisers, the UK convention bureau, destination management organisations, universities and associations.

What is your vision for the Business Events Growth Programme?

Following a very successful three years, the UK Government has reinforced its commitment to the Programme through the *Business Events Action Plan*, launched as part of the *Tourism Sector Deal*. We welcome more UK industry to utilise the fund in bidding for international events, to support in winning key events that might not have considered the UK. It will be great to see, as the programme evolves, that more large-sale conferences and events choose the UK as their

next destination thanks to the help and support the programme is able to offer.

What are VisitBritain's next steps?

This is a very exciting time for the UK tourism sector as a whole, and a pivotal moment for the business events industry. With the support of the game-changing Tourism Sector Deal and the Business Events Growth Programme, VisitBritain is driving forward its work with the industry to promote the UK's world-class destinations, venues and incentive product to boost inbound business tourism and grow local economies.



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Smart City **Tel Aviv**



▲ Picture by Tel Aviv Municipality

Tel Aviv, Israel's global city, has in recent years gained international popularity and esteem as what we like to call a "Lighthouse City" - a center of art, innovation and multiculturalism with a unique and relevant international appeal. The city of Tel Aviv-Yafo (commonly known as "Tel Aviv") resulted from the unification of two cities (Tel Aviv and Jaffa, or Yafo) and, as such, is the ultimate combination of old and new - bringing together one of the world's leading tech and financial hubs and the world's most ancient active port city with its unique and multicultural social fabric.

Tel Aviv's startup ecosystem has been ranked number 3 in the world this year, and indeed with over 1,700 start-ups within the city, Tel Aviv has the largest number of startups per capita in the world.

Using its influence as a hub for innovation, technology, and creativity, Tel Aviv

has embarked on a mission to turn itself into a "smart city". The Municipality has developed advanced strategies for urban administration, as well as methods to increase citizen engagement and public participation. The major component to this smart city strategy, the **"DigiTel Residents Club"** is a personalized web and mobile communication platform which provides residents with individually tailored, location-specific information and services, operating as a direct connection between the city and its residents.

This digital revolution that was the beginning of the technological advances that make Tel Aviv a "smart city", will soon be used by conferences and conventions, offering a tailored made platform for any participant who visits the city, hence increasing participant's engagement.

To further boost Tel Aviv's digital revolution, free Wi-Fi is available throughout

the city, assuring visitors easy and immediate access to relevant information.

All the qualities of this city create a destination which is not only accommodating and inviting, but it also serves as a fertile ground for seeds to be planted within the course of any conference held in it. The local environment exceeds the borders of the actual conference and flows over to the local startup scene which is flexible, adjustable and eager to offer a creative sphere for innovative ideas in any field you can imagine.



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Hangzhou, A MICE Destination for the New Economy!

Hangzhou is the capital of Zhejiang Province on China's southeastern coast. Its West Lake, known as the «paradise on earth» by the virtues of its natural charm, was included in the World Cultural Heritage Site by UNESCO in 2011. Is it also a paradisiacal destination for MICE?



In recent years, Hangzhou has been vigorously transforming itself into the number one city of digital economy, empowering the city's industrial cluster and local MICE market growth with technology innovation. In this context, Business Events Hangzhou took the initiative to join forces with local competitive industries, launching 'Hangzhou PLUS: MICE Roadshow' in Beijing last August. By demonstrating Hangzhou's upgraded industries and MICE resources to domestic top academic organizations and associations, the city has further enhanced its image as a preferred destination for MICE's new economy.

The charm of Hangzhou as an academic base and industry leader is irresistible. Hangzhou accommodates many reputed universities and research institutions, such as Zhejiang University, Westlake University and Alibaba DAMO Academy, which have attracted a large number of top-notch talents. Hangzhou is teaming up with resources for technological research, as its broad talent pool and profound strength of scientific research significantly are contributing to the implementation of high-end association conferences. At the same time, its sophisticated private sector and rapid development of the new economy industries, such as the digital economy, financial technology, bio-pharmaceuticals and new energy, have bolstered the city's efforts to host conferences of all kinds. Here in Hangzhou, the new economy has become a new 'blue ocean' market and engine for the MICE industry.

Moreover, Hangzhou's picturesque scenery, time-honored history and culture, integrated conference facilities and professional services are the guarantee of a wonderful conference experience.

Firstly, with nine clusters of up-market hotels, 10 large-scale professional convention and exhibition centers, 10 featured towns with conference facilities and more than 40 1,000m2 venues, Hangzhou can accommodate multiple large-scale association conferences all at one time.

Secondly, the integration of culture and tourism has shown experiences and products that appeal to attendees and bolstered local MICE product portfolio.

Thirdly, Hangzhou offers an accessible network of public transport. For instance, Xiaoshan International Airport operates over 200 domestic and international flight routes that can fly passengers

to Beijing or Hong Kong within two hours and directly to over 40 cities overseas. Shanghai is only 45 minutes from the city by train. Before the 2022 Asian Games, 10 subway lines will offer you more options of transportation.

Fourthly, the city has announced new standards to regulate and enhanced the services of local MICE industry after the success of the 2016 G20 Summit.

Finally, the Hangzhou municipal government attaches great importance to the market exploration and development of MICE industry by issuing favorable policies concerning conference bidding and consummation in Hangzhou.

It is believed that a herald of cooperation and new urban planning ideas will guide Hangzhou to fulfill its destiny as a MICE destination for the new economy!

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Is Your Organisation Left Behind in a Digital World?

Professional speaker Mark Levin's views on being late for digitalisation.



ABOUT THE AUTHOR

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



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Let me first admit that the digital world's tough life was frightening me. I'm not against the benefits that new technologies seem to bring to the business community, society in general and certainly most not-for-profit organisations. The reason I get nervous is that each new technology brings a new learning challenge for everyone and, just when I get comfortable with some, the next one comes along to make that obsolete.

Even though there may be a replacement world soon, digital is the world we live in now. So, let's make it for us while it's still here.

There are two key areas where digitalisation is having the greatest impact on associations.

Marketing and branding

The challenges are many and varied, as are the opportunities. The biggest challenge here is competition - from the private sector to the public sector and the social media. That competition comes not in the form of products, services, programs, or affinity. It comes in the form of resources. Change in general, and change in technology specifically, often comes more slowly to associations and other not-for-profits. This is due to limited resources and the time it takes for decision-making in these groups. The result is that our members and other stakeholders can get ahead of the organisation in their switch to digital and this affects us negatively in both branding and delivery. The biggest opportunity is then in personalisation and customisation. An effective use of digital platforms will allow associations to gather a huge new cache of data about their members both





individually and collectively. The way we use this data will determine how effective we are in communicating with our members.

Member engagement

Digital has taken over our lives and organisations need to turn this into a benefit. When we can communicate with our members in various formats, we can also capture the interaction via our data collection systems and use it to find additional ways to engage people. This is exactly what Amazon does every time you go to their site to order something. When Amazon started, it sold only books. It was a pioneer in using customer data to say something such as “people who are reading that book are also reading this one.” The use of a simple line created the multi-billion dollar company, with which virtually everyone does business today. Will employing a digital strategy make your organisation as successful as Amazon? Of course not. But you are competing with them in terms of getting your members’ attention and impressing them with their flexibility and customisation. Use whatever member information you can effectively gather. Keep drilling through your data to find a differentiator – something you know about your members that connects them to you in a unique manner (representation, specialty language or terminology). Use that to engage them in a targeted way. It will help you retention rate in both the short and long run.

Of course, digitalisation impacts almost everything in addition to these two aspects. It impacts administration, human resources, meeting attendance, education, etc.

When putting together a digital strategy, here are some things to think about:

- *How are the digital issues affecting my organisation?*
- *In what ways are these issues likely to affect it (in terms of financial resources, technology expertise, management priorities, future needs and credibility)?*
- *What is the competition doing for other membership organisations, public sector stakeholders and private sector service providers?*
- *Where are my members in the digital environment? What are their expectations?*
- *What data or demographics do we have (or need) to help decision-making when planning our digital strategies?*
- *What are the time pressures on us to upgrade digital capabilities?*
- *What metrics will we use to measure impact as we go forward?*

Living and working in the digital world isn’t always easy, but it’s already here, so we have to adapt and move forward. Focus on things that will give you the highest return (like member satisfaction, stakeholder service and relationship-building) and start your digital strategy there.

Don’t make digital a hurdle to get over. Make it a value of membership.

Back to an Industry of Meeting

HQ collaborator Pieter Gysse's wish for a real-life conversation

For a while now we've been living in a (business) world where the saying "time is money" has become our religion. A meritocracy where people are no longer valued for the person they are but for the amount of money they can generate and - of course - afterwards spend. "We're buying things we don't need with money we don't have to impress people we don't like," Dave Ramsey once said. However, this is nothing new, as our good friend Oscar Wilde noticed that we have come to "know the price of everything and the value of nothing".

Still they weren't the first nor the only ones to reflect on this topic. Almost another 200 years ago, something happened that changed the way we live our lives today: the Industrial Revolution. All of a sudden our ancestors were bombarded with new terms like "profit", "interest" and "GDP" but also on the flip side with "maximum hour work-weeks" and eventually "unions" to protect employees. In 1930, the British economist John Maynard Keynes looked towards the future and said that industrialisation would change the way we live our lives completely. And he was right.

But he was also very positive about it. He foresaw how industrialisation will benefit us as a human species. He uttered that industrialisation will liberate us and provide a great deal of free time to develop ourselves as humans and to explore the newly discovered leisure time which we can fill in with an array of past time activities. Keynes went even further in saying that "mankind would be confronted

with the greatest challenge it had ever faced: what to do with a sea of spare time." According to his premonition, by 2030 we should be living in a world where we merely work 15 hours a week and we spend the rest of our free time as the social, curious, passionate creatures we are.

Unfortunately nothing seems to be true in our reality. A century later, people are working more than ever while ailments and stress related diseases are skyrocketing. We - as a society - are sick. Never have there been more burn-outs, depressions, not to mention the suicide rates. Or should we? Belgian psychiatrist Dirk De Wachter says that we should look at our overall health as a society since that is an indicator of how we are coping with all those new challenges. And, clearly, we're not coping particularly well.

Furthermore, we haven't recovered from industrialisation yet and here comes the following big change and challenge for us: the time of industrialisation has made room for the one of digitalisation. Again voices are being raised about robots taking over (our jobs), people alienating from their coworkers because of the opportunity to work from home, automatically driven cars putting drivers out of work, online commerce taking away our joy of shopping and Amazon recently announced that packages will now be delivered by drones...

We could in other words just wake up, not even get out of our PJs and never have to leave the house to get all of



▲ Pieter Gyssels
(Photo by Yenta Gimbals)

our basic needs met. Talking to people? Social media to the rescue. Eating? Pick and choose from the line-up of food delivery companies. Working? Any laptop or tablet will do. Cleaning? Program your cleaning robot of choice. What's left for us to do? Binge on Netflix series and spend hours texting, scrolling and swiping.

I feel that now more than ever we have an opportunity as a Meetings Industry to show what value we can contribute to society: to do exactly what the name of our sector says. To facilitate people meeting. To bring them together. To help them fulfil those social needs, which a screen just cannot replace. All the likes or thumbs up, followers and subscribers cannot add up to replace a conversation IRL (that's short for "in real life") with somebody dear to us. Or just to meet someone new and (re)discover the joy of sharing a conversation, meal or quality time with this person.

It sometimes feels as if the Meetings Industry, like any other sector nowadays, is trying to catch up - while sometimes claiming that they are (re)inventing - the way we can communicate and

meet digitally, providing us with the most advanced technology as well as VR or AR. But shouldn't we just go the exact opposite direction? No fancy tools or technology. Just two or more people. Together. In the same space. Talking. Collaborating. Meeting. It could be that simple. And may sound conservative. But isn't that exactly what would make it progressive and innovating?

In fact, because of all the rapid changes, people are being confronted with how the emergence of new technology and digitalisation is changing not only the nature of jobs, tasks and sectors, but also and more importantly of our perception of work. Who would've thought 10 years ago that we would end up having to hire someone just to take care of our company's Facebook page? Or I for once didn't grow up dreaming of becoming an "influencer" on Instagram, since that job only came into existence about five years ago. What other opportunities will this age of Digitalisation create for us? And what other challenges will it bring?

Yes, we may come to see a future where we have to work less, thanks to collaborative robotics, artificial intelligence,

IoT, autonomous vehicles, bionics, augmented and virtual reality, wearable technology, big data, 3D and 4D printing... but we are also already feeling how this immersion of technology in our lives is becoming intrusive. The psychosocial and organisational factors are likely to be of greater importance, as working in a digital environment will result in changes such as intensified worker control, the assumption of 24/7 availability, more frequent job changes and work management by algorithms.

If we choose to believe them, trends indicate that by 2025, ICT-based technologies will have changed the equipment, tools and systems used to organise, manage and deliver any product, service or knowledge. My question is how we will redefine our place as a species within this digitalised world. My hope is that it will be by putting our focus back on what really matters: human contact. Back to basics. Back to an industry of meeting.



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Is Digital Really Greener Than Paper?

Written by Tristan Haller

From Greta Thunberg making headlines to Extinction Rebellion protesting all across Europe – with the numerous reports of the “Intergovernmental Panel on Climate Change” as soundtrack – ecology is, at least in the Western world, a major cause of politicisation as well as a frequent subject of debates between people.

We can now say it: ecology has become trendy. Celebrities often have their personal cause, while big companies have started rebranding themselves, converting their marketing to the ecological discourse – “green washing” their products to make them more appealing to the new ways of consumption. Cities themselves seem to put forward their actions helping reduce the impact of men on climate change, as an incentive to visit or trade with them. But as will all trends, this one comes with its own set of contradictions and even, to some extent, pure hypocrisy.

Indeed, we see nowadays very strong advocates of sustainable development having practices that are completely contradictory to their speeches. We see stars defending the Planet while consuming more fuel for their frequent trips than thousands of citizens combined. We see someone like Beyonce and her husband intensely promoting veganism,

while selling clothes fabricated by underpaid workers on the other side of the world. We witness a Climate Summit – the COP21 in Paris – congratulating itself for its agreement while, on the other hand, accepting in its participants companies (EDF, Chevron, Coca-Cola, etc.) renowned for their disastrous environmental practices as well as their lobbying against any substantial changes that would damage their business (Libération, “La COP 21, paradis du greenwashing et des conflits d’intérêts?”).

The thing is, a lot of individuals fall into these contradictions, as the modern world makes it harder and harder for people to produce or consume alternatively, without harming the environment. A lot of things have become invisible to the common man’s eyes – from the way any product is made to the means used to transport them –, and the latter sometimes threatens its surroundings without even realising it. Hence

why some things are hard to imagine, while others become clichés. Amongst those things, digitalisation is probably one of the most misperceived phenomena. According to this new trend, digitalising will help reduce our carbon footprint and help strive towards a cleaner tomorrow. However, the reality is more complicated...

The real cost of digitalisation

Who hasn't received a mail saying things like "go paperless, save trees", or heard their company promoting digitalisation of its bureaucracy as a way to make it greener?

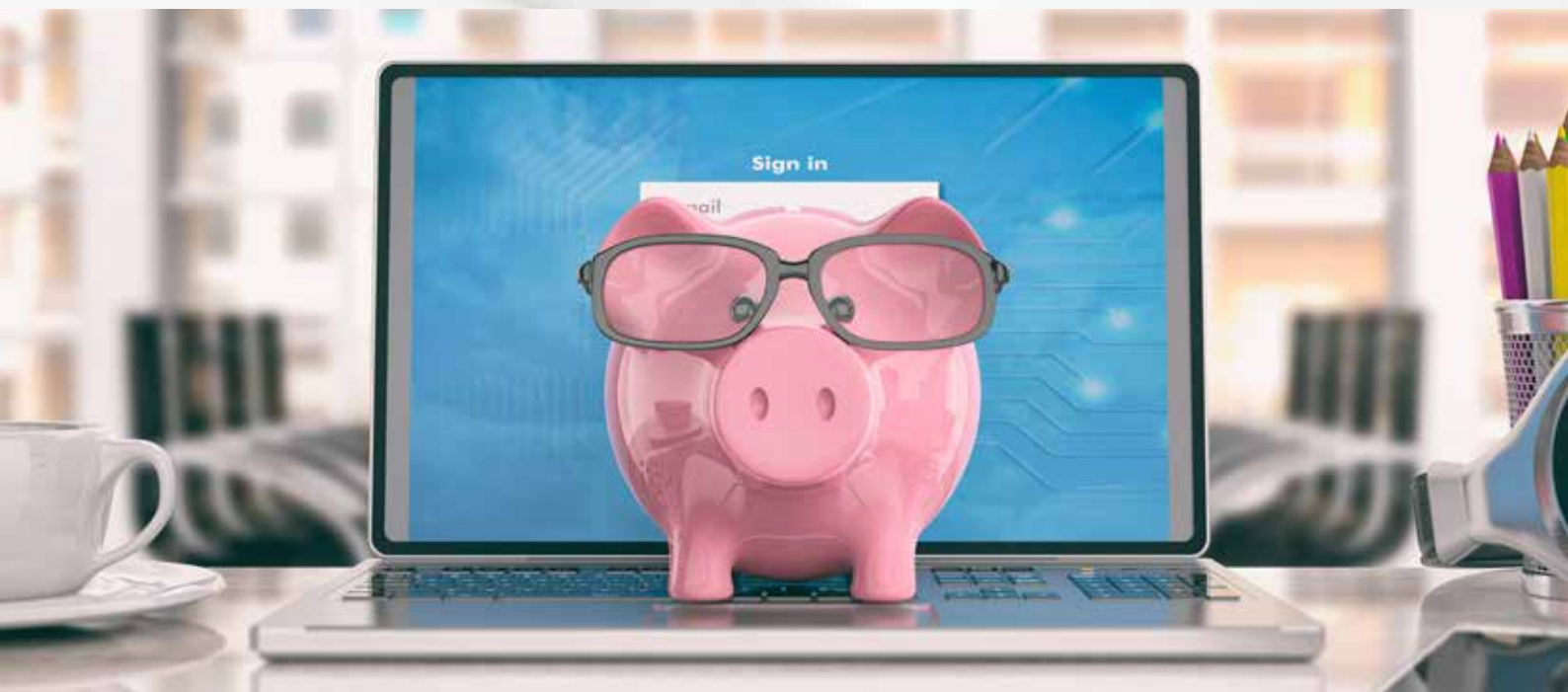
In an era boasting innovation as the solution to a lot, if not all problems – environment, inequalities, economy, health –, in which the infinite possibilities offered by the new technologies have become the playground of people with power and wealth, digitalisation has been the motto of several changes. As disruptive as it may be, however, more and more people are raising an eyebrow at the



affirmation that digitalisation is going to help save the planet. Eight Americans out of ten, according to a Two Sides survey, believe now that the new marketing fashion of promoting digitalisation is actually pushed by financial reasons (cost savings, amongst other things), rather than a newfound ecological conscience – and they're right, as Shamel Naguib, president of Paperless

Productivity said himself 99,9% of projects have "everything to do with saving money" (The Guardian, "Is digital really greener than paper?"). At the same time, a study published by the technology consultancy, Forrester Research, shows that half of customers are still opting for paper statements.

Since most of the new technologies give the strong impression of a dematerialisation of everything, we tend to believe that new technologies are GreenTech. Alas, anything digital still requires a physical spot to store data. Enter the data centres! Clouds, for example, operate in hidden, hard to reach places where the data is stored and made available on the internet. But a lot of energy is used to cool those machines down, be it water or electricity. If around 10% of the production of electricity in the world concerns the digital world, 18% of the latter is used by data centres according to the "néga-Watt Association". Another study conducted by "GreenIT.fr" evaluates that digitalisation represents 4,4% of the



primary energy consumed by humanity and produces 4,2% of the anthropic emissions.

Another problem arises with how the wastes are handled. E-waste is a growing problem that is yet again invisible to most, as a lot of it is actually sent to poorer, less developed countries. Unfortunately, according to “GreenGroundsWell”, *“our society places a higher value on replacing obsolete or broken electronic devices than on repairing or recycling them. (...) There is little financial incentive for recycling so the majority of unwanted and obsolete electronic devices end up as e-waste in landfills where they leach toxins into the soil, air, and water. Even worse, we ship tons of e-waste overseas where people, including children, recycle items by hand with no safety equipment.”* A UN report confirms it: e-waste keeps increasing, and hurts the developing countries the most, with more than 44 million tonnes produced globally in 2017 – the equivalent to all the commercial aircraft ever built – while 20% of it is formally recycled.

The production of the machines used to read the digitalised content are themselves made of a lot of materials that are rarely recycled and of dubious origins – some rare materials being extracted in parts of Congo or China where they’re the causes of horrendously violent conflicts and traffics, or ecological catastrophes having unthinkable consequences on the populations’ health. It is, therefore, not a coincidence that a lot of companies, from Apple to Samsung, refuse to publicise an extended list of the materials used to build their components. Add to that the fact that a lot of items used in daily life is made to be obsolete after a couple of years – forcing consumers to renew it all the time – and you have a recipe for disaster.

Paper, a sustainable industry?

“But paper destroys millions of trees every year, you don’t believe we should go back to the old ways do you?” No, indeed, it’s not about promoting the interests of another industry, as if the overuse of paper didn’t impact the environment. Nevertheless, it has become a banality to hear that paper is outdated and people still question magazines, like HQ Magazine, about why they still keep a paper publication. And as a banality that contains a lot of misconceptions, it deserves to be deconstructed.

Yes, paper does have its negative aspects, but what about the pros? Various studies (like Manfred Spitzer’s or Michel Desmurget’s) have shown how terrible the overuse of screens is for people’s mind and health. The list is long: decrease of short-term memory, lack of concentration, disturbed sleeping habits, fatigue, up to the extent of depression. The worst impact being, of course, on the youth, which according to statistics spend up to 6 hours and 45 minutes on average, when they’re between 13 and 18.

Books, on the contrary, help the mind in focusing on a single task, while still liberating parts of the brain that favour reasoning and imagination. Reading paper means leaving the world of multitasking galore and dive in our own solitude, expanding one’s conscience. And it’s no surprise that a “Nielsen” survey showed in 2017 that the youth was thriving more and more for real books rather than ebooks, as its research director said it’s “respite, particularly for young people who are so busy digitally.”

But aside from the romantic aspects of reading on paper, it might also be way greener than expected. Receiving a bill through mail implies operations we don’t always perceive. Yet, they consume on average 36,5 Wh (knowing that 1000 Wh equals to one hour of heater or up to 5 hours of television). Depending on the use of the mails, those might be more eco-friendly, but only if they are not printed and consulted for less than 30 minutes. On the other hand, the French “ADEME” has come to the conclusion that the mails sent by a company of 100 people equal, every year, to 14 round



trips from Paris to New York. And you'd have to read more than 180 books to make your eReader's carbon footprint eco-friendly, according to a study made by "Carbone 4". Which means more than ten years for the average reader, ten years of using the same machine!

The paper industry, as damaging as it may have been, has done a lot of efforts towards being more sustainable. Paper is indeed a material way more recyclable and therefore sustainable than digital devices. A book, for example, can last a lifetime and even longer while tablets usually last no longer than 5 to 6 years. Most people don't buy a new book when they have an old version. Manfred Werfel, from the "Wan-Ifra", declares that depending on habits and reading time, the printed journal is still often better than reading the online or mobile version, as it has a lower carbon footprint. Especially considering the fact that searching for information on the internet incites you to click more and more endlessly.

More than 65% of paper in the USA was recycled in 2012, according to the "American Forest And Paper Association", which means it's the nation's most recyclable commodity. Paper can be recycled up to 7 times, and contrary to common opinion, it's not such a threat to forests. Over the last 60 years, the net total U.S. Forest area has increased by over 3%, the net volume of trees on timberland by 58% and in Canada, where forest cover has remained stable, only 0.05% of it's forest resource is harvested each year. Part of this is due to an increasing use of recycled paper as well as the promotion of forests managed in a responsible and sustainable way, both sources being mixed to make paper.



What to do?

The comparison remains complex, as a lot of different variables enter the calculation of the carbon footprint, and debates are still ongoing. Still, paper keeps thriving towards a better, more sustainable economy, so you might ask: what can we do to reduce digitalisation's carbon footprint? Well, simply put: we have to promote "digital sobriety", defined by Frédéric Bordage as "thriving towards more sober digital services as well as moderating one's daily digital use". On a more global aspect, "The Shift Project" lists those three recommendations: develop, through pedagogy, the awareness of the environmental impact of digitalisation; adopting the concept of digital sobriety as a principle

of digital transition (especially for the use of videos, the renewal of terminals' and infrastructures' equipment, as well as the carbon footprint of digital projects as a variable of arbitration); integrate environmental and energetic criteria in ITTs, made by big organisations. Only then will technology be really helpful for keeping our environment, and therefore ourselves, safe.



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Digitalise our Industry:

Palexpo's Views

Digital technologies are redefining our business model and the way we work.

The smooth transition into the 4th industrial revolution is not just about spearheading digital change, Palexpo SA must think, create and propose new events. Emerging technologies, growing amounts of data are changing the way Palexpo and its clients interact. In 2017, Palexpo SA set up a working group to manage its digital transformation and placed innovation at the forefront of its considerations, based on: an agile and customer oriented-organisation and marketing and an integration and development of data usage within the company's operation.

Hence digitalisation serves the overall company strategy, aiming to develop assets through the use of digital tools and employing a disruptive approach to the business model. Digital transformation requires the shifting of mindsets across all levels of the company.

In addition, the pace of digital transformation does not progress at an even rate amongst our exhibitors nor throughout the different fields of activity to which they belong Palexpo has therefore to adapt to the pace of change of each and every event.

The investment in an Enterprise Resource Planning ERP allows us to partially automate the sales of services and space through the use of 'e-shops' and to meet marketing demands including website creation, web and mobile apps but also on-line ticketing and on-line digital exhibitors' catalogues.

Internally, employees are given a chance to work remotely according to the ATAWAD principle: "Any Time, Anywhere, Any Devices". A new human resources information system has been put in place, allowing on-line access to digital documents and thus reducing Palexpo's environmental footprint.

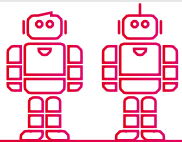


Palexpo

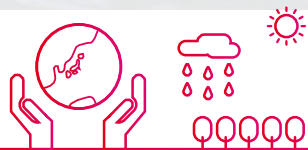
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Using Digitalisation to **Create Continuous Engagement and Smart Data**



“Digitalisation” is clearly the latest buzzword in our industry. Even when you cut through the hype, it is clear that with digitalisation, the needs of association members have evolved. To remain competitive and stay relevant to their needs, associations have to evolve as well.

Continuous connections

Similar to the Internet of Things, in which devices have become continuously connected objects, digitalisation creates a world in which associations are continuously connected to their members and stakeholders who in turn, are continuously connected with other members.

The “continuous connection” of digitalisation already started with the social media revolution. If there is one thing social media has done for MICE, it’s extend the time frame for community engagement to a continuous year-round conversation, rather than just during the event.

Nurturing communities: Sharing expertise in a niche market

Unlike commercial organisations, associations are in the lucky position of having an active offline member community already. Their challenge is to mobilise and nurture this community by facilitating and amplifying the online community.

Trade associations represent a niche market in which specific expertise is shared between members. They can tap into the expertise of their community, which is something a commercial organisation usually can’t do either. I strongly believe that this is where the key digitalisation opportunities and the creation of an ongoing engagement for associations

can be found: how can a trade association create a user-centric experience to facilitate the sharing of relevant expertise “under its banner”? So it can be used to connect, build and extend circles of trust amongst its members and with potential members. Aspects like content marketing, online community building, co-creation of content and extending the life-cycle of valuable content shared at conferences and events can be leveraged into this process.

ICCA has created a first version of an “online Knowledge Hub” as a platform for ICCA members to share expertise with meeting suppliers and associations as part of ICCA’s global community. Our vision is to create a holistic engagement platform for members to connect, learn, network, and by doing so, increasing the membership retention and recruitment.

We are centralising (usage) data in our CRM and analysing member life-cycle to identify needs, in order to maintain a more relevant and partially automate communication, at specific stages of the member life-cycle.

Big Data and AI

Since 2014, ICCA has successfully incorporated Big Data into its Association Meetings Database. Utilising Microsoft Academic Search, ICCA member-meeting suppliers can identify leading academic contacts in specified cities and

regions, related to a specific meeting or meeting subject, to find local association representatives who could help them to bid for an international meeting. In the near future, ICCA intends to utilize Big Data technology to identify potential sponsors, speakers and delegates.

We are also investigating the use of AI to create an algorithm in our database that predicts which association meetings destination can be held in the future based on past data.

“Slicing the elephant”

Digitalisation of associations is complex, but its benefits outweigh its challenges. It is recommended to “slice the elephant” and take a gradual strategic approach to help your organisation remain competitive, innovative and focused on the future and its members.

Mathijs Vleeming



Read the full article on HQ Digital Magazine LIVE #91



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BOOST THE PERFORMANCE AND IMPACT OF YOUR ASSOCIATION

Solvay Executive Master in International Association Management resumes in January, a unique platform for mastering the fundamental skills in key management areas with a special focus on the association executives' needs.

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The Executive Master in International Association Management is operated by the Solvay Brussels School of Economics and Management in cooperation with European Society of Association Executives (ESAE), the Union of International Associations (UIA), the Federation of European and International Associations (FAIB) and visitbrussels.

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MORE INFORMATION

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M2	Finance and Performance	13-15 Feb. 2020
M3	Strategy and Governance: A Perspective on Change Management I	20-21 March 2020
M4	Strategy and Governance: A Perspective on Change Management II	24-25 April 2020
M5	Building the Fundamentals of Value-Focused Marketing	15-16 May 2020
M6	Leveraging the Fundamentals of Value-Focused Marketing	05-06 June 2020
M7	Project and Event Management	18-19-20 June 2020

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

Jacqueline Phillips
Deputy Executive Director
European Association for International Education (EAIE)

The master touches upon the different elements that, together, form the life of an association. This could not fit better with my everyday working life, as Director of Public Policy in a European Association. It also puts you outside your working routines and methods and provides you with new lenses, perspectives and visions.

Gabriela Diezhandino
Director of Public Policy
EFAMA - European Fund and Asset Management Association

This Master offers a unique combination of theoretical concepts widely supported by practical case studies. The Solvay professors bring their invaluable insight and join forces with association experts. Together, they cover all the key elements of international association management, and help you bring this deep strategic knowledge to the practical field.

Adline Lewuillon
Events Director
International Society of Nephrology



The Digitalisation of Interconnectedness

Communicating with members through technology

Written by:

Ori Lahav – Vice President Client & Operations - Kenes Group, Vice President - IAPCO

Jelmer van Ast - CEO & Founder - Conference Compass

It is truly amazing that the first iPhone was launched only 11 years ago. This started a revolution of data and communication we have never seen before. Not only in our personal lives, but also in the business sector. The use of smartphones turned us to the *always-on generation* with different expectations when it comes to flow of information. Communication strategies that worked before no longer cut it. This article will explore how technology can help associations, PCOs and other event industry experts to accommodate the always-on need.

Where not long ago, we have corresponded to association members through postal mail, landline phone and -- god forbid -- fax machine, this is no longer valid. When looking at today's associations, their members and event participants, the expectations when it comes to communication and content are different.

In the Ashfield research, *'The Science of Healthcare Professional Meetings'*, published in 2018, it was reported that 72% of Health Care professionals (HCP) expect congress materials to be available via a meeting portal or website during and after the event, with 54% of HCPs failing to find access to content or presentations.

Access is not enough; the expectations of the content has also changed. Members and delegates are looking for more customised substance that will be relevant to their needs. In *'The Future of Meetings & Events'* published by PCMA and Marriot in 2018, one of the main trends that was forecasted: *'emotional intelligence'* – “designing with the end-user in mind. As companies get smarter with predictive analytics, consumer expectations for personalized, seamless experiences will continue to rise. Meetings and events will need to move past reactive adjustments to adopt a proactive approach to personalized experiences, understanding the needs of participants before they arrive.”

Add to all of the above the FOMO effect – *Fear Of Missing Out* – that is typical with the younger generation and we need to rethink how we should communicate. Our new challenge is to ensure that access to information will be immediate and easily accessible from any device. And content should be customized to our users' needs.

What does association communication look like today?

The communication of associations with their members has changed in the era of digitalisation. It had to. With an ever-rising number of communication tools,

people are exposed to information anytime, anywhere. Social media, messaging platforms, and collaborations tools are in a constant fight for the attention of the user. How can an association possibly cut through this noise?

In search of a solution, some associations turn to digital marketing techniques like personalisation. In their article *'How to get personalization right'*, *'AssociationsNow'* followed two organisations in 2019 that used personalisation to drive their conference attendance. How? Through leveraging existing member data (such as career stage or special interests) they were able to create a more personalised and relevant experience to (potential) attendees. These successes are no exception: In *'2019 Trends in Personalisation'*, *'Evergage'* found that 56% of marketers see an improved customer experience and 36% reported increased loyalty. Personalisation might be the secret key to cater association members' interests and be more relevant.

While personalisation can help you in your year-round communication, it gets more difficult during events. Meetings or conferences mark the peak to the overexposure of information. Event apps, matchmaking platforms, polling services, digital poster boards and more: while event organisers work hard

to offer attendees various technologies to enhance their event experience, they likely end up adding to a swarm of information. In times of data overload, associations need to find a way to make their communications work together, rather than having their own messages and offerings compete with one-another.

What is needed is a strategic approach, and we can already see societies making this move. Rather than spending on a one-off event app, organisations are now investing in a year-round association app, offering an all-in-one platform for their events, content and membership portal. It conveniently includes all well-known features of event apps, such as the event programme and networking functionalities, and in some cases also provides access to full-papers and webcasts. And with each new event, members will have access to a growing library of content and cross-event contacts, available to them anywhere and at any time.

What will association communication look like in the future?

Looking towards the future, we can expect abundance of information to continue growing. Which raises the question: how can we facilitate the navigation between all the impulses?

And how can we filter out the relevant information? Artificial Intelligence (AI) has the potential to solve this issue. By learning the preferences of the user, it can give recommendations, see trends and connect the dots to provide the right information, at the right moment.

We expect that the ways to consume this information will change too. Augmented reality will enable us to see information as a layer over what we are looking at, such as medical guidelines, schedules, wayfinding and profile information. This will only work when information is relevant, reliable and readily available. It may still take a few years for technology to mature and become widely available, but the direction is clear, and this future is inevitable.

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



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On **Meeting Design** for Medical Meetings

Designing medical meetings is very different from designing business events. Corporate meetings do not have any compliance regulations. They have fewer compulsory elements which makes them more flexible – as opposed to medical conferences, which have had the same obligatory formalities, features and formats for years.

Where do you begin?

A good place to start is to make sure that the event owner understands and appreciates the value of meeting design and is open to change – and to take a few risks.

The next step would be to work towards the society's objectives, mission and vision. These have to be always very clear as it will help a lot with the meeting design process. Medical meetings are very much focused on the learning and networking needs of the delegates. An association's annual congress plays a key role in achieving the society's mission, which typically is to reduce the burden of a certain disease. In fact, the congresses are so objective-driven that those that have CME accreditation must include interactive activities and evaluate their effectiveness. Fortunately, there are a myriad of formats to choose from:

practical hands-on workshops, simulations, case studies with quizzes and short lectures followed by polls or audience Q&A, just to name a few. The key is choosing the right format to deliver each type of content.

How to master the ceremony?

When designing medical meetings, it is paramount to get the speakers on board. Most faculty members are not professional speakers. They are not getting paid to speak and they are busy people, so you have two options: either come up with streamlined processes to work with hundreds of lecturers, or just focus on some key sessions.

Another approach is to work with the session chairmen. In an ideal world, we would hire professional moderators to create highly interactive sessions. But, hiring a professional or a master of

ceremonies can be difficult with medical topics, as without prior knowledge and experience in the field it is difficult to facilitate sessions well.

Therefore, we recommend to the scientific committees we work with to appoint session chairs who have some moderation skills. Instead of using a different one for every session, it is easier to have just a few and make sure that all of them are aligned with the event's objectives.

Design for Medical Meetings

To sum up, designing medical meetings is not only possible, but very much required for optimal results. However, you have to be familiar with and adapt to their idiosyncrasies. Our advice is to take small steps and make sure that whatever little change you do is top-notch.



ABOUT KENES GROUP

At Kenes, we're passionate about delivering superior, world-class conferences. Over fifty years of knowledge and market expertise have led Kenes Group to the forefront of global conference management and rank us among the world's leading Professional Conference Organisers (PCOs). We bring you the accrued confidence that comes from hosting more than 3,600 conferences around the globe, for over 160,000 participants a year. Founded in Tel Aviv in 1965, and headquartered in Geneva, Kenes Group is the only global PCO dedicated to medical and scientific events. The company boasts a team of over 350 professionals in 17 offices on four continents, and more than 100 long term clients.

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How **Digitalisation** is Shaping the **Events Industry**

World PCO Alliance on the opportunities linked to the digital world

As any Professional Conference Organizer (PCO) knows, conferences serve as valuable opportunities for communities to come together, exchange information and improve for the future, so technology is playing an ever-greater role in maximizing the value that such an event affords.

Whether we are talking about the planning phase of a conference or the content that's exchanged during an event, digitalisation is shaping the way conferences are prepared and executed. Partners at the World PCO Alliance see the value of digitalisation in several ways.

For instance, Japan's Congress Corporation has been integrating facial recognition technology at an increasing rate. The process is simple: delegates upload a photo of themselves when they register online, which is then used to verify the identity of the person when they arrive on-site. When the picture is validated, a badge is instantly printed.

Congress Corporation's own facial recognition technology, "Facepass," has been used at several recent events, including the 107th Annual Meeting of the Japanese Urological Association, the 30th General Assembly of the Japan

Medical Congress 2019 Chubu and the upcoming FIBA (Basketball) 3 x 3 World Tour Utsunomiya Final.

Congress Corporation plans on extending its implementation of facial recognition to include exhibits and speaker preview rooms. There are many benefits in adopting a facial recognition technology. It allows a more efficient on-site check-in process that attendees appreciate, especially VIPs who are not expected to present documents to identify themselves, and it avoids the risk of identity theft, while organizers can streamline the registration process and cut their equipment costs. Indeed, a face recognition terminal comprises simply a tablet and organizers can reduce check-in counters to two thirds of the former number. Kaoru Shibuta of Congress Corporation says: "Facial recognition technology is a win-win for everyone."

Digitalisation also plays a valuable role in leveraging a conference's content — leading up to the event, during and afterwards. "A conference is only as good as the content it provides," says World PCO Alliance partner Andre Vietor of Bco Congressos.


As another example, Bco Congressos will, in the pre-conference phase, run


promotional videos, testimonials and targeted social media campaigns, including publications of related scientific research. During the event, there will be options such as live streaming, session recordings, a conference app, and gamification. Some post-event practices include providing online content and creating a "best of" resumming highlights. Vietor adds: "Digitalisation keeps the event alive beyond the closing ceremony."

The opportunities linked to digitalisation are making it a staple of a sound conference plan. PCOs that embrace these opportunities are helping their clients run their events more efficiently as well as equipping them with tools that optimize attendee participation and knowledge-sharing. Maintaining an event's relevance continues to be a challenge for many and digitalisation plays a valuable role that PCOs simply can't ignore.



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Seoul's Digital Vision

Korea is home to Asia's most thriving economies and the world's 11th-largest. At its heart, Seoul is the nation's capital and Korea's showcase in the realm of Information and Communications (ICT) technology. In the latest World Economic Forum Global Competitiveness Report, the city was described as "the world's champion in terms of broad-based ICT adoption, with a near-perfect score of 91.3."

There are several reasons behind Seoul'd success as a hyper connected destination and people in the MICE industry will be able to see the advanced technology of digitalization. For instance, the Seoul Tourism Organisation supports the development of an app for international conferences, as well as VR experience. Furthermore, the city offers many industrial tours for incentive groups.

Seoul has had an official tourism website in seven languages for about 20 years now, publishing information on various festivals and events taking place there.

In 2009, Korea's first tourism app called I Tour Seoul provided tourists with information on tourist attractions of the city.

This year, the office launched an online broadcasting station on YouTube to give daily information on tourism, a chat-bot service has just been put in place to support any inquiries coming from tourists, and a platform called One More Trip that lists various hands-on experience programs that are spread throughout the city - all great examples of technology combined with creative contents.

Seoul is also taking different measures to resolve tourism issues with smart technology, such as introducing the tour-permit hours for the area affected with over-tourism. The idea behind it is to build a smart urban environment, benefiting the residents as well as visitors.

As the first country to start 5G services in the world, Korea and its capital city

provide excellent Wi-fi services for anyone and everyone. In this line, real-time locations of bus, subway and city tour bus information is available through the I Tour Seoul app in five different languages.

The STO is firmly convinced that technologies are essential for delivering safety. That's why people can enjoy nightlife activities without concerns, as the implementation of high-technology for crime prevention systems made Seoul one of the safest cities in the world.

Finally, Seoul is providing various Artificial and Virtual Reality services to visitors, including ski racing of PyeongChang Olympics or swimming at FINA World Aquatics Championships.



 EDITOR@STO.OR.KR

 MICESEOUL.COM



More Meetings in European Cities in 2018

According to ECM Meetings Statistics Report

The 9th edition of the ECM Meetings Statistics Report was recently published by European Cities Marketing, helping Meetings Industry professionals as they seek to anticipate future trends in meetings activity. The Report points out that European cities hosted more meetings in 2018, but with fewer participants and shorter duration.

Published yearly, the report is a result of the cooperation between European Cities Marketing (ECM) and its member cities. With statistics drawn from a sample of 41 cities, ECM presented a new report with a full database of more than 260,000 recorded meetings, including over 56,000 meetings for the year 2018.

Overall, there is a growth of 2.9% in the number of meetings between 2017 and 2018. However, the number of participants has decreased by 3% and number of participant days goes down by 5%. This implies that, on average, there were more meetings in 2018, but welcoming less participants and lasting less time.

This year's report shows a similar division of national and international events among the two segments - corporate and non-corporate. Compared to 2017, we see a slight decrease in the number of corporate meetings and a 12.2% decrease in terms of participants whereas the non-corporate segment shows an increase in the number of meetings (+9.6%) and participants (+4.6%).

Trends this year also show that smaller corporate meetings are increasing and unusual venues (i.e., museums) are becoming more popular.

Petra Stušek, European Cities Marketing President, said *“In the bigger picture, international meetings and events have become instrumental for destinations – cities and nations – to manifest their business clusters, their science and research communities and their cultural scene for global audiences. Meetings do give much more to our cities and the greatest value arising from meetings is not only numbers but also the benefits beyond simply spending-based impacts: the quality of the professional, business, academic outcomes they deliver. It is no longer just about hotel bednights that the meetings generate. It is about hosting the meetings with purpose and legacy. It is about connecting the destination to the world.”*

The ECM Meetings Statistics Report 2018-2019 is the culmination of the collective effort of the Meetings Industry representatives who have pooled resources, collected data, shared information and provided highly informative and practical case studies during conferences, meetings and through ECM research newsletters. Some cities started to collect Meetings Statistics as a direct result of this ECM initiative. ECM and its Research & Statistics Knowledge Group is committed to using this project as a way of continuously improving the collection and analysis of Meetings Statistics, providing added value for members and ever-more robust research methodologies.

The main goal of this study is to go further than the current rankings published by the International Congress and Convention Association (ICCA) and the Union of International Associations (UIA), which focus only on international non-corporate meetings with specific criteria. The ECM Meetings Statistics Report presents figures on corporate and non-corporate meetings whether they are national or international events.

As part of their membership, all ECM members have exclusive access to the complete ECM Meetings Statistics Report with all the graphs and analysis.



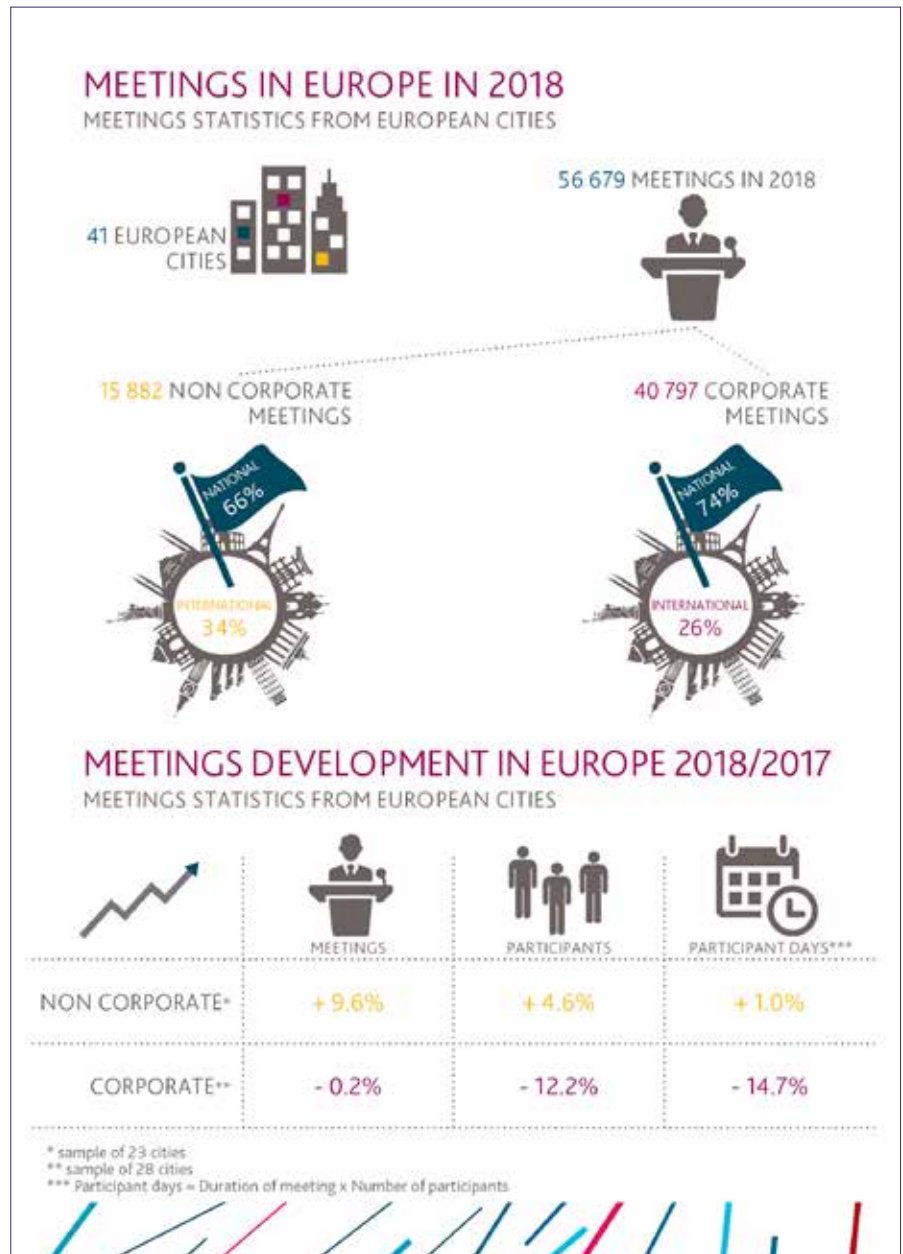
Hello DLO. Destination Learning Organisation: Repurpose and reskill

For years now, we've talked about the shift from destination marketing to management. Discussed strategies, reasons and trends to support this shift in focus. Relating that shift to digital trends of communication, innovation and then, later, overtourism. But perhaps, in our eager discussions and new strategic claims, we have forgotten to ask important questions such as: **what skills does this shift require? Are the DMOs currently staffed to manage – or better yet lead – destinations? Do you find yourself having future ready skills to address the challenges ahead for tourism and destinations? Looking around at your team and your colleagues, do they? And who are the best to learn from – in tourism or elsewhere?**

Are you leaning back now, thinking: *“Easy now, I got this! I've been doing this for the past 5 – 10 – 15 – 20 years, so I've seen it all and I know what I need to know”*? Then, good for you. That's probably more or less the same kind of confidence the people at Blockbuster, Kodak, Nokia and the yellow cabs of NYC armed themselves with as they encountered the newcomers from Netflix, new digital cameras, Apple's iPhone and Uber.

Shifting from marketing to management is more than a strategic claim or slight refocus of your budgets. You can choose to either lean back – and very soon, risk becoming a relic of the past – or you can lean into the opportunities as they come and stay relevant!

During ECM Spring Meeting in Graz March 11-14, 2020, you will not be leaning back, but get your hands dirty and your heads spinning. You will review the future-readiness of your own skills and those of your team and find inspiration to the journey to become a real DLO – a destination organisation that leads the urban habitat through continuous learning.



We will take a deep dive into transformational leadership as well as up- and re-skilling with industry frontrunners, lead destinations and ECM knowledge partners. We will talk about co-creation and involvement, idea generation, fundraising, advocacy, innovation facilitation, stakeholder management, community engagement, integrated urban planning and how to go from management to leadership.

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AIPC and the Meetings Industry: Embracing the Digital Platform

The industry of convention centres, for years confined to fixed locations and dependant on the social importance of face-to-face interactions, now seemingly defies conventional wisdom and thrives in the digital world. In this article, Interel's Zsolt Trembeczki talks to Aloysius Arlando, President of the International Association of Convention Centres (AIPC) about how the meetings industry is taking a concerted effort in embracing the digital transformation, what role AIPC has played in this journey, and what the other associations can learn.



“When the digital thrust come to the fore about two decades ago, there was initial fear of a substitution effect for face-to-face format,” Arlando says when asked whether emerging digital tools for communications undermine the meetings industry. This, however, is no more a concern. “Many more meetings are held,” he explains. Of course, Arlando continues, even the most modern technology is no substitute for reading one’s body language over a cup of coffee. AIPC’s digitalisation strategy is built on the belief that technology enhances the human interaction that is so integral in the meetings industry. No longer do we need to fear technology replacing that connection but now we can marvel at how it enables greater communication.

Don’t replace, amplify

There remains no doubt that the digital revolution continues to put pressure on traditional meeting spaces: video conferences are viable alternatives for bringing executive committees together, social media is a major tool for engaging with and mobilising groups of all sizes, and the real-time sharing of ideas takes place alongside face-to-face contact. In this environment, Arlando says, traditional meeting spaces “need to show increased return on engagement”.

Meanwhile, the same technologies that put meeting spaces under pressure also offer opportunities to facilitate this increased return. Congress centres need to make the right investments in Wi-Fi and related digital infrastructure so that the desired return on engagement can be supported. Technology “is an enabler for knowledge and business exchanges,” as Arlando puts it.

Digitalising an industry: AIPC’s role

Industry associations with global reach, such as AIPC, can play a pivotal role in identifying what “right investments” means in this context. Knowledge sharing is a standard element of most associations’ mission, but for industries vulnerable to technological disruption, this may be a matter of life or death. In AIPC’s case – Arlando confirms – analysing technological trends is among the association’s primary goals set in its bylaws.

AIPC is in a good position to maintain a wide range of channels to aggregate a wide range of experiences. “Some of its members,” Arlando explains, “are established congress centres with the latest technologies,” while others are “emerging [centres] just embarking on digitalisation”. He also points out that the latter position has its advantages, too: they

have more flexibility when increasing capacity and deciding what cutting-edge technologies to invest in. Digitalisation’s impact on this diverse membership base is then discussed in many area-specific fora. A “Sales and Marketing Summit” addresses changes in client engagement. A “Facilities Operation Summit” helps sharing experiences with changing technological requirements. An annual AIPC Academy covers how digitalisation (among other factors) shape broader market trends. And an Innovation Award sheds light on the best ideas during the age of technological transformation. While neither focuses exclusively on it, they all address certain aspects of this many-faced revolution.

Based on such pools of knowledge, industry-wide benchmarks of best practices emerge. One example is the AIPC Quality Standards. When it comes to digital, the Standards not only specify technical requirements. Superb Wi-Fi connection is not an advantage, it is simply taken for granted. What AIPC’s standards rather focus on is “how [the digital infrastructure] is being used to serve clients as part of a wider experience,” Arlando says. This can include the use of digital technologies to streamline tasks such as event registration and app development. Following this approach, Arlando

continues, digital technologies can “augment, rather than replace, on-site experience”. This is the cornerstone of AIPC’s strategy for addressing industry-wide technological transformation.

Digitalising AIPC: where AMCs can help

Arlando explains that AIPC leverages its network of partners and membership base to raise the level of digital understanding and best practices. For example, to be able to assess members’ digital and cybersecurity readiness, AIPC assembled a taskforce of competent IT and security practitioners to establish a deepened understanding of centres’ physical and cyber-security needs in a GDPR-world, as well as the necessary digital enablement to do so. This was presented at the recent Annual Conference as a new resource for AIPC members.

“But – he stresses – [digitalisation] overall helps AIPC to become more responsive to members’ demands”. “We should not rest on our laurels,” Arlando notes though. Tools like a mobile app and social media channels are already used to aid membership relations. Implementing a well-tailored Association Management Software could also unleash considerable potential. Digitalisation today means shifting away from paper, but also from rudimentary electronic means. Manual mailing lists and databases kept in Excel are just as obsolete. Streamlining membership management, accounting and events in one AMS would likely save costs. The procedure could also allow for serving members more seamlessly. And, while not guaranteeing it, this could allow for more informed value propositions.

Access to digital resources, expertise and networks was a key factor when in

August AIPC decided to work with a professional AMC. Arlando was very straightforward when asked about this decision: “That’s why we engaged Interel.”

As for AIPC’s message for other associations and industries, Arlando underlines that digitalisation needs to be embraced in a manner that is consistent with the stage of readiness of the association or entire industry. “More importantly, it is an enabler for the business. And that is something we must always bear in mind.”



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Digitalisation in the Industry

Cape Town International Convention Centre Focuses on Digitisation to Enhance the Customer and Event Experience

As a leading convention centre offering world-class technologies and flexible spaces, the Cape Town International Convention Centre (CTICC) provides the ideal platform for events. An essential part of creating this environment is digitalisation, which plays a significant role in crafting a seamless event and customer experience.

The CTICC has taken steps to enhance the event experience with a cashless payment system and the development of a revitalised website. The site will integrate e-commerce, enable the job application process and enhance the online supply chain management with regards to RFQ and tender submissions.

The CTICC offers a cashless solution to event hosts as a service. The organiser of the Cape Town International Jazz Festival espAfrika utilised the tap-and-go

cashless payment system as part of the 2018 and 2019 festivals. This convenient digital payment system serves as a solution to festival-goers, alleviating long queues at food vendors and bars. On arrival, attendees purchased a cashless card, or a wristband at one of the cashless top-up stations and any remaining funds could be refunded by visiting the suppliers' website after the event with the relevant associated fees. The enhancement was well received by both the organisers and festival-goers.

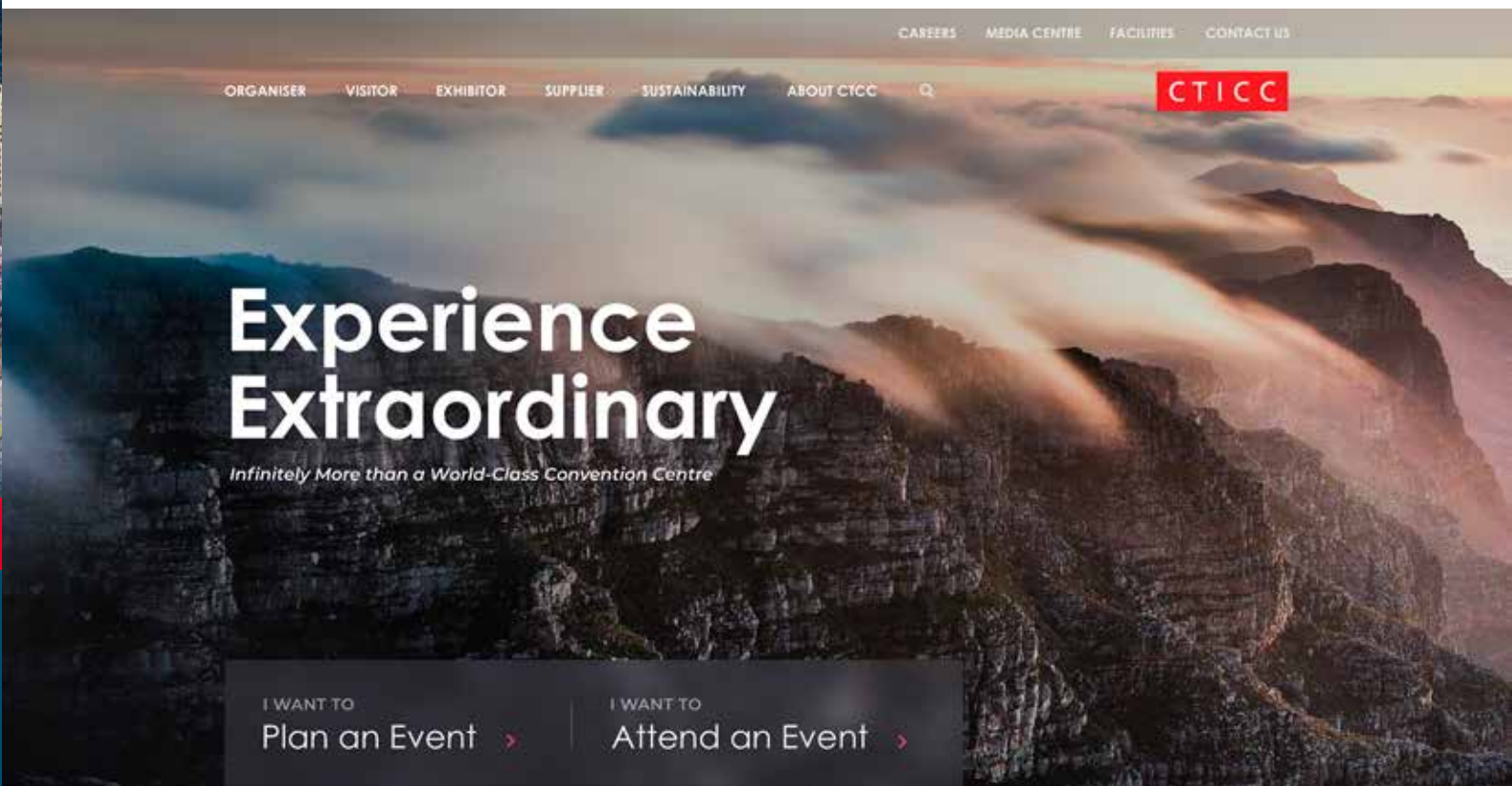
Furthermore, the CTICC launched its updated website in November 2019. The site focuses on optimising the user experience (UX) while creating an efficient user interface (UI), facilitating business at the 'click of a button'. A website is one of the primary touchpoints in the customer journey so getting this right was pivotal for the CTICC.

The site has been created specifically for the CTICC, with the user in mind. The centre's brand was extended to give the website a cleaner look and a feel that took into account current trends. As a result, the revitalised site boasts a soft colour palette, with each colour associated with relevant sections, further complemented by chic, vibrant photography.

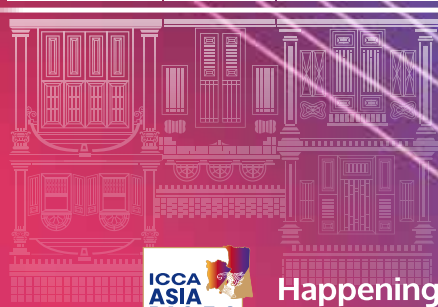
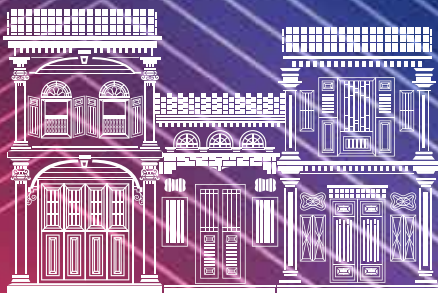
The addition of relevant digital services and the rejuvenated website are key to the future of the eventing experience at the CTICC. It is this digitisation and focus on the audience that allows the CTICC to be a leader in the industry.

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“Penang’s Strength is that it is more than just a conference destination.”

Since the establishment of Penang Convention & Exhibition Bureau (PCEB) in 2016, we have witnessed the rapid development of the bureau. In 2018, 113 national and international events took place in Penang and the estimated economic impact increased 31% from 2017. For this reason, we spoke to the CEO of Penang Convention & Exhibition Bureau, Mr. Ashwin Gunasekeran.



The World Seafood Congress was successfully held in Penang in September. Looking back in the past 1.5 years after winning the bid, what was the biggest challenge for you before the congress? And how did you overcome it?

The biggest challenge was to convince the committee to come to Asia as the congress has never been held outside of North America and Europe. We gathered Team Penang – consisting of stakeholders, related governmental and private associations and agencies, as well as Business Events Penang’s industry players to contribute their expertise.

We tried to persuade the committee of the potential of a long-term growth for the congress and how Penang can help realise that potential, demonstrating how the congress is beneficial to the APAC region.

Earlier this year, the new campaign for Business Event ‘Penang 2020: BE Unfiltered’ was launched. Can you please tell us more about this new campaign? How can international association delegates benefit from it?

The Penang 2020: BE Unfiltered campaign was launched in conjunction with Experience Penang Year 2020 by the Penang State Government. International association delegates are able to enjoy the campaign’s edition of Privilege Penang – a comprehensive support programme introduced by PCEB with additional support packages from PCEB’s industry partners.

Delegates get to enjoy benefits, which include: business Events Penang Privilege Wallet which comes with discounts at selected shopping malls and Penang attractions; exclusive custom-made Penang souvenirs; experiencing Penang through the cultural and arts workshops

sponsored by PCEB at the conference venue; Malaysia Airlines – discounts on flights for attendees and travel companion, travel up to 7 days before and 7 days after the event, discounts on temptations and Enrich rewards and tier status points.

“BE @ Penang” has become a signature event of PCEB since 2016. And this year, the very first ICCA Asia Pacific Summit 2019 by ICCA Asia Pacific chapter will take place along with “BE @ Penang”. What do organising the dual conferences mean to Penang?

Having the dual conferences within Penang is an achievement for the bureau and Business Events Penang in showcasing its capabilities and expertise by conducting events of that level and capacity. Penang’s strength is that it is more than just a conference destination. The state has its factors that makes it unique with much to explore and experience. As Penang has been collaborating with key partners in the Asia Pacific region, the dual conference will not only benefit Penang and Malaysia’s Business Events industry, but also build the bridge between our local industry members and ICCA Malaysia members and the Asia Pacific fraternity.



Membership Engagement Facilitating the Process

Jeffer London speaks with **Trevor Durnford** about the secrets of membership engagement. Trevor chairs the board of the International Association of Facilitation (IAF), who just won the “Best Membership Engagement” prize from the Association of Association Executives. With 30 years of experience in implementing major change projects, he now shares his passion for developing people and organisations with an association full of change-makers. The IAF is a worldwide community of facilitators promoting excellence in the use of professional group process facilitation to create engagement and impact.



With nearly 2000 facilitators as members, you might say, “no wonder they’re engaged” – yet every human system needs some juice to keep it moving. The IAF has discovered the secret sauce to build engagement and they are very willing to share. With members the world over, with diverse languages, practices and needs, this association has united their members through shared causes and human needs that serve members and any group who needs to work better together. If you are looking for facilitators, or to boost your facilitation skills, have a look at the International Association of Facilitators.

Jeffer London: How did engagement become a top priority for the IAF?

Trevor Durnford: As a professional body for facilitators, we are deep into inclusion but that doesn’t mean building engagement happens on it’s own. While our members all have the facilitative skills to build engaged groups, our association-wide engagement did not start to shift until we wove it into that vision and leadership. The conversation started four years ago, at our face-to-face board meeting, and started to take hold the following year, when we organised ourselves around nine key focus areas – two of which were all about driving engagement. Once engagement was woven into our focus, we started the journey. We shaped Basecamp, our virtual collaboration tool, around these focus areas so that our conversation could remain targeted on our vision for member engagement.

Jeffer: So, engagement is part of your leadership strategy?

Trevor: Yes, but it is not a separate project or initiative. Engagement is the

way we do things here. It’s in our value proposition; it is integral to explicit focus areas that we track. We look at the visible signs of engagement – retention, conference participation, member’s outcomes, impact awards – and we celebrate when we have the success.

Jeffer: What was your vision for an engaged association?

Trevor: We asked ourselves “what would a 10 out of 10 look like”, for these elements of our strategy. Our future perfect included having our resources and support in a range of languages, frequent membership surveys, a valuable e-zine. We also felt that engagement wasn’t just between the association and its members but also that we would see connectivity across the globe amongst members and with their other communities. From this foundation, new ideas popped up – Special Interest Groups being the most compelling – when members connected with each other around shared causes. That’s when engagement took off. People love to rally around a cause, we are just the platform to help members to connect. The action is in the interaction!

“Engagement is not a separate initiative, it is the core strategy”

“Be a platform for your members to rally around a cause”

Jeffer: How do you deal with your free-minded members and the ideas they bring?

Trevor: I see the change landscape as being on a continuum from control to chaos, with the ‘sweet spot’ of self-organising, emergent change somewhere in between. This is absolutely applicable to our association. Take the example of a recent enquiry about allowing chapters to approach local sponsors to prop up their finances. A board that was tending too much towards control, would: write a policy; want to see who and what organisations were becoming sponsors; probably administer it centrally. A board tending too much to chaos, would simply say ‘OK’ off you go. However, by establishing a few broad principles and tips, our chapters have freedom to act, whilst establishing a pattern that can be used elsewhere. Does this create certainty... no. Does this mean we will all be in agreement... probably not. But that’s the nature of self-organising change which by the way, is where natural systems thrive.

Jeffer: Can you give us examples of initiatives that have enhanced engagement?

Trevor: Some are formal, others home-grown. On the formal side, we have conferences, certifications and awards. Half of our membership join regional conferences, which attract new recruits thanks to member discounts. Many of our members follow our certification process, which is a deep reflection on their practice. Finally, we offer the “Facilitation Impact Awards” through a peer review that celebrates the talent of our members, as well as the faith clients put in

them. On the informal side, we have IAF meet-ups. These local events allow us to interact in a meaningful way with a population ten times more than our membership. We also host “International Facilitation Week” (#facweek) which had more than 200 local activities this year – again, involving wide groups of non-members that dwarf our actual membership.

Between all the events, we have the digital collaboration forum, where special interest groups gather by language, topic, and affinity. From defining our ethics to engagement, from developing content to being brand ambassadors, forums are the place we find our collective intelligence have given birth to our best ideas.

Jeffer: Is social media part of your strategy?

Trevor: We are on the major social channels with @IAFacilitators of the “International Association of Facilitation” and this is increasing becoming our communication channel. We still send a monthly email and do our e-zine, but thousands more connect with us via Facebook, Twitter, LinkedIn and Instagram. We know we reach the world of facilitators; reaching all the groups who need better group process facilitation. That is our nut to crack!

Jeffer: Do you measure engagement?

Trevor: We don’t target membership growth, rather we aim to be valuable to members. We follow what John Kay calls the ‘law of Obliquity’. We get closer to our ultimate goal by pursuing

intermediate objectives, and working towards a higher goal that has the side-effect of delivering what we need. The fact that our membership rises more than 5% year-on-year is good, but seeing how this is outpaced by our reach and outputs is what makes us proud.

Jeffer: What would your message be to other association CEO’s or Board Chairs?

Trevor: Begin with the end in mind, determine your “future perfect” as an executive team and make sure the conversation can be sustained using virtual tools in between board meetings. Remember, the action is in the interaction. Make it easy for people to connect virtually and do this without control from the centre. Start small, and learn from your initiatives. Help your leaders focus on what’s working well, so that they can do more of it, rather than wasting time on fixing what’s wrong.

For insights into the facilitation of engagement, see Jeffer’s blog about stimulating conversation at jeffer-london.com.



Change Mindset

a Case for Embracing “the Other”



ABOUT THE AUTHOR

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

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



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What is the first step on a journey towards a sustainable change mindset? The answer would be to look inwards in order to work on your values and self-awareness. Aligning your personal and professional vision and embracing your whole self is very important. Whenever we attempt to shift the way in which we think, self-reflection constitutes the natural basis for any further work. It is not, however, and it should not be the only tool in our toolbox.

Once the intellectual stimulus is there, what we need is to take our newly created assumptions to the outside world and test them. Changing mindset is no different.

What better way to generate and test new ideas than through meaningful conversations with people around us? In the world of growing digitalisation, automation and technological advancement, we sometimes forget the value we can create through genuine exchanges with others. It's by staying truly open to a diversity of views and opinions that we can best prepare for situations in which we will be taking business decisions without having all the variables at hand to safely predict future outcomes. This mental agility comes with understanding that things can go in many directions beyond our control, yet we are all set to adjust course accordingly.

Simple but not so easy.

In order to embrace “the Other” and to build added value for clients and society at large, rather than raising walls and fuelling inequalities, one needs to operate out of the abundancy principle. Understanding that business these days is not a zero-sum game lays at its core. Ultimately, therefore, change mindset is about turning back to our human side. Making best use of the amazing technological developments we've been lucky to witness, without forgetting that after all, whatever business decisions we make, it's about the relationships and the value we create with and for other people.



Digitalisation of the **Business Events Industry**

Aoife McCrum, Director of Digital at SoolNua, finds out what is behind the myths

Millennials have grown up with technology, social media and other digital platforms, but the Business Events Industry is a mature one and it didn't always have these things at its fingertips.

We're evolving from using analogue processes to embracing digital ones. For instance, we can now register events' attendees via online platforms, generate RFPs, poll a live audience, virtually attend an event, and so on.

When it comes to digitalising these processes, we tend to turn to the so-called 'experts'... the millennials.

Myth or reality: are millennials 'tech experts'?

In my office, I am the 'how do you...' when it comes to computers, the printer, mobile phones, apps, event tech etc. The same can be said for my personal life: if the broadband goes down, I am the 'technician' called in.

It is not because I have a degree in IT systems, platforms or infrastructures (since I don't!). On the contrary, it is because millennials are thought of as the generation that probably knows how to do these things.

Truth be told, I don't usually know the answer and I turn to my friend Google for help. I check forums, blogs, community pages, YouTube videos and read FAQ sections on websites to get the answers I need. It is all trial and error from there.

So, generally speaking, we aren't really tech experts most of the time. Key character traits that millennials often do embody are adaptability, openness and being fast or nimble. We try lots of possible solutions until we land on one that works for us.

Digitalise your office

When it comes to the digitalisation of the Business Events Industry and specifically your office, I think the key thing we need to remember is that it is a trial and error process, and it needs to benefit everyone in the office – not just the techy millennials.

At SoolNua HQ, we tried countless Q&A platforms until we landed on one that stuck. We love Slido. The interface, its simplicity and nimble nature suits exactly what we need and everybody in the office has been able to master the art of using the various features to enhance the work that they are doing. So it benefits us all.

That is not to say that Slido is definitely the platform for you, as you and your colleagues need to try multiple platforms to land on a snug fit for everyone's needs.

The other thing to ask yourself is 'do we need it at all?' My mantra for using social media platforms is 'you don't need to be on them all!' We can often have FOMO (Fear of Missing Out) in the digital world.

Let's try. Can you complete this sentence: "My company needs to be on Facebook because..."? If not, then don't join it.



However, let's not digitalise it all...

The list of positive benefits that the digital world has brought to the Business Events Industry are endless. It can save time, provide us with data and analytics to help inform decisions, provide us with an online platform that allows us to talk to a wider potential audience, etc.

As our industry evolves with technology, we need to strike a balance between the utilising the benefits of the digital world whilst maintaining the importance and value of face to face conversations.

If the millennial generation and the more experienced #eventprof can work together to drive the balance of the two, I think our industry will remain pretty awesome at what we do - which is connecting people.

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Record number of conventions for Thailand as TCEB steps up to be a co-creator of opportunities for professional growth and development.

Two conventions of global associations are giving Thailand Convention & Exhibition Bureau (TCEB) an unprecedented platform to promote its new role as a co-creator of professional growth and development opportunities. This new area of enterprise expands the agency's function well beyond that of a traditional business events bureau and paves the way for new models of cross-sector collaboration.

UIA (Union of International Associations) Round Table Asia-Pacific 2019, which took place from September 19-20 in Pattaya, was attended by around 100 delegates. It is the third edition hosted by TCEB following the first edition in Bangkok in 2015 and the second in Chiang Mai in 2017, emphasising TCEB's commitment to



being a partner for association development. The other conference is **ASAE (American Society of Association Executives) Association Leadership Forum Asia-Pacific 2020**, to be hosted by TCEB, is expected to attract 170-230 delegates from associations, association management companies and professional conference organisers. This is the first time the ASAE Leadership Forum will be held in Thailand, affirming TCEB's role to co-create opportunities for cross-regional association and professional connection, collaboration and development.

The two events are especially important to TCEB because their delegates comprise decision makers representing a wide range of industries and disciplines. They can benefit from Thailand 4.0 new economic policy which aims at transforming Thailand into an innovation, hi tech and creativity-based economy, requiring the Kingdom to

seek professional inputs in driving the policy. Thailand is, thus, offering a new window of opportunities for professional growth, development and collaboration.

The UIA and ASAE events are taking place at a time when Thailand is making great strides in attracting international conferences. In 2018, it hosted a total of 193 international conferences, lifting Thailand to the fourth position in ICCA's ranking among Asian destinations and the top of ASEAN region for the third year in a row. Thailand has won 13 bids with TCEB support in FY2019. These events have been estimated to attract a total of 25,700 delegates.

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JEJU

South Korea

Jeju: Welcome to the Data-Based Smart Island

Jeju, an Asia's representative resort-style city with several titles - including the UNESCO Triple Crown - is ready to take a leap forward to a MICE city that can lead the 4th industrial revolution in the future.

The hub city connecting the Asian continent to the Pacific Ocean

Jeju is a strategically important point that links Asia to the Pacific, connecting China, Japan and Southeast Asia, with direct flights to Seoul, Tokyo, Beijing and Shanghai. Specifically, 16 mega cities with a population of more than 10 millions are located within three hours by plane. In the last couple of years, Jeju was overwhelmingly the number one tourist destination, having received the most attention in social media.

A visa-free city in the Republic of Korea

As a free international city based on the basic principle of 'no visa, no tax,' Jeju is growing into an optimal MICE destination, institutionally competitive and equipped with world-class level business infrastructure. South Korea's government designated Jeju as free international city in 2002, making it the only place in the country where people from over 180 countries around the world can visit without a visa.

The hottest leading city in the Republic of Korea

Jeju is truly the number one city in which the Korean people want to live, as its population has grown by over 10,000 people annually since 2012. Having reached 13 million domestic tourists in 2018, Jeju is an attractive dream island. Already recognised as South Korea's best tourist and MICE destination, its facilities and infrastructure are another asset that will help business thrive.

Carbon-free by 2030

Jeju is working on a medium and long-term project to convert 100 percent of its energy into renewables and replace all of its transportation with electric vehicles by 2030. Electricity supply is being planned mainly using wind and photovoltaic power. With the inflow of private capital worth more than 11 billion euros, the installation of Energy Storage System is being expanded, with Jeju planning to invest in the distribution of 15,500 electric vehicles and 14,100 EV chargers (the 1st rank in South Korea), through active environment-friendly projects.

One of the most outstanding parts is the Data-Based Smart Island Project, which is a service first implemented in the country to provide new Internet solutions to local residents and tourists, namely MICE participants. The service is being established and operated in more than 4 thousand places since 2018, which includes mobile transportation facilities such as buses or taxis, as well as permanent facilities such as airports or convention centres. In addition, Jeju is putting energy into an ongoing development of projects analysing big data from that process and using it to build the foundation of a smart MICE infrastructure connected to the new ICT technologies. Moreover, the expansion of public Wi-Fi is being planned to more than 5,000 places so that all people can have a convenient online access in the whole area.

Finally, a customised service will be provided to MICE attendees in the future by building up a data centre in the Jeju Convention & Visitors Bureau in 2020,



which will be applied to a MICE event, a MICE card (offering new solutions in transportation), among others.

Welcoming MICE facilities in 2020

Grand Hyatt Jeju will be opening in early 2020 with a new vision of the Grand Hyatt brand, reflective of the island's unique environment by providing travelers a first-class resort service and hospitality. The hotel will be one of the largest of the chain with 1,600 rooms, 14 food outlets, approximately 1,200 square meters of meeting space, indoor and outdoor pools, fitness centre, spas and a kids club.

Now, you can see why 'Jeju,' a World Natural Heritage island recognized by UNESCO, and Asia's premier resort-style MICE city, is the hub that can lead us to the 4th industrial revolution.



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Strategic Stakeholder Engagement for **Sustainability**

“Coming together is a beginning, staying together is progress, and working together is success.”

— HENRY FORD

Participation, or the lack thereof, is what has contributed to a world in which political systems are receiving more criticism than praise. It follows that the achievement of a sustainable future will have to involve the transformation of centralised systems of power into collaborative and inclusive endeavours.

Tourism and events’ destinations are no exception to this transformation, and the following seeks to outline how to start a structured outreach programme. Doing so is crucial for systemic sustainability, as the inputs from key stakeholder groups will reduce the limits posed by organisational self-interest and a singular focus. It is by strategically engaging with stakeholders that a comprehensive strategy can be co-created, while also fostering buy-in from stakeholders to actively work towards the strategy’s goals.

While many destinations are conducting surveys and interviews, very few have a quality stakeholder engagement process that is transparent, inclusive and

underpinned by a rigorous methodology that accounts for the shifting business environment in which social and environmental concerns are increasingly prominent.

7 Key Steps for Stakeholder Engagement:

- 1 Purpose:** Define the principles and purpose of the engagement exercise. Is it to review current strategies and plans, improve governance or catalyse innovation?
- 2 Map:** Define the criteria and an approach to identify, profile and prioritise stakeholders.
- 3 Plan:** Define the engagement level and method you will use to converse with each key stakeholder group to gain qualitative and quantitative input; i.e. online surveys, one-on-one interviews, focus groups and secondary research. Create a project plan with timelines and resources.
- 4 Engage:** Reach out and conduct the consultations. Ensure that you are listening to all key groups and not just the stakeholders you get on with.
- 5 Analyse:** Collate and analyse the collected data to identify key insights and use these as input to improve your strategy.



6 Publish: Document and publish key results, to ensure all stakeholders who participated receive a copy.

7 Review: Effective stakeholder engagement is an on-going process. Create avenues that allow feedback and reflections to continually inform your strategy and actions. This helps build your adaptive capacity and improved your ability to live in a future characterised by uncertainty.

Success Story: 10xCopenhagen



This major research project was initiated by Wonderful Copenhagen in October 2017. It had the purpose of creating new insights to help reimagine the role of tourism in Copenhagen towards 2030. By design 10xCopenhagen sought to be as inclusive and comprehensive as possible and consulted stakeholders whose voices are often not listened to. This was done through surveys of more than 5,500 international visitors and 2,000 locals, interviews of 405 meeting attendees, running focus groups and workshops with local residents, business owners, urban planners, and business professionals (among others). From the results, six dimension of knowledge emerged which can now be viewed in a beautiful and captivating way on the 10xCopenhagen website. This has allowed Copenhagen to use storytelling to engage both locals and the world in a conversation to create sustainable solutions, which have played a key role in the development and improvement of Copenhagen’s “Tourism for Good” strategy.



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.



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