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How European is the European Association Summit?

So much is happening in Brussels ... Brussels has decided ... At a meeting held in Brussels ... and the list goes on and on.

Yes, I have said it over and over again, many European cities are envious of the prominent position that Brussels has garnered in the European Meetings Industry. Some cities even say that Brussels is not taking sufficient advantage of the status it was offered by the presence of the European Institutions. I should think this has provided some useful food for thought and debate at the 3rd edition of EAS (the European Association Summit) this May.

All European cities are home to headquarters of international and regional (European) associations. Brussels tops them all with more than 1,800 associations. Of course, this leads to high expectations as well as a fair share of disappointments. After all, the presence of many headquarters in a given city does not automatically mean that they will all hold their annual conventions in these cities. A lot more is needed to bring that about.

How do cities approach these associations? How do they communicate with them? What do they tell them? Are they just chasing potential conventions? Surely that is too limited a vision considering the many other avenues one can imagine beyond convention logistics! With EAS Brussels has proven that it is capable of providing perspective for well-established organisations and that it can help them to gain access to the (real) business world and vice versa (EAS runs parallel to EBS, the European Business Summit).

Three years ago, the European Associations Summit set out to position itself as THE annual peer-to-peer education and networking forum for international association executives and senior staff. Today the EAS is asking its participants: Is your association pioneering the future? However, isn't there an important element missing in this approach? What about European participation? How does one go about bringing all the associations in Europe into the equation (and not only the ones based in Brussels)? After all, shouldn't this be the ultimate goal EAS needs to pursue in Brussels?

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FAST FACTS

EVENT

ROTARY INTERNATIONAL CONVENTION

DELEGATES

18,000+ WITH 80% COMING FROM OVERSEAS

LOCATION

SYDNEY, AUSTRALIA

DATE

JUNE 2014

SYDNEY BLITZES ROTARY FORECASTS BY 2,000 PARTICIPANTS

The 105th Rotary International Convention in Sydney in June eclipsed targets by 2,000 people, with 18,603 attendees participating in the four-day program.



THE APPEAL OF SYDNEY

Chair of the 2014 Sydney Convention Committee, Mark Daniel Maloney, attributes the strong delegate numbers in part to Sydney and Australia's global appeal.

With close to 15,000 participants attending from overseas, he said the destination's charm and the fact delegates were coming to support Rotary at the Sydney convention were contributing factors in the higher than anticipated attendee numbers.

Combining the convention with an appealing destination continues to see the international meeting retain high numbers, with around 75 per cent of participants personally paying to attend Rotary.

"Sydney, I perceive, is on the bucket list of many people. Once in their life they want to travel to Sydney and Australia. To be able to travel to Australia and attend the Rotary International Convention - putting the two together - made it happen now rather than five years or further into the future."

DELIVERING THE EVENT

It appears as if the city delivered on all fronts, with Mr Maloney citing the friendliness of Rotary volunteers and Sydneysiders generally, the expansive Sydney Olympic Park precinct where the majority of meetings and events took place, and the generosity of Government,

both State and Federal, helped push this year's convention to new heights.

"There has been nothing that we could not do at Sydney Olympic Park. We had our plenary sessions, 90 break-out sessions, a fantastic House of Friendship [exhibition space], and we even had a separate service opportunities exhibition which allowed us to do some large scale project exhibitions which had not occurred at a Rotary convention before.

The size of Sydney Olympic Park - in total 640 hectares including expansive parklands - also allowed Rotary to hold its End Polio Now 3km Walk to help raise awareness of Rotary's campaign to eradicate polio, and give delegates a taste of life in Australia with the Great Aussie BBQ Lunch in Cathy Freeman Park. Other activities included packing meals for Rotary's Stop Hunger Now campaign and construction of a book maze from donated books which will be sent to 50 primary schools to benefit Aboriginal children.

Sydney Olympic Park Business Events Manager, Karlah van Arend, said she has received glowing reports from the organising committee on the precinct.

"The success of the event is a tribute to the hard work of many people in the venues, the Sydney Olympic Park Authority, and

across all arms of the NSW Government," Ms van Arend said.

RECORD-BREAKING FUNDRAISER TO END POLIO

Delegates at the Sydney Rotary International Convention helped raise \$120,000 for the global eradication of polio.

With generous support from the Bill and Melinda Gates Foundation and Sydney Harbour BridgeClimb, which donated 50 per cent of the cost of BridgeClimb tickets to Rotary, money will now be used by Rotary in the fight against polio. The money raised is enough to buy polio immunisation vaccine for 240,000 children.

The Rotary End Polio Now climb also broke two world records. The climb saw Rotary have 340 people on the bridge at the one time, smashing Oprah Winfrey's previous record of 315, and also breaking the world record for the number of flags flying on any bridge in the world at the one time, with 278 flags flying and 219 different flags.

At the official opening of the convention Australian Prime Minister Tony Abbott pledged \$100 million over the next five years to assist Rotary in its End Polio Now campaign.

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EMPOWER YOUR MEETINGS IN GLASGOW

Glasgow is a city steeped in innovation and world leading research. The creation of its 'knowledge hubs', areas of strategic specialisms, empowers knowledge exchange to unprecedented levels.



The city's knowledge hubs have been targeted on key economic sectors which include; life sciences, medical, energy, sustainability, low carbon industries, financial and business services and tourism. Glasgow can not only showcase these established areas of expertise but, through strategic investment in infrastructure and research, can demonstrate on-going growth through secured conventions business. In the last financial year (2014 to 2015), 40% of

conferences confirmed to Glasgow were in these key economic sectors.

Medical and life science conferences have seen a 45% increase on the last financial year; whilst engineering conferences in the city have trebled during the same period. The number of conferences taking place in the city relating to energy, sustainability and low carbon industries have increased by six times on the last financial year (2013/2014).

Glasgow has positioned itself as a 'smart city' and the year-on-year growth demonstrates how it helps its clients achieve tangible results whilst bringing their conference ambitions to fruition.

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Leonard Engel

EUROPEAN ASSOCIATION FOR INTERNATIONAL EDUCATION

A profile

Founded in 1989, the EAIE (European Association for International Education) is the European centre for expertise, networking and resources in the internationalisation of higher education. Leonard Engel, EAIE Executive Director, tells us about how the organisation operates and what challenges it has faced.

HQ: Could you briefly present EAIE?

Leonard Engel: The EAIE is a non-profit, member-led organisation serving individuals actively involved in the internationalisation of their institutions. Our members share a common goal: to internationalise their institutions through collaboration, knowledge exchange and continuous professional development. We offer this through a large annual Conference, training events, webinars, and publications and online resources.

Recently, we've felt the need to take the association into the next level of

professionalisation. To remain relevant to our audience it is important to continuously seek to re-invent ourselves and not just be happy with the success we have. We don't want to be perceived as only organising a big event once a year, we want to be relevant throughout the year. This is a change in culture and that is always challenging and takes time. Investments have been made to capitalize on the knowledge we have but that is often hidden in the association. A good example of this is the EAIE Barometer that we just launched, an extensive survey with over 2,000 respondents from across Europe.

HQ: What challenges has the Association had to overcome in recent years? How did you manage?

Leonard Engel: In the past 5 years major challenges that have been addressed include complete overhaul of the finances, overhaul of the HR support, overhaul of the governance structure, investments in technology (rebuild of website) and focus on membership policy (benefits, recruitment and retention, volunteer opportunities) amongst other things, all in order to be more professional in the way we run the association. We learnt a lot in past years from ASAE and primarily US based consultants.

In addition, the growth of the conference and exhibition has meant that we are limited in the places we can go with our conference, whereas the goal is to be in different parts of Europe. It also means we have to plan more in advance and accept that we will have to revisit cities we have been before. The challenge is that the quality of our conference should never suffer as a result of the volume.

HQ: What kind of events do you organise?

Leonard Engel: The EAIE holds one annual conference, two Academies comprising each of a number of training courses, and a handful of webinars each year. I will focus on the conference as this is by far our key event. Currently the largest international higher education conference in Europe and the second largest in the world, we are drawing over 5,000 professionals from over 85 countries to our annual conferences. Through 150+ cutting-edge sessions, 30+ in-depth workshops, an impressive exhibition of 350 institutions and an array of networking activities, the conference gives participants the opportunity to enhance their expertise, explore current trends in higher education, and establish partnerships with institutions from around the world.

HQ: What is the association's decision process concerning the organisation of your events? How do you decide on destinations and venues?

Leonard Engel: The selection for future conference hosts is done via a rigorous two-phase call for bids. Usually submitted by Convention Bureaus and venues, bids and venues are screened by my Conference Manager, also via site inspections. The bidding cities are then reviewed by the EAIE

Board, and the short-listed cities make a formal bid presentation to the Board. The decision is made by the EAIE Board.

HQ: Do you work with a PCO? If yes, why? If no, why?

Leonard Engel: We do not work with a core PCO but appoint a local DMC or PCO once a city is selected. Our conference is organised and supported mainly by our in-house experts and we rely on a local DMC/PCO mainly to organise our social programme, transportation as needed and be our eyes and ears in the local city.

HQ: What has the most memorable conference been so far? Why?

Leonard Engel: Nantes - because it was my first as EAIE Executive Director! After attending the EAIE since 2001 as a professional in the higher education field myself, it was amazing to see the conference from a new perspective. The details, planning, rush behind the scene, all to provide one impression well-oiled machine (at least from our participants' point of view)! But from a different perspective the Istanbul conference was most memorable. Firstly because the huge difference in culture between the way we

work and are used to working and the way the locals get the job done, which proved to be very challenging. Secondly because we were in a constant crisis mode the whole conference because of the protests that were happening around the corner. At least it taught us how to manage a crisis situation and how much pressure it puts on the whole team and especially the communications.

HQ: As an association, do you have any relations with other associations/organisations or such?

Leonard Engel: Of course most of our relations are with our sister organisations around the world. We try to learn from them as they do from us. In a way it is competition as well as collaboration. The organisation I am most involved with is the American Society for Association Executives (ASAE). I am a member of their international board and we attend their annual conference as well as their specialised conferences. For us it is the best resource available.

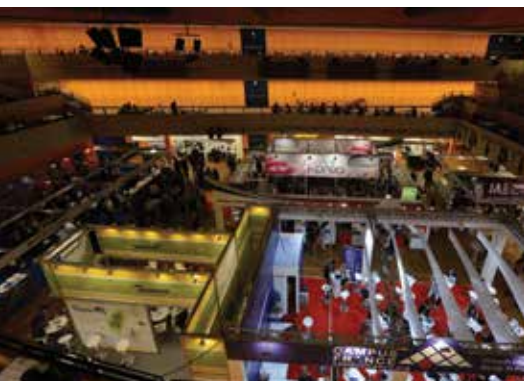
HQ: How would you summarise new trends in the association congress world?

- Technology: need for Wifi, mobile mobile mobile! And perhaps in the future hybrid.
- Networking is the main reason for attending our conference so we have to find ways to make it easier, and not just in the traditional ways
- Everyone is busier and busier and have limited time - so there is a need to offer value for time / something for everyone, everyday during the events
- The need to work smarter, not harder on everything we do to keep up with the fast-paced events world!

EAIE ANNUAL CONFERENCES

- 16-19 September 2009: Madrid
- 15-18 September 2010: Nantes
- 13-16 September 2011: Copenhagen
- 11-14 September 2012: Dublin
- 10-13 September 2013: Istanbul
- 16-19 September 2014: Prague
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GLOBAL ALLIANCES

Are cross-sector partnerships possible for associations?

Andreas Osterwalder and Yves Pigneur define a business model as the rationale of how an organisation creates, delivers and captures value. In their very famous book, the “Business Model Generation”, the authors introduce a notion of a business model canvas, a nine-block structure that can facilitate any organisation to design their model and value proposition and business capturing.

Text Alessandro Cortese, President of ESAE & CEO of the European Society for Radiotherapy and Oncology (ESTRO)

One of the nine blocks is specifically dedicated to *key partnerships*, as the ability to build networks of suppliers and partners that make the business model work. While the purposes for these partnerships can vary, a common mission is to optimize the distribution of resources and activities in order to maximize the value given to a group of stakeholders (members, customers, etc.).

necessarily defines the need to structure key alliances in order to meet additional market opportunities.

Over the last few years, several types of alliances saw the light in the industry of international associations. As examples, sorted by purpose, it is possible to mention different alliances:

for instance companies in similar market segments create alliances to discuss and agree on technological standards (wi-fi, Bluetooth, etc.)

- Alliances to access market opportunities and communicate a common value proposition: for instance, several destinations have created alliances to promote common brand assets and visions (Best Cities Global Alliance, Energy Cities...)

IT IS THROUGH ALLIANCES THAT ORGANISATIONS CAN SCALE UP AND DESIGN OBJECTIVES OF A HIGHER LEVEL OF REACH

Through solid partnerships and alliances organisations can make economies of scale (for instance sharing resources, infrastructures or services), reduce risks (forming strategic alliances to avoid competition or foster collaboration on common areas of interest) or acquire resources and services (sharing knowledge, negotiating common services and goods).

In summary, it is through alliances that organisations can scale up and design objectives of a higher level of reach. This is in particular true for SMEs (and international associations, even the largest ones, belong to the category), whose size

- Alliances to share infrastructures for common advocacy objectives: for instance, the Biomed Alliance is founded by the major medical societies in Europe with the purpose of providing a platform for biomedical research.
- Alliances to share the knowledge on in-house activities: for instance, several societies organising themselves their congress and meeting management have joined the AC Forum, which acts as a platform of exchange on best practices, knowledge sharing on suppliers and destinations, and even common negotiation of some services.
- Alliances to create common standards:

In summary, there is not one single business model when it comes to associations... International societies often have numerous opportunities to explore and capture, through a consistent exercise of thinking, what is the best way to deliver value to their stakeholders.

Alliances are often an indispensable way to increase the potential of a single organisation to deliver value and build the understanding of what the opportunities really are.

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SYNERGISTS FORMING FELLOWSHIPS

Some Insights on two lesser-known success factors of strategic alliances

Working for an organisation that carries the slogan 'collaborating for a smarter world', it will come as no surprise that I strongly believe in the importance of creating innovation synergies through partnerships. Of these, strategic alliances are probably one of the most relevant models for associations. Why? Because they allow mission-driven organisations (like associations, non-profits, NGOs, etc.) to significantly increase their impact without compromising their autonomy, integrity or business model.

Text Benita Lipps

Much has been written about the key success factors of strategic alliances in the non-profit sector and there is no need to elaborate on the importance of 'hard factors' such as clear aims, sufficient resources, suitable structures or continuous evaluation. Increasingly, the importance of 'soft factors' such as trust, expectation management, continuous communication and leadership is also acknowledged in the relevant academic literature and case studies.

Instead, the following paragraphs aim to draw your attention to two lesser-known aspects of successful strategic alliances - factors that we have termed 'alliance catalysts' and 'alliance fellowship'. At the DaVinci Institute, we witness both factors - the presence of strong catalysts and a clear notion of fellowship - in all truly successful partnerships yet don't often read about these in the relevant publications. In order to go beyond the theory, we've asked the coordinators of a rather interesting strategic alliance to contribute their insights: an organisation that has been growing from a national NGO into a global driver for gender equality in science within five years: Portia and the Gender Summit Community.

The first Gender Summit was held in 2011 - mainly as a dissemination conference for the EU-funded 'genSET' project under the leadership of Portia, a UK organisation established to respond to the then UK government's concerns about under-representation of women in Science, Engineering and Technology. Since then, the Gender Summit expanded into a series of regional summits in Europe, North America, Africa and Asia-Pacific, as well as a global community of scientists, policy makers and gender scholars dedicated to promoting the importance of gender as a dimension of quality in research and innovation.

This was made possible by forming strategic alliances with partners such as the National Science Foundation (NSF) in the USA, the Human Sciences Research Council (HSRC) in South Africa, Elsevier, the Korea Institute of S&T Evaluation and Planning (KISTEP) and the National Council on Science and Technology of Mexico (CONACYT). Today, the Gender Summit community represents the knowledge and experience of 5,000+ international experts, several hundred of science organisations and a variety of key STEM stakeholder groups.



Benita Lipps

ALLIANCE CATALYSTS - THE POWER OF RELATIONSHIPS

Despite being a business venture, it is important never to forget that strategic alliances rise and fall with the people who forge, promote and implement them. This is both a great opportunity and a very concrete risk in any partnership. Good alliances rely on high-level supporters or 'sponsors' within each partner organisation acting as alliance catalysts - often well beyond the remit of their job description: "You need committed individuals within key organisations who are prepared to take on the mission and the risks" explains Dr. Elizabeth Pollitzer, Portia's Director. They need to be personally motivated, "because what is expected of them is usually outside their normal responsibilities."

Commitment like that cannot be negotiated over a business meeting - it takes time and effort to develop: "We first invited the NSF because of their ADVANCE programme, the aim of which was directly relevant" remembers Dr. Pollitzer, "We made a big effort to ensure that [the NSF representative] saw the importance of their participation and was comfortable with the role they could play. We also ran into her at the hotel and had dinner together. [After the summit], we remained in constant touch about the progress, to maintain interest in our approach but also to understand where the common ground is." This ultimately led to an invitation in 2013 to hold the Gender Summit in the USA. Key to this was one very invested catalyst: "It was really she as a person that has driven things in the USA and North America, because she is very diplomatic, she knows what can be done within the NSF, and she understands all the agencies in the region work."

At the same time, a breakdown in the relationship can also signal the breakdown of an alliance: "The biggest problem that can happen is if you have someone in

leadership who is keen and supportive and then suddenly there's a change at the top. You thought you are working with an organisation that's on your side, and suddenly, they seem to be totally hostile towards the common goal," comments Dr. Pollitzer.

While it may seem obvious, sharing certainly isn't a common feature in the practices of most strategic alliances. Despite uniting under a joint objective, difficulties often arise when partners are unable or unwilling to share key assets,

DESPITE BEING A BUSINESS VENTURE, IT IS IMPORTANT NEVER TO FORGET THAT STRATEGIC ALLIANCES RISE AND FALL WITH THE PEOPLE WHO FORGE, PROMOTE AND IMPLEMENT THEM

ALLIANCE FELLOWSHIP - SHARING OWNERSHIP FOR A JOINT CAUSE

Another less known characteristic of successful strategic alliances is their commitment to sharing knowledge, data and insights for a greater common good and sustainable impact. This also holds true for the Gender Summit Community: "We are trying to not talk about problems. We are saying to people 'this is really about opportunities'. It's an opportunity to make the science knowledge better, an opportunity to use the science knowledge for real economic and societal benefit. And I think people like that." explains Dr. Pollitzer.

knowledge or resources openly. And indeed, it is not always easy to 'give away' the knowledge, resources and expertise that forms the very core of one's capital, says Dr. Pollitzer: "It slightly bothers me when our ideas and resources are used without acknowledgement, but then I think: well, it doesn't really matter because it just means that the whole message spreads and more people want to do it." Ultimately, an alliance can only work if partners agree to subordinate their own ideas, objectives and conceptions to what's truly best for effectively tackling the important cause or the people they aim to serve together.



Gender Summit 4 Europe 2014

Real synergies can only develop if alliance partners are willing to invest, share and exchange resources: *"I think that the process always begins with us trying to make sure everyone is on the same page, trying to convey what the message behind the Summits is because it's mission and format is quite unique and people sometimes need to be steered away from their traditional ways of doing things,"* says Henrietta Dale, Portia's Operations Manager. *"But once everyone is on board, it's really important to ask 'what's your input?'"*

It's essential that all partners are involved in developing the vision, plans and projects. Any notion of 'we're here for your resources (distribution network, membership database, funding) but not for your ideas' kills alliances. Therefore, those who initially 'own' the vision will do well to truly share that stake with their partners. *"There is not much point feeling precious about certain things if the main [alliance] goal requires that everybody really cooperates,"* confirms Dr. Pollitzer.

Benita is a board member of the ESAE and a regular speaker at association events. She works as executive director of the DaVinci Institute - a think tank and consultancy specialising in collaborations for smart, creative & sustainable innovation.
<http://davinci-institute.eu>



GLOBAL ALLIANCES: WHY CROSS-SECTOR PARTNERSHIPS CAN TAKE ASSOCIATIONS AND CORPORATES TO THE NEXT LEVEL

Cross-sector alliance and partnerships between corporates and associations are widely commonplace, and in some cases even vital, to the very survival of an organisation. However, the motivation to get into a cross-sector partnership for a *for-profit* organisation may differ completely from a *non-profit* organisation.

The word 'motivation' in this context is applied to explain the *conscious values and explicit goals and objectives* that initially drive individuals and organisations to seek out partnerships and explore the possibility of working across sectors.

Such strategic partnerships continue to increase and are becoming the cornerstone of modern business models. Gone are the days when non-profits could just survive and build on the emotive value of their cause, as it is a proven fact that they need for-profits as a critical source to reach their objectives.

At the same time, these alliances lend tremendous credibility to corporates, providing them with solid PR and brand enhancement possibilities, whilst they focus on building the economic value of their organisation for shareholders.



Clearly, cross-sector partnerships do not just happen; they are built by a desire for **joint value creation** for both partners. They are intense, they are deep, and they require long-term relationship management. On the flip side they can be highly rewarding, as they trigger a relationship built on an emotional connection with a social purpose.

HBR CASE STUDY

Our industry is rife with several great examples of such partnerships, as well as some within my own immediate business circles. However, in order to remain impartial, I refer to an HBR case study of such a collaboration which was between a well-established Social Foundation and Global Pharmaceutical giant, showcasing what it

takes to make them work. The Foundation had for several years invested into research of prevention of tropical diseases and was now seeking to implement its findings into the affected communities. Positively impacting and changing the lives of many at grassroots level was at the very core of their mission.

There was just one problem: the Foundation's funds were running dry, and they simply lacked the bandwidth and resources to reach the far-flung and remote areas of these communities. Meanwhile at the Pharmaceutical Company, an internal volunteer committee was set up to explore the right philanthropic initiative, which matched with the company's stated value of providing care to those in need.

Similar to the Foundation, the Pharmaceutical Company took pride in the fact that one of the key reasons it attracted and retained top talent was because of its extensive medical research that helped eradicate illnesses that plague the developing world. With such shared context, by all measures this was a match made in heaven! But connecting on the social platform alone is not enough: the alliance had to be compatible on several levels both socially and economically, for both parties.

Here are just some of the fundamentals behind a successful alliance: the most critical and foremost is the chemistry between the key personnel, driving such a partnership. Bad chemistry can kill a partnership as quickly as it starts. Therefore, a "getting

acquainted" period and process is highly recommended, to foster compatibility and a positive relationship. The Foundation and the Pharmaceutical Company had a pilot phase which lasted almost three years, where they started to engage on several smaller projects, before embarking on a formal long-term plan.

CLEARLY, CROSS-SECTOR PARTNERSHIPS DO NOT JUST HAPPEN; THEY ARE BUILT BY A DESIRE FOR JOINT VALUE CREATION FOR BOTH PARTNERS

This 'one step at a time approach' helped both sides to undertake a due diligence of an incremental assessment of each other's attitudes, commitments and capabilities, all the while gradually building the key ingredients of mutual respect and trust.

This long-term prism helped the two partners to foster a culture of mitigating risk, unstable economic climate, and the unknown, in a collaborative environment, allowing the alliance to evolve in some unpredictable directions by the most natural of circumstances.

EMOTIONAL CONNECTIONS

Then there were a range of 'personal or emotional connections' across both parties that helped define what success could look like between the two organisations. It just so happened that the key contact at the Company had once served on the volunteer board of the Foundation. He understood the importance of the good work and research that the organisation had invested in over the years. He was passionate about the cause. He also understood that the cross-fertilisation of activities between the two organisations would ultimately help to uplift the

lives of many in those rural communities. He reached out across many in his own organisation to build consensus and lobby for the 'cause'. Meanwhile there were many on both sides who had 'jointly' undertaken several technical field visits to implement the successful prevention programmes of such scale and magnitude.

Some of these connections were staged, and some were by pure chance, and became instrumental in building support for this collaboration within their respective organisations. It just so happened that some of the researchers funded by the Foundation had worked previously with the Pharmaceutical Company's scientists, so the two organisations had a small historical base of co-operation.

Then there were those volunteers from the Foundation, who had partaken at the clinical trials run by the Company. These employees coupled with the marketing

team of the Company understood that whilst they were good with the commercial side of things, they needed help to launch an international humanitarian effort, all to strengthen its brand as the market leader in such initiatives. The Foundation was the most credible route to help position the Company with a soul.

In order to meet its goals, the Company then offered to fund and stage an organic programme around the Foundation's objectives to reach its beneficiaries in the most effective manner over a set period of time. They even agreed to fund the Foundation's further R&D in therapy areas which were not currently prevalent, and not part of their mainstream portfolio, without any strings attached, allowing the Foundation to innovate and grow organically, and never risking to compromise the trust of its stakeholders or its 'compliance' principals.

Both organisations operated within a systematic framework. Both had clear objectives and achieved desired outcomes. Finally, the ultimate winners were the wider effective communities, benefitting both on economic and social levels from such a cross-sector collaboration.



This article was provided by the International Association of Professional Congress Organisers, author Sumaira Isaacs, Council Member of IAPCO, and COO of MCI Group IMEA. IAPCO represents today 120 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.
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FOSTERING TRANSFORMATIONAL PARTNERSHIPS TO MEET GLOBAL TARGETS FOR HEALTH



Mario Ottiglio

This September, all eyes will be on New York as the international community begins a new chapter in development cooperation. The UN's Millennium Development Goals (MDGs), which aim to eradicate extreme poverty and promote human rights in low-and middle-income countries, are drawing to a close, to be succeeded by a universal development strategy for the next 15 years: the Sustainable Development Goals (SDGs). As the overarching association of the research-based pharmaceutical industry, we are compelled to support the UN and its specialist body the World Health Organization (WHO) in the achievement of SDG 3: Ensure healthy lives and promote well-being at all ages.

Text Mario Ottiglio, Director, Public Affairs, Communications & Global Health Policy, International Federation of Pharmaceutical Manufacturers & Associations (IFPMA)

FACING THE WORLD'S 'DOUBLE BURDEN' OF DISEASE

Tremendous progress has been made towards achieving the health focused MDGs: child mortality has dropped dramatically and targeted investments in fighting malaria, HIV/AIDS and tuberculosis have saved millions of lives. We as an industry have helped the global health community move the needle, but there remains much to be done.

The post-2015 global health agenda must address a double burden of disease. Infectious diseases like HIV/AIDS, tuberculosis, malaria and neglected tropical diseases pose a serious threat to human health and economic development, acutely illustrated by the Ebola Crisis. All the while, the looming rise of chronic diseases will present a serious health and economic burden for national governments to manage, rich and poor alike.

IT IS INDISPUTABLE THAT CROSS-SECTOR COLLABORATION AND PARTNERSHIP WILL PLAY AN ESSENTIAL ROLE IN THE ATTAINMENT OF THE SDGS AS A WHOLE

Targets for the post-2015 development agenda must be ambitious, and will rely heavily on the contribution of people across all sectors - national governments, the United Nations and its agencies and other international organisations, NGOs, the private sector and civil society. It is indisputable that cross-sector collaboration and partnership will play an essential role

in the attainment of the SDGs as a whole, and for targets that pursue worldwide health and well-being there is no exception. Partnerships are to be a key strategy moving forward, so much that the model itself has been highlighted as a proposed SDG, SDG 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development

Partnerships in health are not a new phenomenon, and in many ways such programs pioneered the relationship between the public sector and private sector in the context of global development many years ago. The research-based pharmaceutical industry has a long track record in partnerships, there are currently over 250 active programs between IFPMA member companies and their public, private, academic and non-profit partners. We have seen first-hand how partnerships can play an instrumental role in

improving the health of entire communities and this is why we fully endorse the commitment of the SDGs to pool together resources and create new constellations of expertise.

INNOVATIVE AND SUSTAINABLE SECTOR-WIDE PARTNERSHIPS

As an association, we have instigated a number of programs to strengthen health

systems across low-and middle-income countries and improve the quality of care for patients. In the last two years alone, we have kick-started five partnerships with a regional or global reach, many with a focus on the prevention of chronic diseases, already responsible for 63% of deaths globally and increasing every day.

Last year we teamed up with the International Federation of Red Cross and Red Crescent Societies (IFRC) to develop, pilot and scale-up the implementation of '4HealthyHabits', a tool to help 3 million people in the IFRC's volunteer network reduce the prevalence of chronic diseases in their community. Behavioral change in four key areas - unhealthy diet, excess alcohol, tobacco use, physical inactivity - dramatically reduces an individual's risk of developing the four most prevalent chronic diseases: cancer, cardiovascular disease, chronic respiratory disease and diabetes.

Recognizing the huge potential mobile technology has to leap-frog and overcome barriers, in 2012 IFPMA joined forces with the International Telecommunications Union's (ITU) multi-stakeholder partnership 'Be He@lthy, Be Mobile', sharing with national governments best-practices for mobile health (mHealth) strategies and providing important information on disease prevention and management direct to mobile phone users.

CASE STUDIES OF HEALTH PARTNERSHIPS THAT IMPACT EVERY COUNTRY IN THE WORLD

IFPMA also hosts the Developing World Health Partnerships Directory (<http://partnerships.ifpma.org/pages/>), a continuously expanding online database that allows users to view in depth health partnerships from across the world that involve the research-based pharmaceutical industry. Users can also hear the stories of people working to implement partnerships on the ground and the testimony of people who have had their lives impacted by these initiatives.

The programs are wide-reaching, demonstrated by the GAVI Alliance, which has supported in the vaccination of nearly half a billion children worldwide since 2000. The programs are sustainable, demonstrated by the a number of innovative technology transfers that share intellectual property, manufacturing capacity and scientific expertise so that generics manufacturers in emerging markets can develop high-quality medicines for HIV/AIDS and multi-drug resistant tuberculosis. And the programs are creative, demonstrated

by the Transnet-Phelophepa Healthcare Trains, each year providing 375,000 people living in rural South Africa access to healthcare, with carriages for ophthalmology, obstetrics, psychological counselling, oncology, dentistry and more, crossing the country on wheels.

Our experience has taught us that partnerships can improve effectiveness by reducing both risks and duplication of investment activities. The 250 active partnerships on the IFPMA Directory go beyond corporate social responsibility or the model of a donor

and beneficiary; they seek transformational engagement, addressing systematic issues to have a lasting impact, a demonstration of the pharmaceutical industry's leadership in putting shared value into action. They are designed around the core competencies and assets of each partner, and leverage existing systems to foster local ownership. For our sector, partnerships are not a new concept. But as society embarks on the ambitious goals of the SDGs to address the world's most pressing challenges in healthcare and beyond, we will all have to kick things up a couple of gears. As an association, we walk the talk, as do our members. And so, at this critical juncture in the global development agenda we stand ready to cooperate with other sectors, as well as NGOs, universities, governments and international organizations, to grow as a community of partners and catalyze transformational change.

Mario Ottiglio leads on global health policy, coordinates IFPMA Members' policy positions and conveys them to government and UN Specialized Agencies officials. Mario also heads IFPMA's public affairs and communications efforts, developing partnerships and promoting active dialogue with key stakeholders from governments, multilateral organizations, and civil society.

THE UNION OF INTERNATIONAL ASSOCIATIONS (UIA)

The Union of International Associations is a non-profit, independent, apolitical, and non-governmental institution in the service of international associations. Since its foundation in 1907, the UIA is a leading provider of information about international non-profit organisations and a premium networking platform between international organisations and the meeting industry worldwide.

More info: www.uia.org

THE POWER OF SUSTAINABLE AND TRANSFORMATIONAL HEALTH PARTNERSHIPS

One way the research-based pharmaceutical industry works to improve global health is through multi-stakeholder dialogues and over 250 on-the-ground partnerships. Experience from these collaborations shows that transformative partnerships and accountability frameworks between civil society, the private sector, local authorities and national governments can improve global health and ultimately contribute to more equitable, inclusive and sustainable development.

Visit the IFPMA directory and find:

- +250 partnerships
- +20 pharmaceutical companies
- +1000 partners

CRITICAL SUCCESS FACTORS

- Adopt evidence-based approach to meet health needs.
- Engage in broad-based and multi-company partnerships.
- Ensure aligned partnerships to maximize shared resources and expertise.
- Use existing country systems and promote local ownership.
- Establish more comprehensive measures to track outcomes and impacts.

WHAT DO HEALTH PARTNERSHIPS DO?

- Build stronger health systems, improve healthcare access, health awareness, and training.**
- Promote innovative tools and approaches.**
- Improve scientific knowledge in low and middle income countries and discover new medicines and vaccines.**
- Help economies grow by improving health in developing countries.**



LATIN AMERICA AND THE CARIBBEAN	SUB-SAHARAN AFRICA	MIDDLE EAST AND NORTH AFRICA	CENTRAL ASIA	SOUTH ASIA	EAST ASIA AND THE PACIFIC
Brazil 55	Tanzania 305	Egypt 40	Kazakhstan 30	India 85	Indonesia 60
Haiti 55	Kenya 95	Morocco 35	Russia 25	Brunei 55	Vietnam 60
Bolivia 45	Uganda 85	Yemen 30	Tajikistan 25	Bangladesh 55	China 55
	Comoros 80				

PARTNERSHIPS WITH DONOR GOVERNMENTS

USA	18
EU	11
UK	11
France	5
Norway	4
Sweden	4
Switzerland	4
Canada	3
Denmark	3
Ireland	3
Australia	2
Germany	2
Japan	2

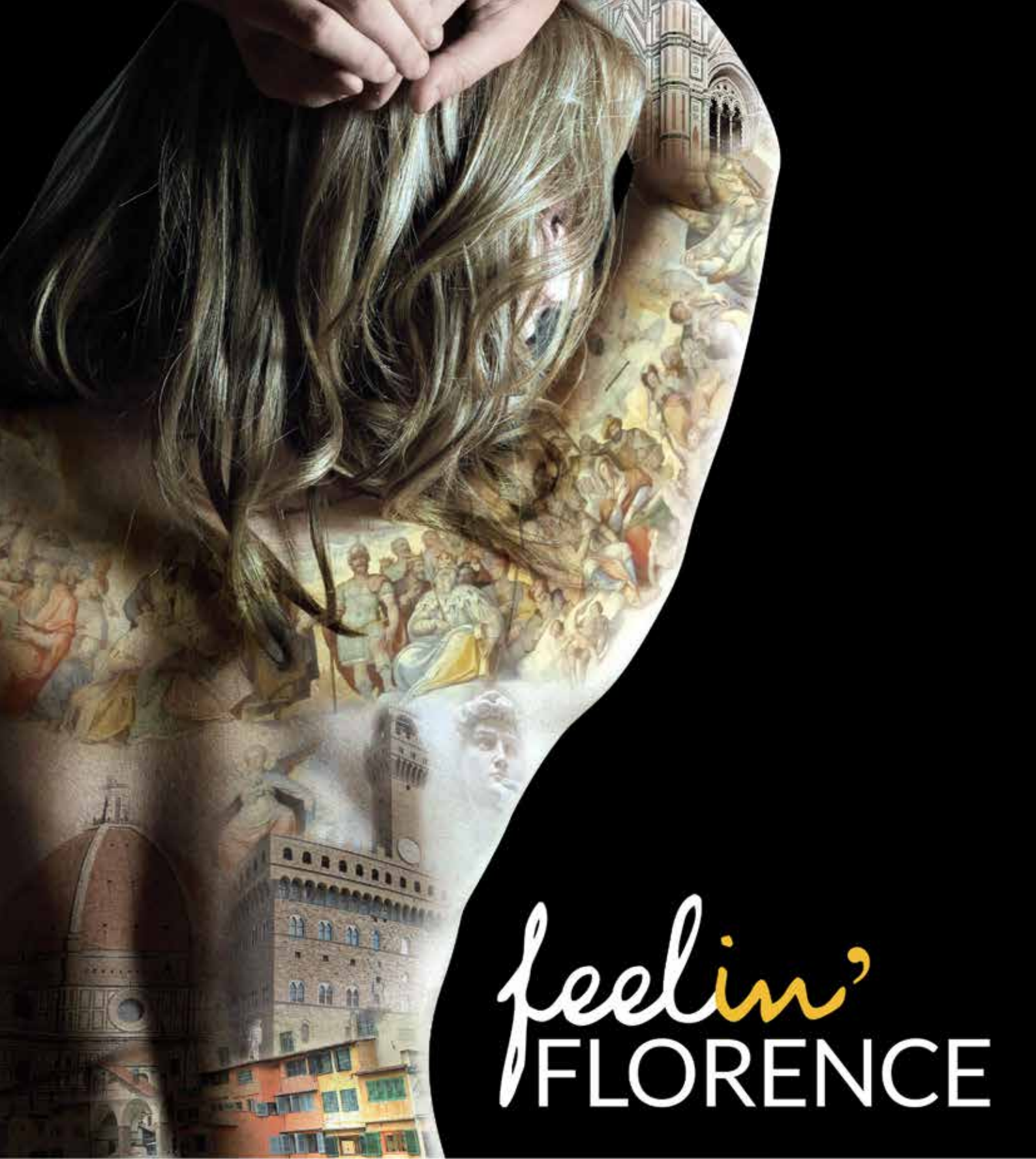
PROGRAM TYPES

- 185 PARTNERSHIPS** to address **health system infrastructure** in transit workforce, operating information systems, adaptable physical infrastructure.
- 165 PARTNERSHIPS** to increase **availability of treatments** (differential pricing, product donations, technology transfer).
- 150 PARTNERSHIPS** to **prevent** the spread of communicable diseases and non-communicable diseases (NCDs) (vaccines, awareness raising and behavioural change).
- 95 PARTNERSHIPS** to **develop new treatments** for diseases of the developing world (including improved research capacities, pediatric R&D).

TOP 4 DISEASE AREA FOCUS	TOP 4 DISEASES	TOP 4 TYPES OF PARTNER	TOP 5 RECEIVING COUNTRIES	MOST FREQUENT PARTNERS
Women and children health 75	Cholera 55	NGOs 58%	Tanzania 95	Novartis 40
Infectious diseases HIV/AIDS, Malaria, Tuberculosis 70	Malaria 40	Academia and research 27%	Kenya 95	United Nations 25
Non-communicable diseases 60	Tuberculosis 35	Government 19%	India 85	Bill and Melinda Gates Foundation 25
Emerging and re-emerging diseases 50	Cancer 30	Other stakeholders 18%	Uganda 85	Center for Disease Control and Prevention 15
			Comoros 80	



Check out www.partnerships.ifpma.org for insights into each partnership or use the database to select partnerships in areas or countries of interest.



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A RENAISSANCE BUT SMART CITY ALTOGETHER

Listed as a UNESCO heritage site, Florence is the cradle of Renaissance. Not only it capitalizes on its past history but also thinks about and invests on its future. Florence is a smart city: its “green” transport network includes electric buses, trams and cycle tracks which makes the city easy to get around. Thanks to an extensive municipal wireless WI-FI system, it also offers advanced technological services both to its citizens and tourists.

EASY ACCESS

In 2017 Florence will boast a new renovated airport, connecting the city with direct flights to and from international and worldwide destinations. It will become the third airport hub in Italy thanks to the recent merging with the airport of Pisa. Florence provides unbeatable value being located in the heart of Italy: at the centre of a fast train network, it is connected to Rome or Milan in one hour and a half.

FLORENCE CONVENTION BUREAU'S 20TH ANNIVERSARY

Florence Convention Bureau (FCB) is celebrating its 20th anniversary in 2015. In the last five years, it has come from strength to strength, registering a remarkable increase in the number of associate partners (which currently amounts to 165) and winning pivotal events and international congresses such as the International World Wide Web Conference that will take place in May 2015. Thanks to its institutional relationships FCB

offers fabulous sites for welcome cocktails, such as the Palazzo Vecchio with its Salone Dei 500, one of the biggest municipal conference rooms in Italy.

THE FIRENZE FIERA CONGRESS CITADEL

Firenze Fiera manages the three Florentine congress and fair venues: **Palazzo dei Congressi**, **Palazzo degli Affari** and **Fortezza da Basso** located in the heart of the city's historical centre. The three venues can be seen as a “congress citadel” accommodating MICE events from 10 up to 10,000 participants. The **Palazzo dei Congressi** boasts a 1000-seats auditorium connected to an area of 920 sqm. Its other meeting rooms can host 50, 80 or 200 people. **Palazzo degli Affari**, a modern, multi-purpose building of 4,000 sqm, can host any kind of event and a total of 1,800 people. The 16th-century, monumental **Fortezza da Basso** is the ideal location for large conferences, with 100,000 sqm, more than a half of which covered.

UP-TO-DATE TECHNOLOGY

The new wireless WI-FI system covers the whole congress area with 200 access points. Delegates have the possibility to download two official apps, one created by Firenze Fiera, and the other by Florence Convention Bureau, both providing extensive information about events or the hosting of events in Florence. FCB also offers a congress card helping the delegates during their stay

with specific offers and discounted rates at restaurants, boutiques, museums, etc.

FLORENCE CONGRESS BOOKING SYSTEM

Gathering the majority of the city's hotels, the Florence Congress Booking System is a highly innovative hotel reservation portal, providing a solution to a real problem associations and PCOs are facing. In the last years an increasing number of congress delegates have indeed booked their accommodation through OLTA, resulting in significantly lower earnings for organisers. In Florence, the system's reserved area of each congress now offers delegates discounted rates of at least 5% compared to the Best Available Rate from other websites. Moreover, PCOs and associations can benefit from a commission but without being charged with cancellation fees or having to use their workforce because the portal traces all reservation data but supplies a direct interface between delegates and hotels. (www.florencecongressbooking.com).

Firenze Convention Bureau

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AFFORDABLE AND RELIABLE RIGA

A perfect destination for MEETings!

When you look for a new meeting destination, you are used to evaluating various criteria affecting the success - or failure! - of that meeting or event. Nowadays, with budgets that seem to be decreasing by the minute - and even though meetings, conferences, seminars and events are organised in all corners of the globe - you should look for new destinations which are affordable and provide great value for money with excellent service. If you are looking for such a destination, then it is time to MEET in RIGA!

Affordable and reachable are the two main characteristics of Riga as a meeting and event destination in Northern Europe. The Latvian capital indeed offers planners a wide variety of hotels and venues at reasonable rates in diverse locations, whether in the old town, the city centre or right on the waterfront. The city's many options range from historical meeting halls, where you can meet with flair, to freshly-built conference venues.

budgets. This number will soon increase as forthcoming years will see the accommodation capacity of Riga boom with the opening of new hotels with more than 750 hotels rooms and dozen of new conference rooms within those same hotels. Last but not least, all hotels and venues in Riga offer free wifi - over just a few years, this has become a "must" standard for each and every space where you can meet.

meetings will be held in the city. Alongside of the European Union presidency related meetings, Riga has managed to host various additional meetings, whether large-scale international congresses with several thousands of delegates or smaller conferences involving a few hundreds participants.

CSR AND FOOD

All these meetings and events were comfortably hosted in the metropolis of the Baltic States. All main hotels and venues are located within the city centre of Riga, so you don't waste valuable time on long transfers: delegates can easily walk from various venues to hotels and their carbon footprint is kept at a minimum. Riga could well be one of the most sustainable destinations in Europe for this reason only!

THE LATVIAN CAPITAL INDEED OFFERS PLANNERS A WIDE VARIETY OF HOTELS AND VENUES AT REASONABLE RATES IN DIVERSE LOCATIONS

HOTELS ON THE GO

Riga also boasts more than 80 hotels with more than 12,500 beds for all kinds of

2015 has started in full sail for Riga, with Latvia presiding the Council of the European Union. More than a couple hundreds of

One word about catering. Organising successful meetings usually involves good food and excellent logistics. Riga, as the gastronomic capital of the Baltic states and the kingdom of modern Latvian cuisine, offers countless options for delegates with demanding taste buds. Using seasonal products, local chefs delight their guests with some modern interpretation of them and serve exquisite dishes. In this regard, Riga boasts the 3 D's as a Delightfully Delicious Destination, the gastronomic hidden gem of Europe!

Riga's people are also one of the city's assets. Successful meetings imply efficient and professional local personnel, which can assist and handle any matters that may arise. The staff at Riga's hotels and venues is efficient, friendly, ready to help, with extensive education and training, and capable to communicate in several languages.

CONTACT

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NANTES, ECO CONGRESS CITY BETWEEN THE LOIRE AND THE ATLANTIC

The Atlantic-side city of Nantes, elected European Green Capital 2013, was once the capital of Brittany and France's foremost port. Now it's more like a lively, open-air museum, a cultural hotspot full of history - boasting the last Castle of the Loire Valley, the Château des ducs de Bretagne - and an excellent destination for business tourism.

Text Cécile Caiati-Koch

CREATIVITY, NANTES' HALLMARK

Famous throughout the world, the Machines de l'Île reflect the creative spirit in Nantes. They are also testament to the ability of the city to make things happen in a destination that takes a bold approach to innovation and creativity.

The Journey to Nantes with its fantastic machines and urban itinerary, indeed showcases Nantes as a thriving, amazing city. With activities ranging from a ride on a Giant Elephant to meetings or gatherings in the most contemporary architectural sites of the Creative arts District, A Journey to Nantes' team can create weird and wonderful experiences that participants will remember for years to come.

NANTES, SUSTAINABLE DESTINATION PAR EXCELLENCE

The European Green Capital 2013, Nantes makes sustainable development a key aspect of its business tourism offering. With nearly half the 9,000 hotel rooms

distinguished by an eco-label, Nantes Saint-Nazaire is poised to become the first urban eco-destination in France.

THE EUROPEAN GREEN CAPITAL 2013, NANTES MAKES SUSTAINABLE DEVELOPMENT A KEY ASPECT OF ITS BUSINESS TOURISM OFFERING

The same is true for the main venues, which are eco-certified and meet international standards. For instance, **La Cité Nantes Events Center** has established itself as the only convention centre in France certified Gold level under AIPC Quality Standards, as it successfully addresses the issues of social and environmental responsibility. On top of that, La Cité's elegant architecture, ease of access and dedicated facilities make it an attractive and welcoming venue within walking distance to most hotels, restaurants, shops and tourist attractions.

Similarly, located amidst lush greenery, **Exponantes Park** is the first exhibition centre in Europe which has obtained the ISO 14001 certification.

No wonder, then, Nantes Saint-Nazaire is an eco-metropolis attracting business executives, young employees and students every year. With its exceptionally wide range of technical competences such as aeronautics, naval, and energy, it's a destination like no other.

NANTES IN THE WORLD'S TOP 10 BIKE-FRIENDLY CITIES

For sure, this must be one of the reasons why ECF, the European Cyclist Federation and joint organiser of **Velo-City**, has chosen Nantes for this year's congress beginning of June. 5th in the list of the World's Most Bike-Friendly Cities, Nantes is expecting more than 1,500 people to attend Velo-City.

www.nantes-just-imagine.com
www.lacite-nantes.fr
www.atout-france.fr

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TECHNICAL DATA	AVAILABLE SPACE			CAPACITIES								FACILITIES									
	LEVEL	FLOOR AREA M ²	THEATRE	BANQUET	RECEPTION	CLASSROOM	BOARDROOM	INTERPRETATION	HEADSETS	MICROPHONE	LECTERN	IN-HOUSE CATERING	RECORDING FACILITIES	OVERHEAD PROJECTION	SLIDE PROJECTION	VEHICULAR PROJECTION	CLOSED CIRCUIT TV	LARGE SCREEN	FIXED SEATING	INFRARED	TELECONFERENCING
Simba (Plenary Hall)	G	1018	1350					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mbayuwayu Room	7	402			290			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kololo Room	6	402			290			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tausi Room	1	230			130			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Twiga Room	7	113		70		70	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Dik Dik Room	1	68		30		30															
Themni Room	7	68			50	30															
Manyara Room	3	78			55	40	✓	✓	✓	○	○	○	○	○	○	○	○	○	○	○	○
Kagera Room	7	46			30	20															
Mbuni Room	7	46			30	20															
Lobby A	G	241			270																
Lobby B	7	160			180																
Piazza	1	2065			2365																
Restaurant	1	482			546																
VIP Rooms (x2)																					

✓ = Available ○ = On Request



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AICC

BRINGING THE ASSOCIATION WORLD TO TANZANIA

There are two cities in Tanzania that truly reflect the spirit of the MICE industry: the capital city of Dar es Salaam with the JNICC and Arusha in the North with the AICC. But the real face of Tanzania on the international convention scene is that of Mr. Elishillia D. Kaaya, Managing Director of the Arusha International Conference Centre. He taught his people what meetings are and what they mean to the development of a country. During my last visit to Tanzania he unveiled the plans for a brand new convention centre. Curious as to what that will look like?



Mr. Elishillia D. Kaaya

A CONFERENCE CENTRE WITH A HISTORY

The Arusha International Conference Centre (AICC) lies in the heart of Arusha city, half-way between Cape Town and Cairo, only a stone's throw away from Africa's greatest Mountain, Mt. Kilimanjaro and the safari-gateway to the astounding wildlife of Ngorongoro Crater, the Serengeti, Tarangire and Lake Manyara National Parks. All these attractions are within a maximum of two hours' drive and backed by the security and peace that prevails in Tanzania.

ACCESSIBILITY

As a premier tourism and event destination, national and international access to Arusha City is easy. The Kilimanjaro International Airport (KIA) is 45 minutes drive to Arusha City. Several International Airlines such as KLM, Precision air, Kenya Airways, Ethiopian Airline, Air France, Uganda Airline, Rwandair, South African Airline and Qatar Airways. Also local Airlines operate daily flights to and from

Kilimanjaro connecting with Dar es Salaam, enabling passengers to catch many other onward International flights. The Arusha International conference Centre is also only four hours drive from Nairobi-Kenya whereby daily shuttle buses ply between the two cities.

FACILITIES AND SERVICES

The Centre has various conference halls & rooms to cater for conferences, workshops, seminars, and committee meetings varying from 10 to 1,350 delegates and 3,000 delegates in total. These rooms are equipped with Simultaneous Interpretation Systems (SIS) of up to our (4) languages, professional grade Audio-Visual equipment, along with exhibition areas, document reproduction-services and catering. With a total room-capacity of about 2,200 within a radius of 1/2 to 25 kms from the Centre, Arusha city provides decent accommodation and restaurants at international tourist standards.

Information: www.aicc.co.za

JULIUS NYERERE INTERNATIONAL CONVENTION CENTRE

The JNICC is a new state-of-the-art convention center that lies in the heart of Dar es Salaam, the capital city of Tanzania. The center can accommodate 10-1003 delegates and has various conference halls and rooms to cater for all kind of activities. The very positive thing about the center is that it is operated by the Arusha International Conference Centre.

There are many unique features in Dar es Salaam or 'Heaven of Peace': The National Museum (1940), Makumbusho Village and Mwenge Makonde Carving Centre. I myself I enjoyed very much Tingatinga Art Centre, a jewel in the city. Here you can visit the cooperative studios and admire canvas paintings and other colorful paintings that some people say they show us the world with our inner childish wonder.

Information: www.aicc.co.tz

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MEETINGS IN THAILAND

A Driver for the Medical Profession in the ASEAN Region

Creating opportunities for professional growth is a key foundation for the success of any international convention. The formation of the ASEAN Economic Community (AEC) by ten member countries of the Association of Southeast Asian Nations now offers the possibility for professional collaboration, especially in the medical field. The region has, in concert, become the preferred destination for medical conventions, as the example of the Royal College of Ophthalmologists of Thailand (RCOPT) who has spearheaded the growth of ophthalmological profession at regional level shows.

Dr. Paisan Ruamviboonsuk, President of RCOPT, finds inspiration in the ASEAN Economic Community (AEC). With a combined population of over 600 million in 10 countries comprising both aging societies and younger ones, the opportunity for both prevention and treatment of eye diseases is indeed tremendous. While some member countries, such as Malaysia, Singapore and Thailand, have well-established medical systems, others have room for improvement. Thus, the improvement of ophthalmic care in the region is inarguably possible at varied levels.

In 2013, RCOPT helped establish the ASEAN Ophthalmology Society (AOS) with ten member countries of the Association of Southeast Asian Nations (ASEAN): Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Vietnam and Thailand. At the Summit of Ophthalmological Societies from ASEAN Countries hosted by RCOPT in Bangkok in May 2013, the representatives of ophthalmological societies or colleges of the ten countries agreed on and signed a memorandum of understanding to draft the constitution and establish AOS under the theme "Ten Countries, One Society, One Vision". AOS comprises around 4,500 members, with the aim to foster collaboration in their field and to improve the standard of eye care in the region.

The result of this collaboration was the 1st Congress of ASEAN Ophthalmology Society held 9-11 July 2014 in Bangkok. Organised by AOS and hosted by the RCOPT,

the congress was supported by the Ministry of Public Health of Thailand and Thailand Convention and Exhibition Bureau (TCEB). It was designed as a platform for academic sharing, with more than 70 oral and poster presentations. The organiser invited more than 30 speakers from USA, Europe, Asia-Pacific and ASEAN in all sub-specialties of ophthalmologists. The event attracted over 1,400 delegates while 40 companies exhibited their products and services. In parallel was an ophthalmic nurse academic programme which made the congress a much more comprehensive platform for the delivery of eye care knowledge.

CONSIDERING THAT IT IS THE FIRST CONGRESS OF ITS KIND AT ASEAN LEVEL, IT WAS A RESOUNDING SUCCESS

Considering that it is the first congress of its kind at ASEAN level, it was a resounding success, as well as a great example of a locally-driven development of ophthalmological profession, as it helped build trust in a local initiative and its potential for growth in the region. The forthcoming of economic integration of 10 ASEAN member countries will shed light on more opportunities for growth. As the Congress of ASEAN Ophthalmology Society has shown, the region has the potential to connect international experts who will help put their medical profession on a new level of excellence.

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BOOSTING MICE IN MACAO

Up until not so long ago, Macao's image was mostly a touristic one, but things have changed: the dedicated MICE department is up and running, support programmes have been set up, while great meeting infrastructures are developing at the speed of light. *Text Rémi Dévé*

SUPPORT PROGRAMMES

There are two different programmes organisers can benefit from. Firstly, the International Meeting and Trade Fair Support Program aims to encourage the diversity and to enrich the contents and quality of MICE events held in Macao, and, at the same time, to instigate a boost to the industry's competitiveness. Under the Program, applicants organising events identified as 'International Meetings' and 'Trade Fairs' are eligible to receive a series of basic assistance and financial support.

MACAO IS NO LONGER A GAMBLING PARADISE, BUT A TRUE MICE PARADISE

Secondly, the Convention and Exhibition Stimulation Program provides assistance and support to organisers who hold events in Macao, with the ultimate goal of sharpening the competitive edge of Macao's convention and exhibition industry. It offers a series of financial support, subsidies including 25% of the actual amount paid

for the rental of exhibition venues rental will be granted for qualified exhibitions, 10% of accommodation costs incurred at local hotels with a maximum of five nights' accommodation will be granted for qualified meetings, conventions and exhibitions.

Information about the programmes can be obtained at Macao Economic Services - Email: ddceae@economia.gov.mo, Website: www.economia.gov.mo

A SMALL MICE PARADISE

Macao is no longer a gambling paradise, but a true MICE paradise. A city in full change, it boasts many hidden values: architecture, history, visible ties with Portugal, new conference hotels, appealing restaurants... you name it, Macao has it!

In terms of infrastructure, there always seems to be something happening in Macao, with upcoming new attractions. A fourth property at Cotai Strip Resorts Macao, the **Parisian Macao** will open in late 2015, featuring approximately 3,000 rooms

and suites, gaming space, a retail mall, replica Eiffel Tower, MICE space, diverse food and beverage and entertainment options.

Set to be Asia's first leisure resort to integrate television and film production facilities, retail, gaming and hotels, **Studio City Macao** should open later this year. Situated close to the Lotus Bridge immigration point connecting Hengqin Island and a future station-point for the Macau Light Rapid Transit, it will include four hotels, complete with meeting space: Ritz-Carlton, W Hotel, Marriott Hotel and Tang Hotel, as well as flexible to organise meetings of any size or format.

Officially opened in 2011, **Galaxy Macau**, Macau's first Asian-centric and fully integrated resort, is entering a second phase of development: it was announced that JW Marriott and Ritz-Carlton hotels would be added to the Cotai resort, with operations beginning gradually from 2016 through 2018. This will nicely complement the Galaxy's numerous recreational and entertainment facilities.

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The OCEC team

Oman Convention & Exhibition Centre (OCEC)

SMART DESTINATIONS: SMART PARTNERSHIPS

Set in the hidden gem of Arabia, Oman's new world-class business events hub, the **Oman Convention & Exhibition Centre (OCEC)** is already creating a buzz as it prepares to welcome visitors and delegates in 2016. This architecturally advanced, eco-friendly, state-of-the-art venue is located in a dedicated, purpose built and fully-integrated precinct, making it the ideal environment for delegates, ideas and business to come together.

FORMIDABLE MARKETING FORCE

For the last three years, the OCEC has unified its efforts with Oman's Ministry of Tourism and established a partnership to share their energy and vibrancy in promoting the Sultanate of Oman. The partners have already captured the world's imagination through showcasing the Sultanate's unique and powerful business events potential on the international stage at various industry shows such as IMEX and at exclusive client events with key global players, including the annual European Roadshow now in its third year.

Capitalising on Oman's natural, cultural and intellectual assets, the strategic campaign has positioned Oman as an unparalleled business events destination, attracting significant interest and generating bookings for major conventions at the OCEC through to 2026.

SMART PARTNERSHIPS

Indeed, smart partnerships and collaborations will underpin the OCEC's strategy for success as it continues to engage with committed and proactive public and private organisations and institutions - from academia and business

to hospitality and SMEs. Through collective efforts, these partnerships will fuel Oman's growth as a world-leading dynamic event destination.

THE PROPOSITION

The OCEC has been built to rigorous certification standards of the U.S. Green Building Council's Leadership in Energy and Environment Design (LEED) and is designed to offer an astounding array of top-class spaces fully able to meet the demands of global event organisers. Amongst its features are five exhibition halls offering 22,000 square metres of pillar-free space, a 3,200 seat state-of-the-art lyric-style auditorium, another 450 seat auditorium, 13 meeting rooms which seat from 80 to 300 people, two luxurious ballrooms which will serve a range of delectable international cuisine, ten hospitality suites, a business centre, a media centre, four rooms in the VIP pavilion and a multi-storey car park with a capacity for 4,000 vehicles. The highest quality standards and service excellence are guaranteed by the OCEC's venue operator, leading venue management company, AEG Ogden.

OCEC PRECINCT

The OCEC is located within a purpose built and fully integrated convention hub (or precinct) that comprises of an adjoining luxury, 5 star, 300 room JW Marriot, a 296 room Crowne Plaza just nearby, two additional four and three star properties as well as hotel apartments totalling 1,000 rooms. The precinct also houses a commercial business park and a shopping mall.

CONNECTED & CENTRAL

Sitting on the doorstep of Asia, just seven hours flight from half of the world's population, OCEC is set to take its place as the leading venue of choice in the Arabian Gulf.

Oman's unique natural beauty, heritage and culture, combined with the renowned warmth and hospitality of the people and the world class facilities of the OCEC is what will ensure that visitors, guests and clients keep returning time and time again.

Learn more about the Oman Convention & Exhibition Centre by visiting the Sultanate of Oman stand E620.

For further enquiries, please contact Gillian Taylor, Director of Business Development, on +968 2413 0700, gtaylor@omanconvention.com, www.omanconvention.com

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Kaohsiung

KAOHSIUNG

Taiwan's Next Big MICE City

After years of quick development, Kaohsiung has rapidly emerged as one of Asia's up-and-coming MICE destinations, and for good reasons: the city has a magnificent harbor, is a long established transportation hub, houses sophisticated venues and infrastructure, plus features unique culture and heritage, just to name a few.

Report Katie Lau

Forging ahead in a vision best summed up by the City Government's slogan, "Oceanic, Passionate, Professional", Kaohsiung has gradually moved into the spotlight as one of Asia's top MICE destinations capable of hosting big international conferences and events. The Kaohsiung Exhibition Center (KEC), just opened a year ago in April 2014, is one of the major construction projects that form the New Bay area, a heavily invested and newly developed maritime district transforming the Kaohsiung Harbor from a busy container port into a vibrant urban space featuring recreational facilities and abundant parkland.

The massive venue features state-of-the-art amenities and a bold, wavy architectural design. Capitalizing on the city's importance as a trading port and an industrial hub, KEC is ideal for big exhibitions such as the Taiwan International Boat Show held last year, and the annually Kaohsiung Industrial Automation Exhibition and Taiwan International Fastener Show.

Another addition to Kaohsiung's ever-expanding list of venues is the Kaohsiung Public Library, located opposite the KEC. As the city's new cultural meeting hub, it features

advanced research and multimedia facilities as well as meeting rooms and a multifunctional conference room. Also connected to the New Bay Area is the Pier 2 Art District, itself a renowned tourist attraction buzzing with cultural creativity featuring exhibitions, galleries, and historic warehouses perfect for housing prominent exhibitions such as the Kaohsiung Design Festival (KDF) and Art Kaohsiung.

Then to handle challenges associated with the global MICE industry and increasing inter-city competition, the Kaohsiung City Government set up the "Kaohsiung MICE Alliance".

Kaohsiung's economically-friendly environment for conventions and exhibitions offers professional services and promotes a mutually beneficial community. Collaboration is key.

Evident as the number of visitors arriving at its cruise terminals increases every year, Kaohsiung is easier to reach than ever with the addition of airline flights and the well-established domestic high-speed rail service that links the northern capital to southern Kaohsiung in just 90 minutes. The city's Kaohsiung Rapid Transit System (KRT) also makes getting around the city easy and affordable.

More than just a manufacturing hub, Kaohsiung is a cycling-friendly city that boasts a diverse range of ecological and heritage sites as well as a wealth of cultural activities. Near the harbor is the Cijin District, an island filled with seafood restaurants and sites of interest such as Chihou Lighthouse and Chihou Fort. The Dashu Old Railway Bridge Wetland Park, a man-made ecological area built along the western side of the Gaoping River, features the historic Old Railway Bridge, once Asia's longest. Other popular activities include taking a relaxing stroll along the Love River surrounded by beautiful landscaping, admiring the city from the former British Consulate, and visiting the trendy Pier-2 Art District. Beyond Kaohsiung, the Hakka village of Meinong is well known for making traditional oil paper umbrella art, and counties such as Liouguei and Shanlin offer intriguing farming experiences that can include picking seasonal fruits and tasting authentic local cuisine.

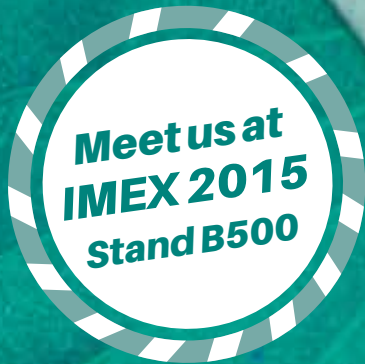
All in all, with ample open spaces, year-round sunny weather, and a laid-back vibe, Kaohsiung is a gem of a destination.

CONTACT

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Musée des Confluences



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ADDICTED TO LYON?

Why would you get addicted to Lyon? Because of its laidback, easy-going nature. Everything is at walking distance, or easily reached by public transport or bike, even for business meetings. It's not a stressful city and yet it is France's second city with an industrial history and therefore still nowadays a concentration of industrious researchers and creators.

Report Cécile Caiati-Koch

HISTORICAL PRESENCE

What a lot of people do not know is that Lyon is a beautifully restored and preserved old city with (sometimes hidden) small gangways connecting sideways streets, allowing you to gaze at fascinating old houses, often painted in an Italian soft rose and yellow colours. Iconic hotels have also established themselves, like the five-star Cour des Loges.

The "bouchons" are also testament to a glorious past - these old restaurants used to be headed by matriarch-like female chefs, and are now still worth a visit to try out recipes like the "tête de veau" salad! Lyon is also the capital of the French gastronomy, Bocuse owns a restaurant in town and lots of other fine-dining chefs, such as Christian Tetedoie with his restaurant situated on the hill overlooking the city, are a must-go (or a must-eat at!).

CONTEMPORARY LYON

Lyon is growing at an incredible speed. And it is doing its utmost to be vibrant and innovative. Its yearly Light Festival has become a tremendous cultural event,

and the recent opening of the "Musée des Confluences", highlights this perfectly. Situated at the confluence of the rivers Rhône and Saône on the outskirts of the city, the museum with its remarkable architectural design, gives a new dimension to Lyon. It has from the start foreseen to host business events as well, with dedicated multi-purpose areas in a highly original architecture at very affordable prices!

opened up not only to the Middle East but also to far-east destinations, allowing the city to host a truly international public for its events and meetings.

As from May this year, the "Lyondre" will be there as well. It is the Eurostar London-Lyon direct line, giving visitors the possibility to come from London only in 4.5 hours!

LYON IS GROWING AT AN INCREDIBLE SPEED. AND IT IS DOING ITS UTMOST TO BE VIBRANT AND INNOVATIVE

As mentioned earlier, Lyon is really to get around. To get a good view of all that the city has to offer, a bicycle tour is recommended. For this, Cyclopolitain boasts a fleet of around 15 chauffeur-driven electric taxi bikes, often young students, who are proud to tell you all about the historical and modern buildings of Lyon.

NOT SITTING STILL

Being France's second city, Lyon has an international airport with more than 40 links. The arrival of the Emirates has

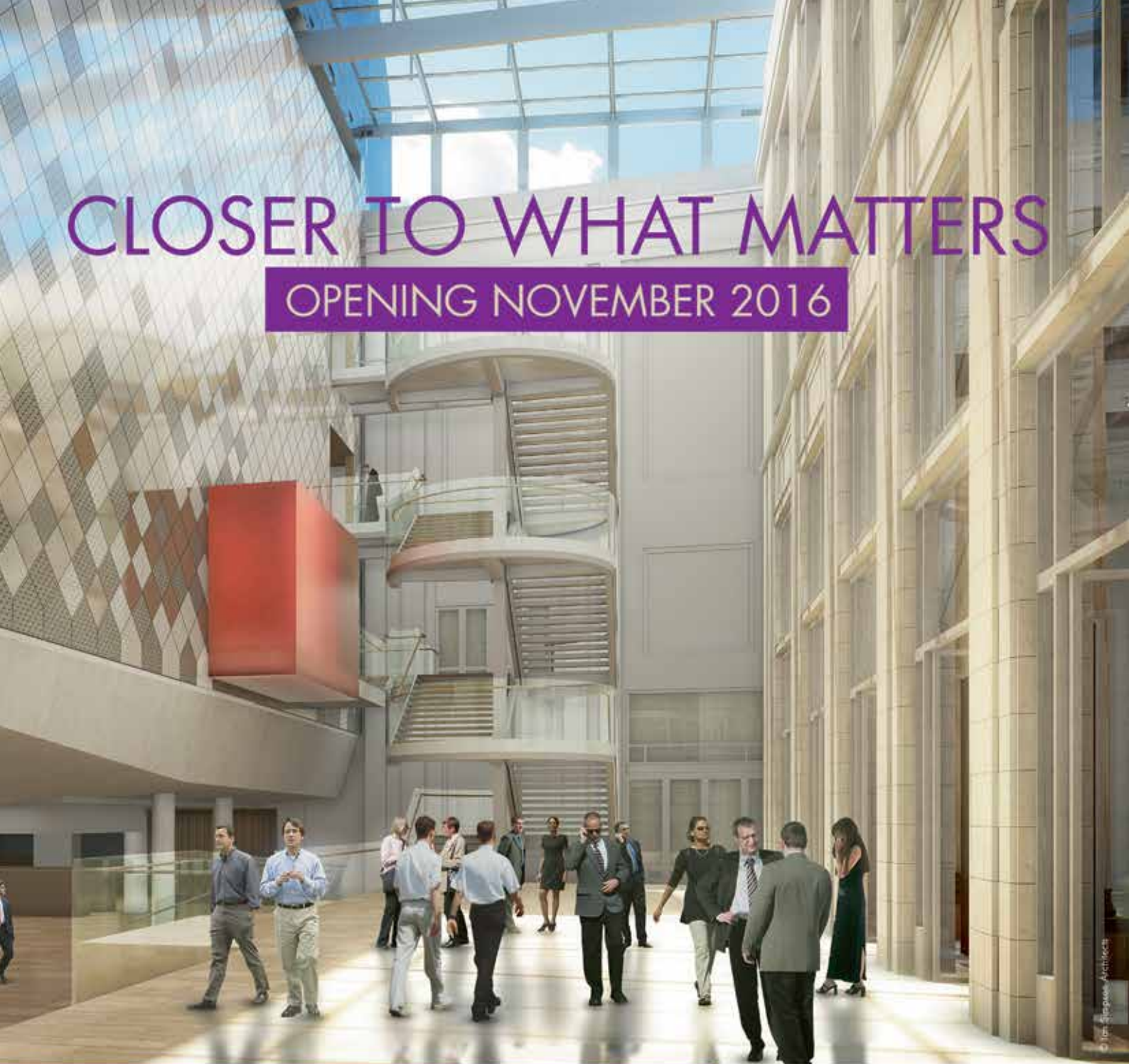
CONFERENCING

Lyon boasts of course its own dedicated congress centre, built by architect Renzo Piano, the Lyon Convention Centre. It houses 3 auditoriums (one with 3,000 seats, added a couple of years ago), 8,400 m² of exhibition space and plenty of meeting rooms. One of its highlights is the overall natural daylight and its surrounding streets full with bars and restaurants creating a lively 'beehive' feeling.

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Atrium, Flanders Meeting & Convention Center Antwerp

ANTWERPEN, ANTWERP, ANVERS, AMBERES...

A city with many different names and even more facets: the city of Rubens, the world diamond centre, one of the international fashion capitals, a maritime metropolis and a culinary trendsetter. Antwerp attracts a wide range of different audiences. And because of its unique central location in Europe it is the perfect meetcentive destination.

You'll find plenty of fascinating contrasts in this city that is built on a human scale, but with a real metropolitan feel. Antwerp is hailed for both its rich history and its contemporary and creative vibe. In this city, where even the Central Station is stunning and there are more diamonds in one district than in the rest of the world, you can swim in a floating pool, visit the second largest seaport of Europe, play a murder mystery game in a former's mayor house, explore world-famous museums at night time and discover unique venues everywhere from new galleries to old warehouses.

BOOMING CONFERENCE TOURISM

Antwerp is Belgium's second most important city for conferences and events. No less than 45 % of the total number of overnight stays in Antwerp are linked to business

tourism. Because business tourism is growing faster than leisure tourism, this figure is set to rise even further in the future. Antwerp offers excellent conference facilities, often directly linked to the city's major hotels.

ANTWERP IS BELGIUM'S SECOND MOST IMPORTANT CITY FOR CONFERENCES AND EVENTS

FLANDERS MEETING & CONVENTION CENTER ANTWERP PART OF ELISABETH CENTER

With the opening of the Flanders Meeting & Convention Center Antwerp, part of the Elisabeth Center in 2016, the city can host conferences, events and exhibitions up to

2,000 participants. It will be a newly constructed building with modern amenities, technical facilities and ideal logistics.

The new conference centre is ideally located next to Antwerp's Central Station and the Zoo and the charming historical centre is only a short walk away. In the direct area there's a lot of pleasant bars and restaurants and there is a wide range of hotels close by, from international chain hotels to intimate boutique hotels.

It's time for Antwerp!

CONTACT

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SWITZERLAND CONVENTION & INCENTIVE BUREAU PRESENTS ZÜRICH WON'T YOU TAKE ME TO - FUNKY TOWN?

Zürich is a city that has been a well established destination for the last decades and still is one of the big players regarding meetings & events. However in the last few years this charming historic city has developed into something more than just a city with a high quality of life!

The metropolis, located right at Lake Zurich, is teeming with new and exciting venues, hotels and a very active night life which has pulled more and more meeting planners to the city who are in need of fresh ideas!

A Mediterranean flair has found its way into Swiss hearts and produces a new life style which is noticeable throughout the city! The numerous bars along the lake and the river, the new and hip district Zurich West and the many galleries and night clubs are all a witness to this quite recent development.

NEW LOCATIONS

The meeting industry benefits from all of these developments as many new locations have been opened and will open in the next few years.

Kameha Grand Hotel, opened in March 2015, a unique lifestyle hotel with 245 rooms, an event hall for up to 550 guests and an extensive congress area (7 meeting rooms) is an ideal increase in capacity for Zurich as Convention City. Kameha offers the perfect setting for

creative brainstorming, impressive presentations and custom-made events.

Many of the hotels which have opened in the last few years boast an exciting design aspect such as the 25hours Hotel and B2 Boutique Hotel! Many established hotel chains opened recently their properties to secure their piece of business in Zurich in the future - Renaissance Tower, Sheraton, Dorint.

AN AURA AND A CIRCLE

Experience the AURA, a spectacular venue located in the inner city which hosts an impressive 360° screen surrounding the perimeter of the location! At the 320West, art, design and cuisine are perfectly integrated into an urban industrial-style setting – the rooftop terrace hosts an impressive view over Zurich West!

“The Circle” will be a destination in itself at Zurich Airport and the largest conference hotel in Switzerland. The convention centre will form a conference area with space for about 2,300 people - the capacity in the

largest hall reaches 1,500 people. Hyatt Regency and Hyatt Place complete the offer with 550 rooms. Opening is planned in 2018.

One thing though will never change in this city. The perfect combination of an unbeatable infrastructure (170 direct flight destinations, only 10 min from airport to the inner city, 15,000 hotel rooms) and the beauty of the historic city embedded in the scenery of the lake and Alps!

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WHERE INFRASTRUCTURE MEETS INNOVATION

The regional commercial hub and gateway between East and West, Dubai is a city built on innovation and infused with opportunities. The city's diverse knowledge base and community of trained professionals make Dubai the ideal location for association conferences, corporate meetings and incentive events. Direct access from over 260 destinations worldwide, an array of venues, over 93,000 hotel rooms in all categories and numerous exciting activities in and around Dubai make this city the most remarkable destination for successful business events.



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DUBAI, DETERMINED TO ADAPT TO THE CHANGING TIMES

Dubai has established a strong international reputation as a vibrant and diverse destination with a quality hospitality offering, first-class infrastructure and a range of headline grabbing attractions. While the city is well known for luxury, it also offers great value for those travelling on a budget. What is also fascinating is that Dubai never comes to a standstill; there are always new wins, new venues and new hotel openings.

Dubai International Airport has recently become the world's busiest airport with over 70 million international passengers. The city's ideal location and the recent blossoming of low cost airlines will certainly help Dubai become the connection hub between Europe, Africa, Asia and the Middle East.

New accommodation opportunities
Today, Dubai is being offered a golden business opportunity as global trends move towards more affordable travels – even those who can afford luxury accommodation, want to stay in posh hostels or “poshtels” – affordably-priced hostels or hotels with the luxury uplift.

And even though most people think Dubai's traditional hotel offering only means luxury and high-standard facilities, the opening of new high-quality hotels is bringing a breath of fresh air to the city. Among many, let's mention the **Four Seasons**, the **Manzil**, the **InterContinental Dubai Marina**, the **Langham**, the **Al Habtoor City Complex** and the fascinating, soon-to-be iconic **ME Melia**.

Targeting over 20 million visitors during **Expo 2020**, the emirate is additionally ready to enhance its hotel offering by opening completely new affordable accommodation and budget hotels. From 2014 to 2016, an additional 141 hotel establishments including 99 hotels are expected to be added to the market, bringing the total to 751 hotel establishments and an offering just under 114,000 rooms, specifically in the affordable and mid-market segment.

Opening of Dubai Opera in 2016
The emirate's infrastructure will be enriched with the opening of a brand-new venue in 2016. **Dubai Opera** will be a 2,000-seat, multi-format theatre specially designed to fascinate its future visitors. Located in the Opera District, Downtown Dubai, this state-of-the-art facility will be able to transform from a theatre into a concert hall; and from this into an event and exhibition hall.

Recent and future international conventions
Being an extraordinary well-known city for business events, Dubai has been chosen as the host city of a wide range of international important conventions such as:

- **23rd Congress of the International Academy of Legal Medicine 2015** (600 delegates)
- **World Meeting of the International Society for Sexual Medicine 2016** (1,000 delegates)
- **Distripress October 3 - 6, 2016** (1,000 delegates)
- **Congress of the International Society of Blood Transfusion (ISBT) 2016** (4000 delegates)
- **Society of Petroleum Engineers Annual Technical Conference & Exhibition 2016** (10,000 delegates)
- **IAPCO Annual Meeting 2017** (100 delegates)
- **Society for Brain Mapping & Therapeutics Program (SBMT) Congress 2017** (600 delegates)
- **World Congress of International Federation for the Surgery of Obesity & Metabolic Disorders 2018** (1,700 delegates)
- **ICCA Congress 2018**
- **International Congress and Convention Association (ICCA) Congress 2018** (800 delegates)

For more information and enquiries, please contact Dubai Business Events
T. 00914 2821111
askdbe@dubaitourism.ae
www.dubaibusinessesvents.ae



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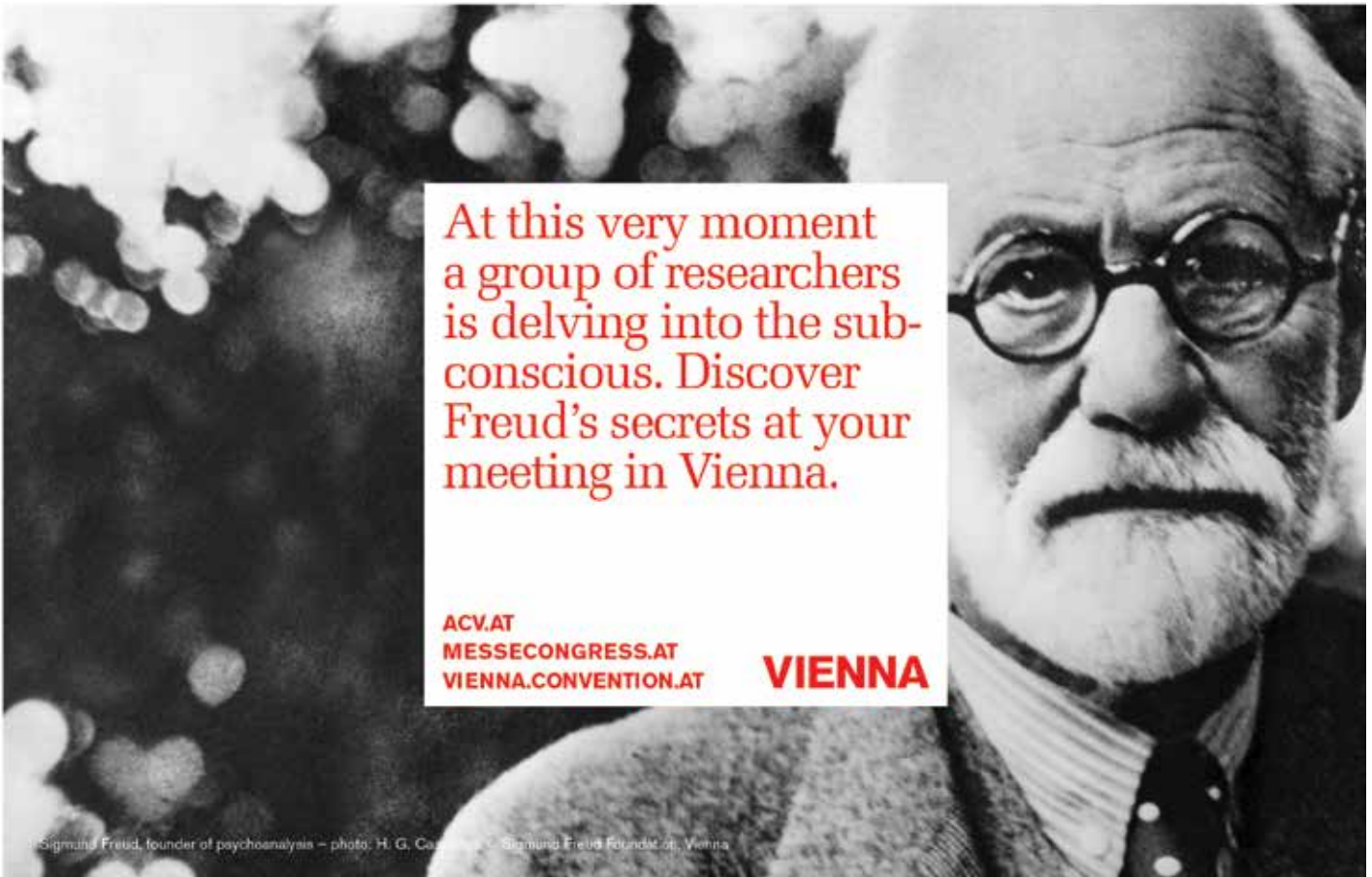
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THE MEETINGS SHOW

What's in it for association planners

The Association Meetings Conference has been created to address the specific needs of UK and international association meeting and event planners, PCOs and AMCs and will be held on Monday 6th July at the QEII Centre, London. Now in its third year, the conference is held on the eve of The Meetings Show and is free to attend for those attending The Meetings Show as hosted buyers.

This year's theme is **Shaping Your Meetings for the Future - Educate, Connect and Inspire** and the content has been created by Linda Pereira, Conference Chair and Executive Director, CPL Events. The conference is suitable for both domestic and international in-house planners and agency personnel working with associations. Topics include: 'How to innovate on a budget: What can associations do to transform and update their events at low cost?' and 'Meeting Planning as an evolving profession: Looking to the future of the PCO and the Association roles'.

Chris Raudonat, ESAE Director and Independent Management Consultant, will be presenting a workshop titled 'Hybrid Membership Models & Powerful agendas for younger generations'. Raudonat comments: "In a world of free online communities and multiple careers, prospective younger members are getting more selective about how they interact with associations, face-to-face and during events. They expect to be able to determine the value that joining - both as a member and a delegate - will provide. While many associations are still keeping traditional fee-based models, others are switching to 'freemium' or hybrid approaches to attract new and different members and integrate these in their meetings strategies. This workshop will address changes in memberships and how these influence and inspire new models of holding events."

'Mobile Engagement Beyond Meetings for Every Budget' will be presented by Ms Benita Lipps, ESAE Board Member and Director, DaVinci Institute. Mary Byers, CAE, Author of Race to Relevance and Road

to Relevance is quoted as saying: "There are more mobile phones in use in the world than there are toothbrushes. Think about that for a minute. If your association doesn't have a mobile strategy, you're falling behind as you read this quote." Ms Lipps explains: "Associations have to respond to the fact that mobile devices and interactive web2.0 services have become a key part of our professional lives. It's no longer just the young techno-geeks that expect websites and mail outs with responsive design, as well as digital interaction and mobile event apps onsite. This workshop will focus on gamification and live interaction before, during and after events, presenting some tried and tested mobile tools for member engagement at conferences and beyond and show that these do not have to cost the world in order to be effective."

The Meetings Show is the UK's premier event for everyone involved in organising meetings. The show will take place on the 7th - 9th July 2015 at Olympia, London and offers the UK's broadest range of domestic and international exhibitors including destinations, major hotel groups, venues and technology suppliers. Running alongside the exhibition is a series of networking events and an extensive education programme delivered by industry leaders and business heavyweights. The hosted buyer programme will match and adapt to buyer schedules and business needs to provide buyers with several attendance options. This includes one or two day stays, complimentary travel and accommodation for up to two nights.

Hosted buyer applications and visitor registrations are now open:
www.themeetingsshow.com/HQ



BRISBANE CONVENTION & EXHIBITION CENTRE (BCEC) HOSTS A SUCCESSFUL G20 LEADERS SUMMIT – HAILED ‘BEST EVER’

27 world leaders and eight heads of international organisations including the United Nations, the World Bank, the International Monetary Fund and the World Trade Centre met in Brisbane in November.

For Brisbane Convention & Exhibition Centre, hosting the 2014 G20 Leaders Summit was a unique opportunity - 27 world leaders and eight heads of international organisations accounting for 85% of global gross domestic product. 4,000 delegates and 2,500 of the world's media attended the Summit which was the largest gathering of world leaders in Australia's history.

The Summit was considered an outstanding success with an 800 point Brisbane Action

Plan to boost global economic growth and create millions of jobs, with none of the security concerns and unrest which has characterised many previous meetings of world leaders. BCEC delivered a seamless event with no issues being raised by delegates, client or suppliers.

"The professionalism, competence and high standards ensured that the Leaders' Summit was seamless and memorable from the time Leaders and their delegations touched down in Brisbane to the time they departed. Along the way you helped showcase Australian business prowess and our capacity to host globally important events – a lasting legacy for our nation." said Elizabeth Kelly, Deputy Secretary, Department of Prime Minister and Cabinet.

Brisbane was named as the Australian host city and Brisbane Convention & Exhibition Centre was named as the official host venue in July 2012. In her announcement the then Australian Prime Minister Julia Gillard cited the world class facilities of the Brisbane Convention & Exhibition Centre and the Brisbane Airport as major factors in the selection process.

The G20 event occupied the entire Centre and utilised 170,000sqm of space for a period of one month from October 21 to November 21. The size, scale and complexity of the event with its high profile political, international business and security layers was something the Centre had not previously experienced.



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