

HEADQUARTERS

Building bridges in the meetings industry

Supported by ESAE and UIA

EUROPE

66

Edition June 2015

www.meetingmediagroup.com

Meeting Media Company

Meetings Industry Publishers

HQ is published 6 times a year:

March, May, June, September,

November, December

WHAT YOU DON'T KNOW ABOUT FRANCE



ESAE & UIA
Membership: the new models



THE FOUNDATION TO HOLD THE INDUSTRY TOGETHER WHILE CREATING AND IMPLEMENTING THE BEST PRACTICES FOR THE SOCIETY AT LARGE

India Association Congress emerges from the concerns that associations are facing today, while celebrating success and best practices. The objective of this conference is to understand the underlying problems which hurdles the growth of any association and weigh the measures to counter the same. Previous editions have witnessed participation from various trade associations, chamber of commerce, ICCA, ASAE, etc along with convention bureaus like Singapore Expo, Thailand Conference & Exhibition Bureau, Dubai Convention Bureau and Dubai Association Chamber have participated in the previous editions, Starwood, Westin, Accor - Novotel & HICC, The Taj Hotels, ITC, Marriott, etc.

CONFERENCE HIGHLIGHTS:

- Bring all associations from various domain in one platform
- Learn about new tools for promotion and better management of association
- Explore fresh approaches to governance and strengthening the relationship between board and management
- Engage and share knowledge with colleagues from the not-for-profit community

BLOCK YOUR DATES NOW!!!

AUGUST 2015

Friday 21 **Saturday 22**

A MUST ATTEND FOR ASSOCIATION LEADERS, CONVENTION BUREAUS AND SERVICE PROVIDERS!!!



SPONSORS

Venue Sponsor



Gold Sponsors



Silver Sponsor



AV Sponsor



Associate Sponsors



Organised by



Conference Secretariat: **KAMALIKA DAS**, Mob: +91 83742 74074

Email: kamalika@indiaassociationcongress.com

www.indiaassociationcongress.com



Colophon

HQ or Headquarters is a niche publication for European and international associations headquartered in Brussels and all major European cities dealing with the organisation of worldwide congresses. Published 6 times a year. Circulation: 5,000 copies.

Subscriptions

65€ (all incl.) in Belgium, 75€ (all incl.) in the EU, 95€ (all incl.) in the rest of the world. One subscription entails 6 editions of Headquarters a year. To subscribe: www.meetingmediagroup.com

Editor in Chief

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

Managing Director

Cécile Caiati-Koch
T. +32 (0)2 761 70 58
cecile@meetingmediagroup.com

International Business Development Manager

Kelvin Lu
T. +32 (0)2 761 70 52
kelvin@meetingmediagroup.com

International Business Development Manager

Jesús Guerrero Chacón
T. +32 (0)2 761 70 59
jesus@meetingmediagroup.com

Managing Editor

Rémi Dévé
T. +32 (0)2 761 70 53
remi@meetingmediagroup.com

Database Researcher

Georgette Hella
georgette@meetingmediagroup.com

Finance & Accounting

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

Design & Print

Press Point.be
Guido Gezellelaan 106 - 9800 Deinze
T. +32 (0)9 362 52 50 - www.presspoint.be

Cover

©XTU

Supported by **ESAE, the European Society of Association Executives, and UIA, the Union of International Associations**

Address

59 rue René Declercq
1150 Brussels (Belgium)
T. +32 (0)2 761 70 50 - F. +32 (0)2 761 70 51
www.meetingmediagroup.com
press@meetingmediagroup.com



Cécile Caiati-Koch



Rémi Dévé



Kelvin Lu



Jesús Guerrero Chacón



Marcel A.M. VISSERS
Editor in Chief

European Congress Cities Are Shifting

During a casual talk over a cup of coffee in Vienna with an influential meetings executive, we both agreed that the worst mistake ever made in the history of the European meetings industry was: the integration of EFCT (European Federation of Congress Towns) in ECM (European Cities Marketing). A sheer stupidity. The Meetings Industry and Tourism go hand in hand but they are not the same. Apparently, nobody was aware of that at the time.

We are now five years down the road and have come to the conclusion that the European congress cities no longer have a solid foundation to come together. Or do they? There's a light at the end of the tunnel. A few active young heads from European National Convention Bureaux announced during IMEX America 2014 that they have set up an alliance called the Alliance of European National Convention Bureaux. I think this is a great initiative.

In a statement, Matthias Schultze, Managing Director of the German Convention Bureau, and Eric Bakermans, Marketing Manager for Holland Meetings, Conventions and Events, speaking on behalf of the group, said that the benefits of this alliance include knowledge-sharing and cooperating to further strengthen the position of each individual member, as well as boosting Europe's standing as the leading destination for business events in the world.

National Convention Bureaux across the continent have responded well to the creation of the strategic alliance which has now attracted 22 members.

Personally I believe the Alliance must take it a step further. In Europe we are currently experiencing a shift from cities to countries and from countries to regions (European regions). An internal survey by Headquarters magazine has revealed that 21 national convention bureaux exist in 28 member states, and 188 subordinate bureaux (cities and regions). These figures are impressive and should make us reflect. Why not set up a European Congress Bureau Alliance which would be a worthy successor to the defunct EFCT? That's something that needs serious reflection.

» [MORE STORIES ON WWW.MEETINGMEDIAGROUP.COM](http://WWW.MEETINGMEDIAGROUP.COM)

Contents

GENERAL		DESTINATIONS	
News	5	Macao	32
European Association Summit	6	Glasgow, Scotland	36
Association Portrait	8	Sapporo, Japan	37
2014 ICCA rankings	19	Dubai, UAE	38
FIEXPO	35	Austria Center Vienna	41
		Switzerland	42
ESAE & UIA			
The new models of membership	10		
SPECIAL FEATURE			
What you don't know about France	20		

Cover: Inside the French Pavilion, in partnership with ATOUT FRANCE, at Milan's World Fair, exploring the theme "Feeding the Planet, Energy for Life"



Malaysia

Asia's Business Events Hub

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



For enquiries, please contact:

**Malaysia Convention
& Exhibition Bureau** (888264-K)

Suite 22.3, Level 22, Menara IMC
8 Jalan Sultan Ismail
50250 Kuala Lumpur
Malaysia

T +603 2034 2090
F +603 2034 2091
sales@myceb.com.my
www.myceb.com.my



**EXPERIENCING
'THE MELBOURNE EFFECT'**

Chief Executive Officer of the Melbourne Convention Bureau Karen Bolinger unveiled Melbourne's new brand positioning for business events at IMEX in Frankfurt this year. She explained: "The Melbourne Effect speaks to everything about the city; its ability to transform ideas into innovations, the community into a collaborative force and the everyday into immersive experiences. Melbourne is an extremely intriguing city; it is multifaceted with depths of contrasting layers and diversity and it's this rare combination that makes the city such a place of transformation. And when you combine all these factors you can create legacies that will last long after the business event is over – research collaborations, policy delivery, membership engagement and empowered employees – which ultimately drive our clients' growth and performance."
www.themelbourneeffect.com.au

MALAYSIA MOVES FORWARDERS

The international community of freight forwarders and its related sectors will make Malaysia its base for six days in October 2017 when they descend on Kuala Lumpur to participate in the International Federation of Forwarders Associations (FIATA) World Congress 2017. Held annually, the FIATA World Congress is a world-class platform for logistics industry leaders from across the globe to gain insights to industry challenges and put forward sustainable solutions. The 2017 edition will attract some 1,200 participants – besides freight forwarders (air, sea and land), there will be port and airport authorities and operators, government agencies, and related freight associations – for an estimated economic impact of RM10 million (€2.6 million).
www.myceb.com.my



INTRODUCING AZERBAIJAN

Azerbaijan is actively strengthening its position in the meetings world, which is proved by the establishment of Azerbaijan Convention Bureau, the first national

convention bureau in the region. Azerbaijan hosting the first European Olympic Games in June 2015 is determined to become a strong meetings industry player capable of organizing large-scale events. The brand-new Baku Convention Center, which hosted the 3,000 delegates of the 48th Annual Meeting of the Asian Development Bank in May, has just been completed. The venue can accommodate up to 3,500 people.
www.azcb.com

INDIGO, A NEW EVENT AREA AT GRIMALDI FORUM MONACO

Beginning next September, the Grimaldi Forum Monaco will strengthen its events offering and provide a brand new space of 800 m² with panoramic sea view terrace for rent. Steeped in Mediterranean influence, it is from the great blue sea on which it opens that the Indigo draws its name. Following on the Café Llorca, whose lease will expire on June 30 and after a summer of work, the Indigo will welcome all types of cultural or professional events in a warm atmosphere filled with tones of blue. The Indigo will be able to accommodate lunches and gala dinners, cocktails of up to 560 people, and VIP parties.
www.grimaldiforum.com

ADNEC LAUNCHES NEW INTEGRATED, IN-HOUSE, ONE-STOP SHOP EVENT SERVICES

Abu Dhabi National Exhibitions Company (ADNEC) is today furthering its comprehensive exhibition and conference events services offering to include rigging and mains utilities and connection services for organisers and exhibitors through ADNEC Services. ADNEC Services is a fully integrated business unit of ADNEC and will offer a dedicated single point of contact for organisers, exhibitors, and retailers for setting up, connecting and activating stands, exhibitions and other conference spaces within ADNEC



Melbourne



Baku, Azerbaijan

venues which can be delivered seamlessly within an overall one-stop approach.
www.adnec.ae

UNITED EUROPEAN GASTROENTEROLOGY GETS LOCAL PCO ON BOARD

Already last year, European medical association United European Gastroenterology (UEG) decided to rotate its annual congresses 2014 - 2019 between Vienna and Barcelona. Now UEG, which shoulders the major part of the organisation in-house, has contracted hotel and registration services to Mondial Congress & Events - a PCO who feels at home in both cities. Referred to as "UEG Week" due to its duration of five days, the congress, which attracts over 14,000 participants each year, has now found its new home for the coming years in Vienna and Barcelona. "UEG Week" is internationally renowned for its willingness to innovate and keeps setting new standards in terms of progressive session formats or technological advancement.

PIONEERING CHANGE AT THE EUROPEAN ASSOCIATION SUMMIT

For the third year in a row, Visit Brussels organised the European Association Summit, the annual gathering of association professionals, at SQUARE Brussels Meeting Centre. The number of participants on the rise and prestigious speakers made this edition a sheer success.

The theme of this year's conference was 'Pioneers of Change, new association models for the future'. A strong moment was the keynote speech by Isabel Bardinet (of the European Society of Cardiology) who made a comparison between the marketing strategies of the successful football clubs Munich and Barça and her organisation. The goal? How to dramatically increase the number of virtual followers to a congress.

Another session which got our attention was that of Mr. van de Werve (of Leaseurope and Eurofinas). He explained all about a new governance model and how getting the CEOs of pan-European industry players directly involved can lead to a new way of governance for European federations of national associations, otherwise you run the risk of becoming irrelevant.

Feedback, on the whole, was positive. Frédéric Destrebecq, Executive Director, European Brain Council, said: *"I was particularly struck by the presentation on diversification of funding, which I found an eye-opener. There are certain ideas that we could use in our organisation for the years to come."* Valérie de Kergorlay, Lead, Society Operations, CFA Institute, added: *"One of the main take-aways would be the diversity of the people here. The networking opportunities were many and people come from different sectors, different industries."*

www.visitbrussels.com





ibtm®

ibtm® world

barcelona, spain
17 - 19 november 2015

incentives, business travel & meetings expo

Connect with the global meetings, events & incentives industry
as part of My Association | My Club...

**My Time,
My Schedule.**

Flexible schedule of appointments
with the time and freedom to
discover new suppliers

My Networking.

Dedicated networking
events to connect with
contacts and peers

**My Meetings,
My Choice.**

Appointments with a choice
of over 3,000 leading
international suppliers

My Knowledge.

A selection of seminars and
workshops to hear from
industry visionaries

Find out more about the programme, the exclusive benefits it offers & apply today at
www.ibtmworld.com/myclub

Connections mean everything.



ibtm® events
connections mean everything

Organised by  Reed Travel Exhibitions®

formerly



THE GLOBAL MEETINGS &
EVENTS EXPO

The ibtm world® and ibtm events® trademarks are owned and protected by Elsevier Properties SA and Reed Exhibitions Limited uses such trademark under licence.
Hosted Buyer® is a registered trademark of Reed Exhibitions Limited. Reed Travel Exhibitions® is a registered trademark of Reed Elsevier Group Plc.

SETAC

A conversation with Bart Bosveld

SETAC, the Society of Environmental Toxicology and Chemistry, is a not-for-profit, global professional organisation with the mission to protect the environment, or more precisely: to support the development of principles and practices for protection, enhancement and management of sustainable environmental quality and ecosystem integrity. Bart Bosveld, Executive Director, explains how the organisation operates.



HQ: Could you introduce SETAC to our readers?

Bart Bosveld: SETAC promotes scientific research and education in environmental sciences and the use of science in policy and decision-making. The Society is organised in 5 geographic units (Europe, North America, Latin America, Asia-Pacific and Africa) and one overarching coordinating body SETAC World. Worldwide, SETAC has some some 6,000 individual members and numerous academia, business and government institutions are partnering with SETAC with the aim to protect the environment and work towards sustainable environmental quality and ecosystem integrity.

EVERY CONFERENCE IS AN EXPERIENCE IN ITSELF WHEN WE HAVE TO WORK WITH A LOCAL TEAM AND FACE DIFFERENT CULTURAL HABITS

The key approach of SETAC is science-based, multidisciplinary and with balanced input from academia, business and government members.

HQ: Can you share your views about some of the challenges and opportunities your organisation faces?

Bart Bosveld: Membership growth and retention is one of the main challenges. Potential members are more and more looking at the cost and the value of being a member: to them, return on investment is key. Long-term membership is slowly disappearing and replaced by members hopping on and off, as they need to attend a specific event where membership offers reduced fees for instance.

SETAC aims to build a strong network among scientists working in academia, business and government to facilitate the exchange

of ideas and information that can be used to develop safe products, identify risks, and regulate the use of those products. Ideally, SETAC would like to involve all professionals

working in the field and motivate them to use our organisation to access information more easily so progress and decision-making in environmental sciences are facilitated. This can be quite difficult if members just step in for a single event and disappear from the radar afterwards!

The challenge is to find new ways to motivate members to stay and to convince new members – especially from medium and lower-income countries – to join.

As to opportunities, SETAC is currently working on the harmonization of risk assessment practices across Europe. One month ago, the SETAC Europe Certification of Environmental Risk Assessors (CRA) programme was launched, with the aim to harmonize and strengthen the use of up-to-date scientific methods and principles in the environmental risk assessment of chemicals and other stressors. With this programme, we hope to achieve a goal that supports our mission and provide a much needed service to our members.



25th SETAC Europe Annual Meeting, Barcelona, Plenary Session



25th SETAC Europe Annual Meeting, Barcelona, Poster Session



25th SETAC Europe Annual Meeting, Barcelona, Exhibition Area



25th SETAC Europe Annual Meeting, Barcelona, Opening Ceremony

HQ: We understand SETAC organises annual, world and regional meetings. Can you tell us about those?

Bart Bosveld: SETAC Europe organises one large annual event and multiple smaller events. The SETAC Europe annual meeting had its 25th edition this year in Barcelona, with 2,600 delegates. Besides a daily plenary session, there were 11 parallel sessions, each of them attended by some 100-300 delegates, and some 15 business meetings running in parallel each day for smaller groups ranging from 5 to 50 participants.

Other events organised by SETAC Europe on a regular basis include the SETAC Europe LCA Case Study symposia (LCA-CSS) and the SETAC Europe Special Science Symposia (SESSS). The LCA Case Study Symposia are organised once a year, also rotate within Europe and attract some 100-300 delegates. This generally is a 3-day event with 2 or 3 parallel sessions. The SESSS meetings are generally held in Brussels, run over two days and are organised more frequently (up to 3 per year). In addition, SETAC also conducts workshops where typically some 40 participants discuss a very specific topic.

The other SETAC Geographic Units (North America, Latin America, Asia-Pacific and Africa) organise similar type of events in their areas. Once every four years, one of the Geographic Units organises the SETAC World Meeting. Although the regular annual meetings already attract a significant number of overseas delegates from all continents, the world meeting puts special focus on global issues and the participation is even more diverse.

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

Bart Bosveld: There are several criteria and processing factors we take into account. First we rotate between East, West, South and North to facilitate and motivate members from every region to participate in the activities of the society. We also rotate between countries to offer new and attractive destinations to our delegates.

A selection committee collects information on venues that are capable of hosting our event(s) in cities and regions we have chosen, while we do research on the availability of members willing and able to act as local organisers for the meeting. Then, we distribute a Request for Proposal to selected venues, make a short list based on initial price offers and present this to the SETAC Europe council for approval.

Then comes the time of negotiation with venues and suppliers, we prepare a full proposal (including meeting theme, organising committee, meeting budget) for one or more preferred locations. The SETAC Europe council makes the final decision.

Typically, the process starts five years in advance and the final decision is made three years in advance.

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

Bart Bosveld: In principle not. SETAC has its own staff taking care of the organisation of

meetings and works with a local group of member volunteers for any local issues. In general it is not considered advantageous to have an extra link in the chain. However, a PCO is used as an intermediate for hotel bookings.

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

Bart Bosveld: There are so many. Every conference is an experience in itself when we have to work with a local team and face different cultural habits. Some conferences are very well organised and planned, others are testament to a more *laissez faire* approach with the finding of solutions only when a problem pops up! We have experienced both approaches, the latter being much more exciting and sometimes resulting in unexpected - but good - memories!

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

Bart Bosveld: To me, they are threefold. Firstly, the advanced use of information technology to adequately inform delegates during a meeting, to track and set up personal meetings with other delegates, and to do crowd monitoring using bar codes. Secondly, the increased use of the meeting as a main hook on which many satellite meetings are organised. Last but not least, the cost-consciousness of pretty much everybody involved in meetings and ever more demanding delegates who expect a flawless organisation at all levels.

www.setac.org

MEMBERSHIP

Association Confidential

Speaking about membership programs is probably the most intimate conversation about an association. How well an association does, it is very often reflected by the health of its members' base.

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



Alessandro Cortese

Associations capitalise on an active and engaged number of members who give time, knowledge to an organisation, receiving value in exchange. Everything starts and ends with membership strategies and the ability of an organisation to be representative of a number of stakeholders, who recognise and value their participation to the same society.

I could probably write for pages about membership models and trends, about professional and trade organisations and how they create, capture and distribute value to their members. However, this article is an interesting opportunity for reflection, as it is my last column as President of the ESAE, with my term ending in June.

It is interesting to notice that, despite, as association executives, we're all membership experts, we have not been able, over the years, to define a membership model that captures in one organisation a large number of professionals in association management at European level. This is certainly a fact in Europe, but also on a global scale, with the only exception of the ASAE, which

is mainly a national society with international interests.

THE PARADOX OF ASSOCIATION MANAGEMENT

It is probably the most intriguing and fascinating paradox of association management today: while our profession is about communities and stakeholders management, we seem to be unable to structure ourselves in a membership model that represents and captures the facets of the industry.

IF THE INDUSTRY WAS TRADITIONALLY MEETINGS ORIENTED, THERE IS NOVEL UNDERSTANDING OF THE ROLE OF ASSOCIATIONS, BEYOND THEIR ROLE AS CONGRESS ORGANISERS

However a new momentum was created in the last few years. More than ever before, associations have opportunities to meet, talk and exchange professionally.

There is a number of networks for associations, some old, some new. As an active association executive, one could today belong to 7-8 organisations representing, in one way or another, associations and their

work, offering educational and networking opportunities, promoting association management as a professional competency, arguing for the importance of associations to local authorities and decision makers.

At the same time, (too) many meetings attract association executives, sometimes with a commercial aim, other times with an educational purpose. The executives of large associations are today like television star chefs, suddenly becoming famous to a

large audience of destinations and meetings suppliers, looking at having, at least a slice, of their one, two or three star congresses. Enough to shake even the most balanced egos...

If the industry was traditionally (too much) meetings oriented, there is novel understanding of the role of associations, beyond their role as congress organisers.

Association management and event management are two sides of the same coin. Meetings and congresses are successful when they can capitalise on the value and the content created by the members of an association. At the same time, associations without the strategy to capture value through meetings, usually are ineffective in defining their wider strategy and having means to remain relevant, offering services and benefits to their stakeholders.

NEW COMPONENT

In recent years, a new component has come the picture. Some cities and regions started to actively engage with international associations from a strategic perspective, recognising the role that associations play in terms of employment and financial impact through their meetings and activities. Traditionally, cities were only interested to compete in order to attract meetings and congresses, and benefit from the direct spending of the attendees.

While this remains true in most of the cases, the competition between destinations has pushed some to take a higher profile in approaching associations, understanding the strategic blend between association and event management and defining partnerships with the associations to strengthen aspects of the city or region.


Today city marketing is not about touristic assets anymore: it is a strategic exercise, identifying the competencies and uniqueness of a city, in terms of economic potential and the ability to create an original offering.

In this combination of economic visions, of knowledge and service based economies, associations have an important role to play, as the mechanism that can create sustainability for a city in terms of economic and social growth. The understanding of associations as an economic sector is increasing, changing the strategies to attract

associations with a longer term perspective, creating alliances between the vision of a city or region and the mission of an association.

In conclusion, association management can't be seen as an isolated discipline anymore, a sort of simplified management practice for member based not-for-profits. It is, and will more and more become part of a three dimensional professional perspective, blending good management practices for stakeholders management, together with a blended view on meetings and events and, thirdly, with a projection of the longer term impact of the role of associations in a specific territory, that recognises this role as an economic and marketing driver.

It is a three-sided process, with three groups of stakeholders, sharing common strategic and development perspectives: the Bermuda Triangle of the traditional paradigms...



At this very moment
a group of scientists is
discussing the genesis of
the element Meitnerium.
Your participants could
be making discoveries,
too.

ACV.AT
MESSECONGRESS.AT
VIENNA.CONVENTION.AT

VIENNA

MEMBERSHIP

Changing Culture or is Tradition Dead?

Last year, the ESAE published several articles in HQ Magazine about Changes in Association Management and New Markets. In all of them, while taking account of the wider framework associations move in, membership took on a central role. Of course, this is understandable since membership is for most associations the *raison d'être*. One could possibly say that without membership, associations would not even exist. Or would they? This article will shed some light on some of the current trends in membership development and, whilst not aiming at being a complete solution, provide some food for thought for the European Association Industry.

Text Christoph Raudonat, ESAE Director

In 2013, ESAE President Alessandro Cortese and ESAE Director Christoph Raudonat held a session at EIBTM in Barcelona about the various characteristics that were inherent to associations and their markets. In an audience experiment, they tried to prove that certain characteristics of membership predominantly applied to certain kinds of associations. The findings of the experiment showed 4 basic membership models that the audience fell into:

1. Professional Associations
2. Trade Unions
3. Federations
4. Hybrid organisations

While Professional Associations (medical, legal, political, etc.) predominantly catered services to individual members, Trade Unions would predominantly show corporate entities as their members. Thus being unions that were formed to, for example, engage in lobbying activities towards regional, national or supra-national governments. Federations also would target more the corporate membership market, 'corporate' meaning either corporations or, in fact, associations in themselves, and less so individual members. The truly interesting cases were hybrid organisations. Hybrid organisations would cater services to a variety of members and it would show in their approach towards association business and how they defined their target audiences, which level of maturity and business acumen they had attained in order to be successful.

THE GREAT SHIFT

As the shockwaves of the global economic crunch slowly fade away, the discussion around new membership models takes on a slightly less frantic dimension but certainly more focus. Whereas a few months ago, some organisations scrambled to upgrade their membership models to become more inclusive and generate more diversified income streams, now we would see many organisations still rethinking the way they want to address membership, but clearly with more focus and strategic relevance.

We have observed one great shift in associations' approaches towards the concept of membership: it has gained much more strategic relevance than in previous years and associations are focusing on a more 'customer-centric' approach, as is also shown in a variety of academic publications (Schofer and Fourcade-Gourinchas, 2001; Paxton, 2007; Skocpol, 2013). Perhaps one reason for this development is that members have themselves become more active and working in Boards, Working Groups and Committees to develop this focus as something they would like to see themselves, demanding for more services.

This shift was identified as the key to unlocking the thought process of how associations remain relevant even under challenging circumstances.

MEMBERSHIP - YES, BUT WHERE TO?

Remaining practical and not to empty the bathtub with the baby right away, the four



Christoph Raudonat

membership models as described above still remain and each association will have to think for itself whether or not changes towards new membership horizons really are worth the effort, or even correspond to their main strategic objective.

A professional association, organising training and education to its members, will possibly still put emphasis on individual membership and apply corporate membership within a framework whereby individuals still will be the main target of their communication. Likewise a union of corporate entities will not suddenly change to incorporate individual members when it has nothing to offer them in particular.

However, some organisations have changed their view on membership and grown above the traditional, separationist, approach. These associations view their content as the driving force and their position as bridging two or more worlds. What is common among these associations is their self-perception as fluid platforms rather than as static organisations. As a platform, they can cater to corporate members and individual members alike by giving each

a separate field to play in and at the same time levelling the exchange platform so that a creative process of knowledge and information sharing is put in motion. To think of a concrete example, one might imagine an association that is active in the public health sector. Its members can be pharmaceutical companies as well as other associations within the health and medical sector. Possibly this association provides accredited courses in public health management to individual members and at the same time acts as an interface to the wider public, informing them of health risks or new developments in certain medical fields.

From a compliance point of view, this specific example might suffer in legal terms, however, such organisations exist and thrive. Each level of membership is given its own space of interaction with the other partners and the association itself becomes the facilitating platform where market exchanges happen. Of course there are risks involved and each membership group will have to be managed carefully in order not to create situations of competition, undue advantages or even exclusion of certain members. At the same time, this kind of membership models opens new avenues for non-due income, which might even be used

to subsidise activities and/or allow certain membership groups to enjoy preferential membership rates as income becomes more diversified.

IS MEMBERSHIP REALLY NECESSARY?

Under certain legal aspects, many would argue that 'yes, you need to have due-paying membership in order to legally qualify as an association and to be incorporated as such'. However, many new association models are actually rethinking this need for membership and have, in fact, abandoned the idea. In the Brussels association market alone we find several associations that have no official membership but could be seen more like interest groups, networks of people and organisations with similar interests and commonly shared activities.

TIME FOR A MEMBERSHIP SURVEY?

Again, the binding criterion is the perception of the association as a platform for exchange, a marketplace if we so wish. Content is king and members are largely self-sufficient.

In closing, several factors play into the decision around changing and new approaches to membership. By far the largest factor is resources. How much time, money and

energy can you and do you want to put into managing and administering members? The second question is largely strategic: does it make sense to change your approach, do you offer the necessary services? And last but not least, the overarching question: Do you have a need to change? Maybe it is time for a membership survey again to find out whether you are still riding ahead of the wave and are part of the exclusive club of trendsetters?

Based on the answers to these three basic questions many associations uncovered formerly secret opportunities that they had missed and rethinking membership helped them to focus on their core business and free resources for the essential parts of their programmes. Research shows that those associations with a more flexible approach towards membership are more easily adapting to changes in their environment and they know the value to their communities.

To learn more about new approaches to membership within the context of non-profit management, feel free to contact the ESAE for more information.

*ESAE – European Society of Association Executives
President: Alessandro Cortese
office@esae.org
www.esae.org*



MEMBERSHIP MODELS 2.0

Thinking about association membership models is an activity that certainly has gained importance for PCOs in the new millennium. In doing so, PCOs aim to understand their clients better, leading to a service offer that assists those clients in achieving their goals. But then of course, thinking about models has a very academic ring to it, and organising meetings is often a bit less 'intellectual'.

Nevertheless, it helps to take a different approach to daily work from time to time, and operational practice may benefit from some serious thinking. If we are to consult our association clients on improving the value to their membership for example, we need to take wishes and expectations of the individual members into consideration. As much as possible, that is.

No one can escape the changes in communication and social behaviour that have become so apparent in the last decade. Of course there are cultural, regional and other contexts to consider with such a statement, but I trust the train of thought here to be

clear. The immediate access to a digital universe, bordered only by bandwidth, on a handheld device has had a profound impact on how people associate with each other.

MILLION-DOLLAR-QUESTION

The million-dollar-question follows naturally: "Why would anyone join an association?" During an international congress a few months ago, the client (and initiator of this inaugural meeting) had a 'flip-over' board with some coloured markers put up in the middle of the lounge where the coffee breaks took place. There were about two hundred participants to this meeting, from around eighty different

countries. They were invited to write on the board why they joined this particular association. In different colours and styles some very familiar statements appeared.

The statements were ranging from "to be empowered to perform better" and "to participate in the peer-to-peer exchange programme", to the pinnacle "to learn and to contribute". The latter statement absolutely defines the key point of what it means to take up membership in an association, and has become even more important in this day and age of seemingly endless voices, tools and choices.



If you, dear reader, find a monthly or yearly payment to an association the one and only contribution worth considering, please read no further. Disappointment awaits you ahead, here and most likely in real time association life as well. The simple conclusion that a personal contribution to an association is an essential element of its membership must be at the centre of a review of membership models.

WHAT'S NEW?

So what's new then? The suffix '2.0' suggests an update from the earlier version 1.0, or maybe a not-so-subtle reference to the different stages in which we all learned how to understand the use of Internet, becoming a portal of interactivity after previously being used as a passive source of reference.

In general, association membership models are created around the 'purpose of association' in environments where geographical, cultural and economical elements specify the feasibility and attraction of a large enough community to sustain its existence. As such, the variety of models is rather large and therefore this article offers only a focus on recent innovations of well-developed associations.

Combining all of the above, following an established purpose the association membership model would first be determined on the basis of its demographics. An analysis of the (potential) members in terms of gender, age and other relevant personal factors, will provide an insight in existing 'community denominators'.

The next element in the model would be the geographical nature – and opportunities – of the membership. Consideration of the membership scale in terms of geographical areas describes the purpose of association in a model of communities. The association community can be singular and local, or the association can include multiple communities in national, regional or

international environments. Funding plays a crucial role here in the actual feasibility of ambition.

The Internet has allowed for all sorts of communication across borders, including live streaming of content, e-learning, e-libraries, and social media platforms. As individuals we are all part of a globalized economy, and as members of associations

we also part of a global system. For further reference, the company Association Laboratory Inc. has published an interesting white paper on Global Membership Models, focusing on effective implementation of a global membership strategy.

ASSOCIATION SUCCESS

The main element of success in any association membership model however is the role of the officers. Which members engage in the governance of the association, and how soon is the executive management outsourced or otherwise professionalised? Do members contribute to the association in a way that covers all management costs, or are there third parties with a commercial interest available to support?

The meeting as a platform for association members to come together to share their interest and knowledge has long been the main funding resource for many associations. With more (potential) members at a distance successful associations have implemented models, in which the virtual community offers a home to those members, as well as a new source of revenue for the association. Soon enough the generation gap in terms of technology adaptation will not be a factor

of concern, and the membership models will allow a continued development of implementing individualised membership benefits on a global scale. Association Management Companies and Professional Congress Organisers are there to support the associations in providing supportive services, and will grow in their abilities to consult their clients appropriately and effectively.

WITH MORE (POTENTIAL) MEMBERS AT A DISTANCE, SUCCESSFUL ASSOCIATIONS HAVE IMPLEMENTED MODELS IN WHICH THE VIRTUAL COMMUNITY OFFERS A HOME TO THOSE MEMBERS, AS WELL AS A NEW SOURCE OF REVENUE FOR THE ASSOCIATION

Nevertheless, the association still needs to be governed, and for this a personal commitment of members is required. The ways of interaction, education, even participation of members in their association may have changed, and so have the membership models. It is however the purpose that defines the sustainability of the association in the global market, and the efficacy of the membership model. Therefore, any type of membership model should still offer a chance to enthusiastic individuals, who are willing and able to offer their time and expertise to their fellow members at no cost to the association.

This article was provided by the International Association of Professional Congress Organisers, author Michel Neijmann, President of IAPCO, FIGUR, Turkey. IAPCO represents today 118 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 40 countries.
info@iapco.org / www.iapco.org



NEW MEMBERSHIP MODELS AND ORIGINAL FOUNDATIONS

How current options reinforce association fundamentals



Joel Fischer

Structural changes in associations are brought about either reactively (threats to status quo) or proactively (new goals and planning, new opportunities). An examination of recent experiences of associations adopting new membership models provides us with examples from both camps: associations who have had to change in order to adapt to altered environments and associations that have seen new opportunities for growth (members, services, relevance).

Text Joel Fischer, Union of International Associations

In evaluating and planning these changes the associations have questioned and reaffirmed the fundamental principles of their organisations. As McSean & Jakobsson put it: *"Member organisations, of their very nature, tend to be hard to manage and even harder to transform into the kind of nimble, radical, open organisations that are needed to cope with a professional and work environment of continuous, rapid and fundamental change."*

RADICAL OVERHAUL

The **European Association for Health Information and Libraries (EAHIL)** operated for 15 years as a conventional association with a permanent office and salaried staff. Around the millennium it became apparent that the trajectory of the organisation was degrading in light of changes to its operating environments (expected size of membership, accession of Eastern Europe into its operating areas, continuing radical changes to its professional environment etc). In short, the status quo was not sustainable for the coming years.

Following a careful analysis of its resources and options a fairly radical overhaul of EAHIL and its membership programme was

undertaken. Actions which were a cause for significant expense / overhead cost were outsourced, eliminated, or streamlined using online technologies. Barriers to membership were eliminated through a combination of online tools, no annual fee, and volunteer participation. EAHIL's adoption of an "Open Access" association model was a success – proven through the four years

THE FUNDAMENTALS OF THE ASSOCIATIONAL PROCESS AND IMPETUS REMAIN TRUE AND RELEVANT, AS TRUE AS THEY WERE FIFTY YEARS AGO, A HUNDRED YEARS AGO AND A HUNDRED AND FIFTY YEARS AGO

between the statutory changes and the 2007 analysis (and beyond: EAHIL currently has 1,400 members in 30 countries). "Open Access" in this case being a play on words from scholarly publishing evolution in the internet-age, as well as pertaining to some of the new features of EAHIL's membership package.

McSean and Jakobsson are careful to point out some of the potential limitations of the EAHIL model as well as the likely factors in its successful transition: a buffer of time

and resources which allowed it to experiment with this new model and to recover had it failed; a committed Board; and active engagement from the general membership.

AMBITIOUS GOAL

In another case, **AIGA** (a professional association in graphics and design) also examined the changing milieu of its mem-

bers' professions and opted to implement a membership model which is arranged on the participatory relationship between the individuals and the common goods that the organisation embodies (and creates). Its goal was ambitious: to double the total membership in two years. While it has not doubled its membership it has seen a 25% increase, no small victory, and the models of participation are continuing to bear fruit, thereby strengthening the value AIGA delivers to its members and its position in the design professions.

Taking the “Open Access” model more directly and literally is **CompTIA** - an association of computing and information technology professionals - which reshaped how members access the services and support CompTIA provides. In 2014 alone “30,000 individuals will have engaged with CompTIA, complementing [its] premier membership of 2,000 organisations.” Part of the association’s enhanced changes were an upgrade to its internet-delivered services which is a mission-critical environment for its networking and information sharing / publishing. As with the other associations discussed here, the restructuring has forward looking components as well which provide for strengthened relationships between CompTIA and all its partner communities.

STRUCTURAL CHANGES

Following a two-year research and planning process the **American Hotel & Lodging Association (AH&LA)** instituted a new membership model and some structural changes. As a century-old national trade association AH&LA’s structural updates and logo refresh are perhaps more familiar to those of us who have seen how other long-lived associations have revised and updated

their operations as industries and economic environments have matured over time. The association’s retooling has given it greater capacity to leverage its expertise to the benefit of its member industries.

“This new structure allows AH&LA to engage more hoteliers throughout the country, significantly grow our political presence, and launch focused public policy campaigns that will garner significant results for the industry.” - Katherine Lugar, AH&LA CEO-President

All of the cases I examined showed that success was built on careful planning and that change was implemented effectively when all stakeholders (from members to governance groups) had a say and a role to play in how things developed. In some cases a modest update was needed, in the case of EAHIL a major reimagining of the organisation was undertaken which paralleled the changes to the professions it serves. The promise of the internet continues to bear fruit for associations who understand the opportunities it offers to enhance or replace traditional publication and communications.

Running through these discussions we see that the fundamentals of the associational

process and impetus remain true and relevant, as true as they were fifty years ago, a hundred years ago and a hundred and fifty years ago. The modalities of association life and action change with the times, and as such associations - as entities, as structures, as service providers - must also negotiate change. In some cases change is necessary and, as we have seen, it is beneficial for both the central institution and its members.

www.uia.org

Discussed in this article:
The Open Access Association? EAHIL’s new model for sustainability (2009)
Tony McSean and Arne Jakobsen
Health Information and Libraries Journal, 26, 4, pp 316-321

CompTIA Expands Its Relevance in 2014...
Nancy Hammervik
31 Oct 2014, CompTIA website

New Industry-Driven Model Allows Broader Member Engagement
AHLA Press Release, 19 June 2013
AHLA website

Introducing a New Membership Model,
AIGA News 1 Aug 2012
Richard Grefe
AIGA website





IMEX
education

Association
Focus and
Evening

October 12
2015

ASSOCIATION FOCUS & EVENING

Association executives deserve education and global networking opportunities tailor-made to the way you do business. That's why we created this "conference within a conference" the day before the trade show. Register now! Email natasha.richards@imexexhibitions.com or visit imexamerica.com/association.



THE *pulse* OF THE MEETINGS INDUSTRY.

IMEXAMERICA.COM

PARIS NUMBER ONE CITY, USA TOP COUNTRY IN THE LATEST ICCA STATS

ICCA's eagerly awaited annual statistics on the number of rotating international association meetings hosted by countries and cities show few major shocks. Paris retains the top rank, with Vienna swapping places with Madrid and moving up from three to two, and Berlin and Barcelona swapping places at four and five respectively.

With regular jockeying for position between rival destinations, numerous short-term reasons why space isn't always available for association meetings and with more meetings still to be discovered by ICCA and its members, these don't represent any dramatic changes.

TOP 10 CITY RANKING

Rank	City	# Meetings in 2014
1	Paris	214
2	Vienna	202
3	Madrid	200
4	Berlin	193
5	Barcelona	182
6	London	166
7	Singapore	142
8	Amsterdam	133
9	Istanbul	130
10	Prague	118

The top five countries all remain in that top echelon, with USA retaining top ranking, Germany and Spain ranking two and three, whilst UK and France swap places into fourth and fifth place respectively.



ICCA'S CRITERIA

ICCA's international association meetings tables are published every year. To be included, meetings must be held on a regular basis, have at least 50 delegates, and rotate between at least three countries.

TOP 10 COUNTRY

Rank	Country	# Meetings in 2014
1	USA	831
2	Germany	659
3	Spain	578
4	UK	543
5	France	533
6	Italy	452
7	Japan	337
8	China PR	332
9	Netherlands	307
10	Brazil	291

ICCA undertook a major review of historical data over the last twelve months, removing all meetings from the statistics which no longer met the strict three-country rotation criterion and clamping down on single

meetings which might previously have appeared as multiple separate meetings. As a result the normal levels of growth appear to be slightly reduced, even though ICCA believes that the underlying rate of growth is almost certainly still robust.

ICCA CEO Martin Sirk commented: "What was striking in this year's exercise is actually the very large number of meetings we identified over the last twelve months for the year 2013 – more than 600 meetings were identified worldwide, and we're pretty certain we'll have equal success in finding more qualifying 2014 meetings over the next twelve months. Most commentators are naturally focusing on the new 2014 rankings, but the nature of this business means that we always continue to identify many qualifying meetings long after each annual announcement. We can't stress this point strongly enough: ICCA's rankings are a snapshot of a moment in time of a database designed for sales and marketing purposes, for a very specific segment of the market, a segment moreover where decisions are made three to six years in advance."

www.iccaworld.com

DISCOVER WHAT YOU DON'T KNOW ABOUT FRANCE

25 MAIN COMPETITIVENESS CLUSTERS IN FRANCE

- 1 **Atlanpole Biotherapies**
(biotechnologies, health – Nantes)
- 2 **Aerospace Valley**
(aeronautics, space and embedded systems – Toulouse)
- 3 **Alsace BioValley**
(health and life sciences – Strasbourg)
- 4 **Axelera**
(chemistry and the environment – Lyon)
- 5 **Cap Digital Paris Région**
(digital content – Paris)
- 6 **EAU**
(Eco technologies – Montpellier)
- 7 **EMC2**
(materials, microtechnology, mechanics – Nantes)
- 8 **Eurobiomed**
(biotechnologies, health – Marseille)
- 9 **Finance innovation**
(finance – Paris)
- 10 **Images et réseaux**
(information technologies, telecommunications and multimedia – Lannion, Nantes)
- 11 **Industries et Agro-ressources**
(biorefinery – Laon)
- 12 **I-Trans**
(transport – Lille)
- 13 **Imaginive**
(ICT – Lyon)
- 14 **Lyonbiopôle**
(health: infectious diseases – Lyon)
- 15 **Matikem**
(Chemistry Consumer goods Materials – Lille)
- 16 **Medicen Paris Région**
(health and new treatments – Paris)
- 17 **Minalogic**
(nanotechnologies – Grenoble)
- 18 **Mov'éo**
(private cars and public transport – Rouen)
- 19 **Nutrition Santé Longévité**
(Health – Lille)
- 20 **Pôle Mer Bretagne Atlantique**
(activities linked to the sea – Brest/Nantes)
- 21 **Pôle mer PACA**
(security and sustainable development in the Mediterranean – Toulon)
- 22 **Route des Lasers**
(optics, photonics – Bordeaux)
- 23 **Solutions Communicantes Sécurisées**
(ICT – Nice – Sophia Antipolis)
- 24 **System@tic Paris Région**
(digital systems – Paris)
- 25 **Végépolys**
(plant specialists – Angers)

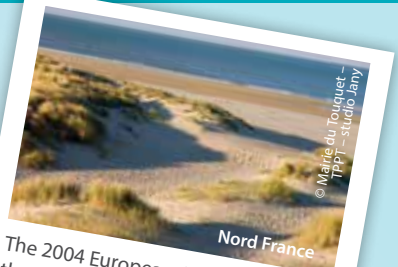


Château d'Angers

Ideally located in the UNESCO Loire region, **Angers, 1st French Green City**, attracts a world audience and provides a well-connected solution for international Meet-Incentives and Congresses. **The city hosts the international Plant Cluster and the new French Cité of connected objects (opening June 2015).**

Nantes

A cosmopolitan port city bursting with creative energy and an attractive out-of-the-box thinking, **Nantes** is an innovative, lively, open-air museum, a cultural hotspot full of history - and the 2013 European Green Capital.



© Maïlys du Touquet - TPEP - studio Jany

Nord France

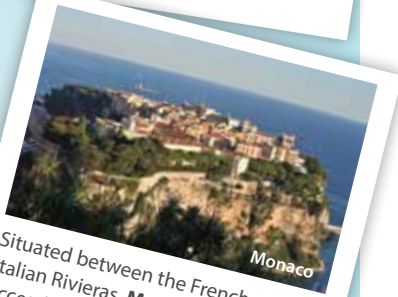
The 2004 European Capital of Culture, the friendly northern city of **Lille** has transformed in recent years. Its surrounding region has a big heart and big facilities - it is a delightfully up-to-date meetings destination and a superbly fun city trip.



© www.brab.com

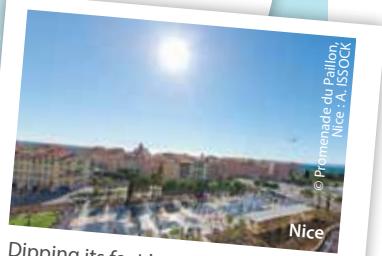
Lyon

Known as the City of Light, **Lyon** is a refreshing riverside style capital nestled in the second largest urban area in France. It boasts an intensely visible legacy of culture, heritage, style and, particularly, gastronomy.



Monaco

Situated between the French and Italian Riviéras, **Monaco** is an easily accessible, surprisingly affordable destination, offering both glamour and knowledge to the most demanding association planners.



© Promenade du Paillon, Nice - A. ISSOIR

Nice

Dipping its feet into the blue Mediterranean, **Nice** already has a head-start in the competitive world of international congresses thanks to its universities, hospitals and institutes at the forefront of research and innovation in IT and communication technology for the health and industry sector.

Foreword

A Message from Christian Mantei, CEO of Atout France



© O.Gombert

Christian Mantei

Innovation and research are key factors for industrial competitiveness and the economic growth of developed countries, which in turn provide those in the forefront with a competitive edge. France is engaging in a far-reaching and ambitious program with 71 competitive clusters focusing on the technologies of the future with partner firms first in their markets, France and abroad.

Atout France with the France meeting and convention board have chosen to showcase three of these sectors of Excellence and to introduce six French internationally renowned cities that truly evoke substantial skills and resources helping you to make your congresses a success.

During the organisation of your events, their expertise will prove to be a real asset, complemented as it is by France's ability to organise major events.

France is the 1st world tourism destination and has been recently ranked 5th (according to ICCA) as a destination for congresses, hosting more than 530 international conferences and conventions annually. Paris also remains the 1st world congress city capital.

It is for these reasons that our strategy is to continue to invest in services, quality hospitality and infrastructures to inspire your creativity and meet your expectations.

This combination of expertise, infrastructure, hospitality and accessibility makes France the ideal destination to welcoming your next congress or MICE event.

Benefit from our know-how and make your conference or convention a high point in the life of your organisation.

I look forward to welcoming you to France.

Christian Mantei
CEO of Atout France



FRENCH COMPETITIVENESS CLUSTERS

All eyes on medical research

Lyon

Like most developed countries, France is facing increasingly rapid economic changes. This is mainly reflected in the globalisation of production factors and the fierce competition from all parts of the planet. Innovation and research are key factors for industrial competitiveness, especially for manufacturers and service providers who have to continually adapt themselves to technological developments.

In this context, the French government has, in the past years, implemented a new industrial and economic policy by developing “pôles de compétitivité”. Not only do competitiveness clusters foster high levels of productivity and innovation, but they also represent a new way of thinking about national, state, and local economies. The competitiveness of the French industry depends on the ability for researchers, industrial and academic players of a given region to work in partnership.

If one considers the amount of companies and universities, the research potential, the scientific expertise – not to mention the hi-tech equipment – clusters dedicated to healthcare and medical research are testaments to France’s innovation and sense of creativity in this field.

INNOVATION IN LYON

In Lyon, Lyonbiopôle was accredited as a competitiveness cluster by the government in 2005. Its aim is to carry out research in infectious human and animal diseases on a global scale: together with Grenoble, it

has become a world centre of excellence in diagnostics and vaccines, with its ‘factory’ approach and the development of multi-partner R&D projects. The purpose of its integrated perspective is to create a “health defence system” for the benefit of populations worldwide, serving as a platform between the industrial and academic research spheres.

Located at the south entrance to the city, the Lyon-Gerland Biodistrict indeed continues to attract an increasing number of innovative businesses, people and services. With its heart entirely dedicated to health and biotechnologies, it brings together world leaders like Sanofi Pasteur and Meril, smaller companies like Aguetant and Fab’entech, and higher learning and research institutes. As a whole, the district provides more than 5,000 jobs and accommodates 2,750 academicians and technicians from the public and private sectors.

Canceropôle Lyon Auvergne Rhône-Alpes (CLARA) is another major strength of the

region – this cancer cluster aims to drive the emergence of innovative research projects, with the treatment of patients as the ultimate goal.

MEDICAL EXCELLENCE IN MONACO

Monaco has always aimed to achieve a high level of medical excellence and is renowned for the quality of its professionals and facilities in several fields, especially the fight against cancer. The Centre Hospitalier Princesse Grace has, in this regard, specialised in cancer for many years. The range of disciplines available on site, collaboration with societies and links with various companies and industries has allowed many patients to access the most innovative strategies in oncology. Cancer research, on tumor and blood vessels, or on tumor metabolism, is of world fame.

In fact, Monaco as a whole boasts a very dynamic healthcare cluster. If the Scientific Centre of Monaco (CSM), a public establishment founded by Prince Rainier III in 1960, is well known, there is also the Monaco Cardio-Thoracic Center (CCM) which groups together experts in diagnostic and interventional cardiology, anaesthesiology and thoracic and cardiovascular surgery, and the Monaco Institute of Sports Medicine and Surgery (IM25), dedicated to surgical osteo-articular treatments.

Recently, the emphasis has been put on clinical research, as Monaco strongly believes the management of diseases is optimal wherever clinical research is associated with care. In this regard, the CSM initiates calls every year for research projects in order to fund clinical research. In addition, an International Associated Laboratory between the CSM and the University of Versailles dedicated to innovation in biotechnology and medical care for neuromuscular disabilities was created in 2013, as neuromuscular handicaps is an emblematic research theme for Monaco.

RESEARCH IN NICE

The University Hospital of Nice is very active in research and innovation, with a firm position thanks to its involvement in IT and communication technology for the health sector and thanks to ambitious projects such as "Pasteur 2", the largest hospital construction project in France. The healthcare sector in Nice also includes the Face and Neck Institute - an important centre for oncology and cervicofacial surgery - and a new building dedicated to neurology, namely Alzheimer's disease thanks to the Claude Pompidou foundation, a pilot centre for care, research and prevention for that disease.

In Sophia Antipolis, at the gates of the city and close to the Nice Côte d'Azur airport, innovation in life sciences is supported by public research carried out by centres of excellence structured around the Institute of Molecular and Cellular Pharmacology (IPMC), the Mediterranean Centre for Molecular Medicine (C3M), the Institute of Biology Valrose (IBV) and the Institute of Research on Cancer and Ageing in Nice (IRCAN).

This sector, at the forefront of oncology, central nervous system diseases, nutrition and metabolism, dermatology and eye disorders, is naturally open to e-health. Not only does it benefit from the ICT expertise concentrated in Sophia Antipolis but it also exploits the opportunities of the Côte d'Azur's e-medicine and "silver economy", a rich ground for clinical studies and experiments. The Delvalle building is the headquarters of this new economic branch, the national reference centre for homecare and autonomy, housing a network of local stakeholders in the field.

LONGEVITY IN LILLE

With companies operating in sectors as diverse as genomics and diagnostic kits, the latest generation of antibodies or innovative treatments for metabolic diseases, the whole spectrum of life sciences seem to be represented in **Lille** and its surrounding region.

As such, with nearly 2,200 researchers and no less than 780 companies in the health industry, **Northern France** ranks third.

Designed to support collaborative research between private companies and academic laboratories in projects at the crossroads of biotechnology and food, the Nutrition Health Longevity (NHL) Cluster's mission is to federate players in the food and health sectors in developing the products and processes of the future. As such, it plays a key role in tackling current healthcare challenges.

Alongside the NHL Cluster, Eurasanté is the economic development agency focusing on biotech, nutrition and healthcare activities in Northern France. Eurasanté promotes Lille Northern France BioCluster to French and foreign industries and research centres. In this regard, Eurasanté's work consists in supporting research by identifying and accelerating R&D partnerships or by helping scientists to set-up their business, especially through its Bioincubator.

Organised by Eurasanté, the NHL Cluster et Lille Grand Palais, NutrEvent 2015 just brought together, in June, 700+ attendees in science, industry and regulatory affairs around a single theme: catalysing business and R&D projects in Food, Nutrition & Health.



FRANCE GOES GREEN



Angers

Corporate Social Responsibility is nothing new when it comes to the meetings industry, but the way it's looked at in the MICE realm is changing. What planners are finding is that your clients may not be knocking down the door asking for a CSR component, but delegates are seeking a taste of this element when attending a conference.

France may have understood this, like no other destination. Cities, regions and convention venues are jumping on board offering planners everything they need to seamlessly weave CSR activities and sustainable options into the planning and executing process. It makes all the more sense when sustainability and green initiatives are an integral part of the destination itself.

PLANTS IN ANGERS

Located in **Angers**, VEGEPOLYS has been recognised in France as the international plant cluster since July 2005. VEGEPOLYS is based on a unique concentration of organisations operating in the plant world. It represents a unique territorial aggregation in Europe through its production capacity and expertise, and through the presence of all channels in the field of plants and of a high-level learning and research cluster. Throughout this territory, businesses grow, create jobs, deploy learning, research programmes, and give birth to new production technology.

Awarded the "Proven for Cluster Excellence" Gold Label by the ECEI (European Cluster Excellence Initiative), VEGEPOLYS's development is founded on centuries of production tradition in the Loire Valley. The region benefits of many advantages: soil and weather conditions, its energy, the know-how of its

businesses. In addition, it has full support from the government and public authorities over several decades that help it become a leader in the field of plants. The networking of businesses, research and education, the cluster's founding principle, fosters exchanges, marshals the energies and combines the means in order to innovate faster, and better. No wonder major meetings related to the sector take place in Angers, among which the 'Olympics' of horticulture with the 2022 International Horticultural Congress, Greensys 2019, or 8th Rosaceae Genomics Conference 2016. VEGEPOLYS houses 4,000 companies, 450 researchers and 2,500 students, and provides 30,000 jobs. Angers is also the place of the now-famous Terra Botanica, covering 12 ha of extraordinary gardens dedicated to plants from the five continents - it has meeting space for up to 350 participants.

MARINE ENERGY IN NANTES

An emerging sector on a global scale, the Marine Renewable Energy (MRE) industry is stepping up a gear in **Nantes**. Research centres, skilled labour, offshore wind testing sites, numerous high-tech SMEs and plants, industry players and public and private research facilities work hand in hand to give birth to major MRE projects, from bottom-mounted and floating offshore wind farms up to tidal, marine current and wave energy.

Reflecting this momentum, Nantes hosted the Conference on Ocean, Offshore and Arctic Engineering, OMAE 2013, and the International Convention on Marine Renewable Energies. Thetis MRE was held in May 2015, preceded by *Les Assises nationales EMR* (the MRE conference), attended by 150 exhibitors and 4,000 visitors (40% from outside France).

In fact, Nantes as a whole has shown a strong commitment to sustainable development by implementing such schemes as soft and innovative transport, responsible purchasing, restructuring urban neighbourhoods, developing eco-friendly areas, protecting biodiversity, etc. No wonder the city hosted international conferences such as the 10th Ecocity and the 2015 Vélo-City.

Nantes' ongoing commitment to urban development and respect for environment has even been fully recognised at a European level. As a result, Nantes was designated "European Green Capital 2013". Rated ISO 26000 (confirmed level), La Cité Nantes Events Center has also a long-standing commitment to sustainable development, with CSR as a key strategic orientation. It is the first French venue to have achieved the AIPC (International Association of Convention Centres) Quality Standards Gold Certification.

SUSTAINABILITY IN MONACO

In the Principality of **Monaco**, the Prince Albert II of Monaco Foundation's purpose



Acropolis, Nice : Code01 FFOLLET

Acropolis, Nice



Monaco

is to protect the environment and encourage sustainable development on a global scale. The Foundation supports initiatives of public and private organisations, in the fields of research and studies, technological innovation and socially-aware practices, and has defined three priority areas: the Mediterranean basin, due to the geographic position of Monaco, the Polar Regions, as privileged indicators of climate change evolutions, and the Least Developed Countries such as the countries in Sahelian Africa, which are severely impacted by the effects of climate change, the loss of biodiversity and water shortage.

No wonder, then, green meetings are strongly encouraged in the Principality. In October 2008, the Grimaldi Forum Monaco, for instance, became one of the first European convention centres to obtain the ISO 14001 environmental management certification. Right from the start, the architects addressed environmental issues in the design of the centre's insulation, energy and air conditioning, making it easy for the teams working there to offer tailor-made solutions for organisers wishing to limit the environmental footprint. A lot of Monaco's hotels have also implemented green initiatives, such as the Eco-Meet programme at Fairmont Monte Carlo, the Environmental Charter of SBM Monte-Carlo aiming to encourage eco-friendly conduct and to meet international goals in environmental matters, or the Green Committee set up at Hotel Metropole Monte-Carlo, just to name a few.

GOING GREEN IN NICE

The 5th largest city in France, **Nice** finds its energy in numerous projects such as the Smart City Innovation Center (Nice is ranked 4th smart city in the world), cultivating its dynamism with a policy of constantly improved services. There, the so-called Eco Valley, one of the largest Operations of National Interest in France devoted to sustainable development, extends over about 10,000 hectares. Dedicated to the preservation of natural heritage, it will become a major employment area (25,000 in fifteen years) with state-of-the-art innovations, and will impact the life of its inhabitants socially as well as economically by improving the way they live. A founding principle indeed guides the operations in Eco Valley: urban development and sustainable growth must go hand in hand.

The ultimate aim is to make Nice the 'Green City of the Mediterranean', an example of an environmentally friendly region on a European scale. In the city centre, the Nice Acropolis Congress & Exhibition Center obtained for instance its ISO 14001 certification last year. Located west of the city, on the Var plain, Eco-Valley will be home to enterprises in this activity sector and a research cluster dedicated to sustainable development and ecology. Big brands acquiring avant-garde environment-friendly infrastructures will also join along with housing facilities to make it a true community.



© Terra Botanica, Angers - Green meetings

Terra Botanica, Angers



© Place Masséna, Nice - E. BELIN/OTCN

Place Masséna, Nice



© Garnier

La Cité Nantes Events Center



© Le Grand Elephant - Jean-Dominique Billaud - Nautilus/UVAN

Nantes

INNOVATIONS ALL AROUND

You might not know this, but France is a leader in startups and innovative companies. France is ranked 2nd in Europe and 6th in the world for the number of international patents (WIPO, July 2013), while, according to Thomson Reuters' Top 100 Global Innovators 2014, the country ranks 3rd with 7 of the most innovative companies or research centres. All the more reasons to find out what some French destinations have up their sleeves.

PLANT-BASED CHEMICALS IN NORTHERN FRANCE

In 2010, the State and the Regional Council of **Northern France** committed to the first Regional Innovation Strategy (RIS) as part of the Regional Economic Development Plan (REDP). A dynamic has been established around 7 competitiveness clusters approved by the State, supporting the development of a knowledge-based economy. Dedicated to materials, chemistry and green chemistry, Matikem is one of these clusters. From Matikem's perspective, the major issues for the plant-based chemical industries go

further than just research into alternatives to fossil resources, by imagining new products for a variety of sectors (automotive, rail, packaging, construction). It is to design and manufacture products from agricultural resources, with new, high-performance properties, which have not been seen up to now. These new properties will generate key differentiating factors which will in turn increase business competitiveness.

In this regard, Matikem welcomed the Plant Based Summit 2015 (PBS 2015) at Lille Grand Palais in April, as it marked its

involvement into the evolution of the plant-based, green and sustainable chemistry. This year's PBS focused on the innovation, co-development and operational implementation necessary for the widespread market deployment of biobased products. The Plant Based Summit organisers' strong position in the industrial landscape was key to allow the whole plant-based chemistry value chain to be gathered again in Lille including actors from the agro-industrials, chemical intermediates, chemists and end-users. The summit is one of the first European events dedicated to the bioeconomy.



© Angers, Internet of Things City

Angers



© UMR-CNRS-IMAP-ENSAL

Cité Internationale, Lyon



©ACDV_C.Jumez

Plant Based Summit 2015, Lille Grand Palais

MOVING IMAGES IN LYON

In Lyon, Imaginove is a moving image sector competitiveness cluster (video games, audio-visual, cinema, animation and multimedia) which unites companies in the Rhône-Alpes region around a common objective: to develop synergies between these sectors by encouraging anticipation and stimulating innovation. The objective of Imaginove is ambitious: to become the European reference in image and cross media related contents within five years. Since its creation, Imaginove has anticipated elements such as international competition and changing patterns of use (digitisation, mobility, etc.).

It's in fact Lyon as a whole that is committed to innovation and digital development. In 2012, the International World Wide Web Conference, thought out as a global forum for discussion in regard to the

standardization of its associated technologies and the impact of these technologies on society and culture, took place in the city, with much success and media coverage. As Lyon bids again for the 2018 edition, the 2012 WWW Conference proved to be both the trigger and the accelerator of a powerful dynamic for Lyon's web community. To maintain this momentum, the Greater Lyon region and the University even created an annual event dedicated to digital innovations: the Blend Web Mix. Lyon's dynamic eco-system has recently received the French Tech label Award, proving the destination is a major player on the international scene, and making it easy for start-ups in the region to be visible in their respective fields of endeavour.

ANGERS THE IOT CITY

Since June 2015, Angers is home to the "Connected Objects City", with the

creation of a centre, thought out like **an ecosystem to boost growth in the Internet of Things in France**. The project aims to bring innovators together in a co-working space and provide them with the best conditions to keep pace with innovation and carry out each phase of their projects, from prototyping to pre-production and production, with the help of design, electronics, mechanics and plastics experts.

Of the 16,000-m² space available in the centre, 3,000 m² are dedicated to startups and a FabLab for design, prototyping and modelling, mainly using 3D-printing technologies. The Connected Objects City is supposed to reach full capacity by 2017. It plans to launch 170 projects in four years and accommodate 150 project leaders at once.

Director Philippe Ménard, from Eolane, an industrial electronics service provider headquartered right outside Angers and one of the key companies behind this initiative, says: "A total of €19 million will be invested in running the City over the next three years and €2 million will be spent on equipment for making prototypes and carrying out tests. It can only innovate if it manages to recreate locally a network of creative companies that has mechanical production, electronic production, industrialisation and design capabilities."

Angers city of connected object is open for professional tours and business meetings from 15th June 2015.

DIGITAL ECONOMY IN NANTES

With over 25,000 structures representing 275,000 jobs, over 50,000 students and 200 research laboratories, **Nantes** has been quite successful in France in terms of employment growth. As the leading economic hub in western France, Nantes' strong suit lies in multi-disciplinary work to invent the economic and societal innovations of the future. Considered by many the French capital of the Web, Nantes boasts a strong digital economy. The city has, for instance, won the "French Tech" certification, a label that reinforces its attractiveness in the computing sector.

The digital sector relies on competitiveness clusters which bring together academic and industrial stakeholders as well as SME. Among others, let's name Alliance Libre, a centre of expertise in open source software, Atlanpole Digital Innovation, which supports the creation and development of tech enterprises, or Atlantic 2.0, the network of digital innovation in Pays de la Loire. Another example of Nantes' strength in the sector is the Creative Arts District on the Ile de Nantes which promotes digital uses and digital arts projects, which will eventually bring over 1,000 direct and indirect jobs.

By 2020, ultra-fast broadband will be accessible to all individuals in Nantes. It's easily understandable why the International Conference on Digital Intelligence took place in the city in 2014. A new scientific and interdisciplinary event dedicated to digital society and cultures, it brought together researchers from various disciplines to discuss and shape a new scientific and cultural paradigm.



Valencienne Congress Centre, Nord France



“RETURN TO THE ROOTS!”

In our modern and fast evolving world where “digital”, “high tech”, “new tech”, “social media”, etc. are the key words used for innovation, we have a slight tendency in confusing “innovation” with “format” only. We, at MCI France PCO, think that content remains the key fundamentals for all innovations.

Of course, the technology we have at our disposal - and which grows and changes very rapidly-, helps us to enhance the format of the meetings in, for instance, changing some of the “lecturing” format into more interactive sessions where the “floor” can take the “mic”! The top down presentations now have their sisters: the bottom-up exchanges where the audience can actively participate. It says that participants must be actively engaged. So, be it! And we can't deny that technology has helped us all doing that. But we are only in the “format innovation” which anybody can supply. Our clients definitely expect more from a PCO and they are right.

At MCI France PCO, beyond our traditional operational expertise from general coordination, registration management, to sponsorship and exhibition management and scientific secretariat, **we intend to accompany our clients strategically by providing not only the latest technology available but also the means to use it in the best possible way according to their specific challenges:** using apps and social media because it is the trend or using content capture because it is what everybody does... is not our aim nor in our values.

Acting as an advisor and counsellor, we do provide our clients with the latest innovations for their meetings: but before that, we need to understand our client's strategy, aim and roles in order to provide the best solutions that should be inscribed in their overall strategy in developing their events. Then, the solutions proposed may include, for instance, content capture related and linked to their educational portal in order to develop the added value of being member of this association.

This is one example done for an international organisation and its Paris based meeting. We can also leverage the event



experience around its content through very simple, offline but yet powerful initiatives such as the creation of an agora at the heart of the exhibition area to foster convivial debates and networking, giving the floor to several kinds of stakeholders. The format realization is therefore based on the content delivery.

To sum it up, **MCI France aims at strategically engaging and activating clients' audiences to enhance their business performance.** We do put the client's strategy in the centre of the communication tools provided.

CONTACTS

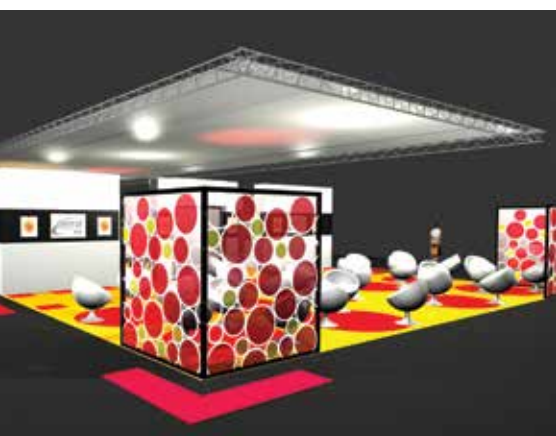
MCI France
 Philippe Fournier
 PCO Managing Director France
 T. +33 (0)1 53 85 82 82
 philippe.fournier@mci-group.com

Elodie COUDRE
 PCO Development Director
 M. +33 (0)6 17 32 24 71
 elodie.coudre@mci-group.com

www.mci-group.com/france
www.mci-evenement-congres.com

MCI FRANCE PCO IN A FEW FACTS AND FIGURES

- 4 offices: Paris (headquarters), Lyon, Marseille, Montpellier
- 90 loyal and enthusiastic talents
- +25 years' experience
- +40 national and international congresses from 100 to 20,000 delegates managed every year
- +15 multi-year association meetings
- Internal digital and marketing team
- IAPCO, MPI member



FRANCE IN NAMES AND NUMBERS

FRANCE MEETING & CONVENTION BOARD

Clémence Baret | Head of the Meeting & Events Division | T. +33 (0)1 42 96 70 02
 clemence.baret@atout-france.fr | www.meeting.rendezvousenfrance.com

<p>ANGERS</p>	<p>Access By plane - Angers Loire Airport (flights London City, Toulouse, Nice) Nantes Atlantique Airport. Link to Angers by TGV – 50 min By train - TGV (HST) train station, 90 min from Paris Montparnasse station, 2h20 from Paris-Charles De Gaulle airport</p>	<p>Your contact Valérie Mathieu-Fichot Director, Angers Convention Bureau Angers Loire Tourisme T. + 33(0)2 41 23 50 50 valerie.fichot@angersloiretourisme.com www.meetinangers.com</p>
<p>LYON</p>	<p>Access By plane - Lyon St Exupéry International Airport. Lyon is linked with 120 destinations By train - 3 TGV (HST) train stations, 1H53 from Paris-Charles De Gaulle airport</p>	<p>Your contact Valérie Ducaud Convention Bureau Manager Lyon Convention Bureau T. + 33 (0)4 72 77 73 96 vducaud@lyon-france.com www.lyon-france.com</p>
<p>MONACO</p>	<p>Access Monaco is linked to Nice Côte d’Azur International Airport by an array of transport options (helicopter transfer 7min and bus transfer 45 min)</p>	<p>Your contact Laurence Papouchado Monaco Convention Bureau Deputy Director T. +377 92 16 60 41 lpapouchado@gouv.mc visitmonaco.com</p>
<p>NANTES</p>	<p>Access By plane - International Nantes Atlantique Airport. 65 destinations with direct flights. All the European capital cities in less than 2 hours. By train - TGV (HST) train station, 2 hours away from Paris and direct journey to Paris-Charles De Gaulle airport - 21 TGV trains daily</p>	<p>Your contact Eric Montant Head of Sales and Development La Cité Nantes Events Center T+ 33 (0)2 51 88 20 56 eric.montant@lacite-nantes.fr www.lacite-nantes.com</p>
<p>NICE</p>	<p>Access An international airport at 10 minutes from downtown 59 airlines, 104 destinations in more than 35 countries</p>	<p>Your contact Sabrina Volle Nice Convention & Visitors’ Bureau Business Events Development Manager T. +33 (0)4 92 14 46 28 / + 33 (0)6 72 91 97 72 sabrina.volle@otcnice.com en.meet-in-nice.com</p>
<p>NORD FRANCE</p>	<p>Access By plane - Lille Lesquin International Airport. Lille is linked with 70 destinations. By train - 2 TGV (HST) train stations linked to 4 European capitals in less than 3 hours (Brussels, Paris, London, Amsterdam) 50min from Paris-Charles De Gaulle airport</p>	<p>Your contact Valérie Lefebvre Project Manager Association Support Nord France Convention Bureau T. + 33 3 59 56 21 86 valerie.lefebvre@nord-france-convention.com www.nord-france-convention.com</p>

POSSIBILITIES BEYOND THE PRESENTATION

If you're looking for somewhere extraordinary to hold your next conference, New Zealand is the destination. It offers industry-leading experts, world renowned researchers and specialists, all able to provide a higher level of education and expertise. Combine this with world-class facilities, genuine, friendly hosts and stunning locations, and you know that your event in New Zealand will be a huge success.

A conference in New Zealand goes beyond expectation.

Te Papa, Wellington

100% PURE NEW ZEALAND
businessevents.newzealand.com



MACAO

Convention & Exhibition

YOUR
NEXT
DESTINATION



- World Center of Tourism & Leisure
- Connecting East & West
- Perfect Facilities & Warm Hospitality
- Diverse Variety of Attractions



Government of the Macao Special Administrative Region
Macao Economic Services
Rua Dr. Pedro José Lobo, 1-3, Luso International Bank Building, 6/F, Macao
Tel: (853) 2856 2622 Fax: (853) 2871 2552 Email: info@economia.gov.mo

www.economia.gov.mo



Case Study

6TH INTERNATIONAL INFRASTRUCTURE INVESTMENT AND CONSTRUCTION FORUM IN MACAO

The 6th International Infrastructure Investment & Construction Forum (6th IIICF) was held on June 4-5, 2015 at the Venetian Macao, jointly organised by China International Contractors Association (CHINCA) and Macao Economic Services.

IIICF is an international forum with the theme of investment and construction of infrastructure, which was founded in 2010 by CHINCA with the approval of the Chinese Ministry of Commerce. The Forum serves as a platform of communication, exchange and cooperation where related parties discuss about hot topics and development strategies of international infrastructure investment and construction to promote mutually beneficial cooperation.

AT THE VENETIAN MACAO

The Forum has been successfully held five sessions in Beijing and Macao respectively, having attracted more than 6,000 delegates from nearly 100 countries and regions, including about 120 ministerial officials.

With the theme of "Regional Economic Integration Spurs New Development of International Infrastructure Cooperation", the 6th IIICF focused, through the lens of competent authorities of territories where

the projects are based as well as of industry associations, international financial institutions, consulting firms, intermediaries and contractors, on the opportunities and challenges facing infrastructure investment and construction in the context of regional economic integration.

THE FORUM HAS BEEN SUCCESSFULLY HELD FIVE SESSIONS IN BEIJING AND MACAO RESPECTIVELY, HAVING ATTRACTED MORE THAN 6,000 DELEGATES FROM NEARLY 100 COUNTRIES AND REGIONS

COOPERATION IS KEY

In the Infrastructure Investment & Construction Industry, partnerships and cooperation are key. Currently, regional economic integration has become an important trend of global economic development, with the EU, AU, ASEAN and CELAC as major organisations in favor of integrated regional economic development. The scale-up of business, personnel and capital exchange

between neighboring countries and regions has not only placed additional requirements for the carrying capacity of infrastructures, but also provided new opportunities for regional infrastructure cooperation and development.

At the 6th IIICF, a number of sub-forums were staged for in-depth discussion and sharing on innovative modes of financing, corporate restructuring and upgrading, and market

expansion, coupled with a host of exhibitions, project promotion and alignment activities, and business talks for enhanced cooperation and exchange between the participating entities.

CONTACT

Macao Economic Services
ddceae@economia.gov.mo
www.economia.gov.mo

The World's Only Doublebill Event
M.I.C.E | Corporate
www.itcma.com | www.corporatetravelworld.com

IT&CM Asia
Incentive Travel & Conventions, Meetings
Incorporating Luxury Travel

CTW
Asia-Pacific
Corporate Travel World



The 23rd IT&CMA and 18th CTW Asia-Pacific
29 Sep – 1 Oct 2015
Bangkok Convention Centre at CentralWorld
Bangkok, Thailand

Look At What We Achieved In 2014!

Over 2,500 
MICE and Corporate Travel professionals
including association executives and luxury
travel buyers, from **55 international territories**

**Very impressed with the overall
organisation, quality of buyers and
remarkable welcome reception.**

euromic, Belgium
Exhibitor | **Christophe Verstraete**, Executive Director

I got to renew or discuss contracts and build new relations.
Panorama-Medica Group Co. Ltd, Thailand
Buyer | **Katherina E. Lempert-Dober**, Chairwoman

84% of
Exhibitors **expect**
to receive orders
within a year

40% of
Buyers confirmed
procurement on-site
with Exhibitors 

**Great avenue to obtain research
information from diverse regions and
destinations.**

Association of the Polish Media, Poland
Media | **Robert Pawelek**, Journalist

**The discussion session was a good sharing
session for all my peers.**
Gemalto, Singapore
Corporate Travel Manager | **Jean Bey**, Senior Buyer - Asia

Twice the percentage of
Buyers, than in 2013, **expect**
to conduct business valued
at over **1 million** 



Exhibitors | MICE & Luxury Travel
Buyers | MICE & Luxury Travel |
Association Professionals & Executives
Media | MICE & Luxury Travel

www.itcma.com



Exhibitors & Sponsors
Corporate Travel Managers
Conference Delegates
Media | Corporate Travel

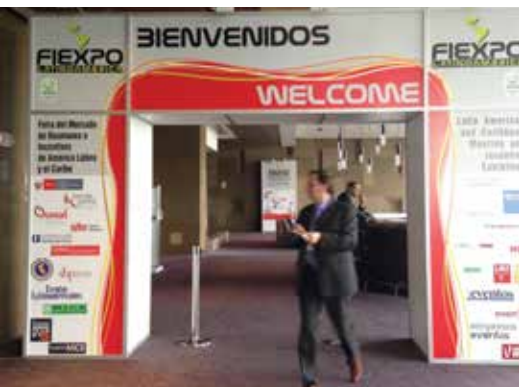
www.corporatetravelworld.com/apac

Organized by: **TTG Events** | Sponsors: **TCRIF**, **30 Years Thailand**, **AOT**, **THAI**, **CENTARA GRAND**, **guidebook**, **Industry Culture**

Partnering and Supporting Associations: **AACVB**, **ACTE**, **AuSAE**, **euromic**, **IAPCO**, **MPI**, **OT&AI**, **PATA**, **Site**

Official Media: **TTGmice**, **TTGassociations**, **TTGmice**, **LUXURY**, **TTG**, **TTG**, **TTG**, **TTG**, **BSB**, **ETC!**, **CONEXPO**

Official Venue: **THAI** | Official Airline: **THAI** | Official Sponsor: **CENTARA GRAND** | Media App Partner: **guidebook** | Industry Culture: **Industry Culture**



Cécile Caiati-Koch, Nina Freysen-Pretorius and Jesús Guerrero Chacón



FIEXPO 2015, ALL LATIN AMERICA UNDER ONE SAME ROOF

FIEXPO 2015, the 8th edition of the Latin American and Caribbean Meetings and Incentive Exhibition, took place from June 1st to 3rd in Lima, Peru. An opportunity for Headquarters magazine to taste what Latin America has up its sleeves when it comes to meetings.

The show gathered Convention Bureaus, Conference Centres and Tourism Boards of most countries in Latin America, as well as many other important regional and international stakeholders of the Meetings Industry such as COCAL (Latin American Federation of Professional Congress Organizers) and the Latin America and the Caribbean Convention & Visitors Bureaus. The show is supported by ICCA, hence the presence of Nina Freysen-Pretorius, Global ICCA President, who also gave some insights into the challenges of being a PCO in the 21st century.

On the first day of the show took place the second edition of the Latin American Political Forum on the Meetings Industry. Ministers and Deputy Ministers from different Latin American countries presented the assets of their home

countries for the Meetings Industry and discussed about the importance of developing together the MICE Industry.

THE GROWTH OF FIEXPO SHOWCASES THE IMPORTANCE OF THE DEVELOPMENT OF THE MICE INDUSTRY IN LATIN AMERICA

The following topics were covered:

- Convention Tourism as a tool for social development: contribution to local communities
- How to market each country's tourism products to Congress participants
- Are tax exemptions a positive practice for the Meetings Industry?

The last day of the show, at the closing ceremony, Magali Silva Velarde-Álvarez, Peru's Minister of Commerce, Foreign Trade, and Tourism, stated that 138 hosted buyers have visited FIEXPO 2015, which represents an increase of 10% from the previous year; 824 trade visitors attended the show, 58% more than 2014 edition.

This growth showcases indeed the importance of the development of the MICE Industry in these countries and the great potential of congress and incentive destinations in Latin America.

FIEXPO 2016 will take place in Lima from May 30th to June 1st.

For more information about FIEXPO: www.fiexpo-latam.com

AN AMBASSADOR FOR GLASGOW: PROFESSOR ANDREW BAKER

As Glasgow City Marketing Bureau celebrates the 25th anniversary of its Conference Ambassador Programme, Professor Andrew Baker explores his role in leading the city's bid to host the British Society for Gene and Cell Therapy Meeting and Annual Conference next month.

For the past five years Professor Baker has held the title of British Heart Foundation Professor of Translational Cardiovascular Sciences at the University of Glasgow. He leads a team of scientists aiming to translate discoveries made in the laboratory into new treatments for heart patients, including angina sufferers.

Professor Baker said: *"I've lived all over the UK before settling in Glasgow for the last 16 years. Glasgow is a vibrant city and the natural place for me to conduct my research with its world leading universities and research hubs. In my capacity as the President of the society between the years of 2013 and 2017, it was important to me to bring such an impactful meeting to my adopted home."*

The conference aims to highlight novel developments within the field of gene and cell therapy; whilst shining the spotlight on future scientific talent. The programme's format will include the review of abstracts, chair sessions and participation in oral and poster research presentations.

Professor Baker joins a team of more than 1600 influencers in GCMB's Conference Ambassador Programme each playing a pivotal role in helping the city drive success across a multitude of sectors including; low carbon industries, financial services, education, medicine, life sciences, engineering, design and manufacture.



Professor Andrew Baker

In the last calendar year (January to December 2014), Glasgow conference ambassadors secured 178 conferences. Ambassadors help secure approximately a third of the conferences in Glasgow.

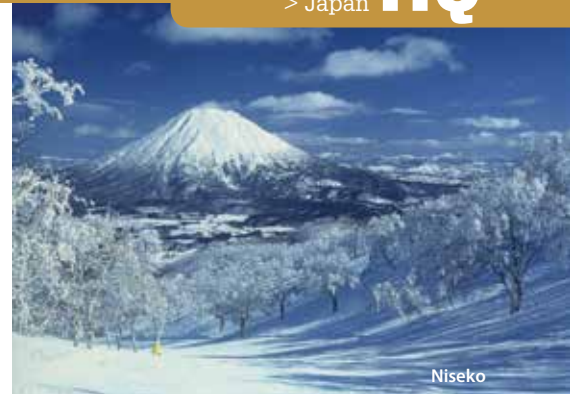
conventions.peoplemakeglasgow.com

"Glasgow staged a You First public health event as part of its support of our conference. It was such a success we now intend to continue this hands-on approach at future conferences, creating a lasting legacy"

**Dineke Zeegers Paget,
European Public Health Association**

**Best UK Convention Bureau 2007 - 2015
9 YEARS RUNNING
welovedelegates.com**

**PEOPLE
MAKE
GLASGOW
CONNECT**



Niseko



JAPAN'S SAPPORO LIFTS BRONZE!

Without a doubt, Japan has been hot these days, and so has Sapporo. The city's announcement of its intention to bid for another Winter Olympics came as no surprise, with the country's popularity constantly rising. Meanwhile, the capital of Hokkaido prefecture has become an attractive destination for not only world's travelers but also meeting organisers. Sapporo ranked 3rd in Japan (world's strong #7), following Tokyo and Kyoto, in the 2014 ICCA rankings, almost doubling the number of association meetings hosted last year.

Why Sapporo, then? For obvious reasons actually. Plenty of top educational institutions, outstanding research facilities, extensive experience hosting various prestigious international meetings, not to forget numerous environmental advantages, have made Sapporo an expert in such fields as geophysics, biotechnology, chemistry, medicine, veterinary sciences, ethology and agriculture. Be it the General Assembly of the International Union of Geodesy and Geophysics (IUGG, 4,500 pax from 99 countries) or the International Union of Microbiological Societies Congress (IUMS, 4,800 pax from 66 countries), Sapporo has definitely been flexing its convention muscles lately.

Last year, Sapporo landed the first World Buiatrics Congress for Asia, which will be held in 2018. The win of WBC is an important occasion for Sapporo/Hokkaido to define

the region as a preferable, advanced destination for ethology and veterinary sciences. This July, Sapporo will host another large congress to be held in Asia for the first time - the International Wildlife Management Congress. Oh, and there is another big one - the Asian Chemical Congress. Home to 2010 Nobel Prize Laureate for Chemistry, Dr. Akira Suzuki, Sapporo has been actively building its reputation as a front-runner in chemistry and related sciences.

Meanwhile, the city has also been flexing its meeting muscles, with various international IT and medical gatherings held in the northern capital. Well, accessibility and rates do matter. Sapporo can easily be reached directly from major capitals in Asia, while it is only an hour and half flight away from Tokyo - the world's busiest air route in the world, with over 70 flights per day. The travel time between Sapporo airport

and the city centre is only 35 minutes via rapid train. And when it comes to accommodation in the nation's most walkable city, the prices and selections are unbeatable. Add the powder snow ski or hot spring baths right in the airport, or the brand-new unique venue - Sapporo Racecourse, with its splendid downtown view and space for up to 300 people, and Sapporo will never disappoint you.

Now with the 2016 FIS Snowboard World Cup, 2017 Asian Winter Games and 2019 Japan Rugby World Cup secured, stay tuned for more medals to be won at the Top of Japan!

CONTACT

Dima Azarov
Sapporo Convention Bureau
azarov-d@plaza-sapporo.or.jp
www.conventionsapporo.jp
www.welcome.city.sapporo.jp/?lang=en

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 95,000 hotel rooms in all categories and numerous exciting activities in and around Dubai make this city the most remarkable destination for successful business events.



Dubai Business Events - The Official Convention Bureau
Tel: +971 600 55 5559, Email: askdbel@dubaitourism.ae, www.dubaibusinessevents.ae

visitdubai.com

DUBAI



DUBAI ASSOCIATION CENTRE WELCOMES 13 GLOBAL BODIES IN FIRST YEAR OF OPERATION

After just over one year of operations, the Dubai Association Centre (DAC) has issued a total of 13 licences to international professional associations looking to establish a regional presence from Dubai.

The centre, which was formed last year as a joint project by the Department of Tourism and Commerce Marketing (DTCM), Dubai World Trade Centre (DWTC) and the Dubai Chamber of Commerce and Industry (DCCI), is a legal entity which serves as a springboard for international bodies looking to boost their membership numbers in the UAE and the wider region, including the lucrative and untapped markets of the Middle East, as well as those in Africa, South Asia and the CIS States. It also helps associations find new funding opportunities, establish local and regional chapters, and operate more effectively by using Dubai as a gateway to the vast growth opportunities present in the region.

VITAL ROLE

Included in the list of 12 licences granted by the DAC are the Arab Society for Paediatric Endocrinology and Diabetes (ASPED), the Gulf Heart Association, UITP - Advanced Public Transport, The Institution of Fire Engineers, GSMA, Middle East Gas Association (MEGA), the World Free Zones Organisation, and International Advertising Association (IAA). Also included is The Southern Arabian Peninsula Chapter of

the International Association of Drilling Contractors, the Middle East & North Africa Franchise Association, the International Institute of Business Analysis, the International Inter-professional Wound Care Course and the International Congress & Convention Association (ICCA).

THE DAC IS A LEGAL ENTITY WHICH SERVES AS A SPRINGBOARD FOR INTERNATIONAL BODIES LOOKING TO BOOST THEIR MEMBERSHIP NUMBERS IN THE UAE

Commenting on the DAC's first year of operation, Steen Jakobsen, Director of Dubai Business Events, a Division of Dubai Tourism, said: "Associations can play a vital role in the development of Dubai's economy, and can support and evolve a vast range of professions and academic fields throughout the Middle East. The centre is part of a long term plan to strengthen Dubai's role as a knowledge hub across all economic sectors, and will naturally increase the number of meetings and events which are hosted in the city annually."

STRATEGIC VISION

A DAC license enables associations to open an office at the DWTC's Sheikh Rashid Tower in Dubai and enjoy use of the

complex's numerous facilities. In terms of services, DAC has partnered with MCI, a leader in association management and congress organisation. With a proven record of helping associations grow in a sustainable manner, MCI staff is at hand not only regarding day-to-day operations and busi-

ness development, but also to plan a strategic vision and define the best way forward when expanding in the Middle East.

Home to more than 200 nationalities, Dubai has a (short) history of welcoming individuals of all backgrounds and faiths and a pleasant and cosmopolitan lifestyle. With the establishment of the Association Centre, it continues the path and enlarges its vision of a multicultural, across-all-trades society.

**For more information and enquiries,
please contact Dubai Business Events
T. 00914 2821111**

askdbe@dubaitourism.ae
www.dubaibusinessesvents.ae



No Discussion Needed

Abu Dhabi: the perfect place for your conference

Exceptional facilities at Abu Dhabi National Exhibition Centre (ADNEC), world-class destination support with Advantage Abu Dhabi and the business events network, exemplary connectivity with Etihad Airways, which provides direct service to more than 110 destinations, and the warmth of Arabian hospitality.

Abu Dhabi brings people together, with great results.

abudhabi-cb.ae



© JAKW-AG, Marius Höfner

Austria Center Vienna



© European Society of Radiology

Hall A, convention



© JAKW-AG, Andreas Holzer

New Business Lounge

AUSTRIA CENTER VIENNA

Rooms to grow ideas

Big ideas need space! The Austria Center Vienna opens up unique formats for meetings and networking events for up to 20,000 people, and creates ideal spaces for exchanging ideas – in dedicated areas such as the new Business Lounge and Café Motto, and digitally thanks to state-of-the-art technical infrastructure.

A DEPENDABLE PARTNER FOR YOUR CONFERENCE IN VIENNA

In the heart of Europe, just a few minutes from Vienna's historic old town by underground, the Austria Center Vienna's 24 rooms and halls, 180 breakout rooms and 22,000 m² of exhibition and networking space provide unparalleled flexibility – and the perfect setting for a full range of conventional and contemporary conference formats.

This unbeatable combination delivers twice the benefits: your conference plays out in the most liveable city on the planet, at a venue which is easy to reach and surrounded by great value hotels. And you can also count on the support of the experienced and dedicated Austria Center Vienna team who will bring your ideas to life and ensure that your conference shines.

EXPERIENCE NETWORKING, FEEL CONNECTED

The Austria Center Vienna has a strong focus on networking – from supplying custom

interaction spaces to providing room for one-on-ones in the new Business Lounge, and creating an informal atmosphere for a Viennese melange coffee and a slice of cake at Café Motto.

On the technical side, a high-performance WiFi network throughout the main building and adjoining halls can serve 35,000 simultaneous connections, allowing up to 20,000 people to access the internet on any device and work as if they were in their own office – and providing a solid foundation for effective digital interaction with other participants. Organisers have free access to WLAN connection speeds of 100 Mbit as standard. The 40 Gbit optical fibre network backbone with 14 floor distributors provides optimal infrastructure for hybrid meetings, while a

94-screen full HD system throughout the venue opens up possibilities like social media walls or live streams in overflow areas.

A CLEAR VISION FROM THE OUTSET

On request we can provide you with an initial visualisation showing all the seating variations, sponsor zones and catering areas in the spaces reserved for your event. This service helps to bring your conference

THE AUSTRIA CENTER VIENNA HAS A STRONG FOCUS ON NETWORKING – FROM SUPPLYING CUSTOM INTERACTION SPACES TO PROVIDING ROOM FOR ONE-ON-ONES IN THE NEW BUSINESS LOUNGE

to life right from the outset – it only takes a few clicks to make adjustments, allowing us to fine-tune the finished product with you and our partner companies on an ongoing basis.

CONTACT

Austria Center Vienna
Michael Part
Head of Sales
T +43-1-260 69-355
sales@acv.at
www.acv.at

Paid advert – Corresponding the Austrian MedKF-T



The Circle elapses



The Circle Plaza

Switzerland Convention & Incentive Bureau presents A NEW WORLD RISES AT ZURICH AIRPORT

“The Circle” will be a destination in itself at Zurich airport. Just steps away from the terminal buildings, the new, architecturally striking complex will buzz with life and services.

“The Circle” covers 180,000 square metres of usable space and will cater to a number of purposes which will generate synergies. It will feature two hotels and a Convention Center, international brands and companies in its lanes and squares, a medical centre and well planned state-of-the-art office space. A wide range of further offerings in the fields of art, culture, dining, entertainment and education round out the spectrum.

Hyatt, the globally renowned hotel group, will operate the two hotels (550 rooms in total) and provide exciting cuisine. The large Convention Center, also Hyatt operated, linked to the Hyatt Regency, offering capacity for functions involving more than 2,000 people. The venue will become the new location in Zurich for congresses and events, attracting operators from near and far.

Preparatory and civil engineering works for “The Circle” have already been underway since 5 January 2015. Excavation work starts in autumn, and the first buildings will be visible from the beginning of 2016. The first stage of “The Circle” is expected to be completed by the end of 2018. During this

period, the building site at Zurich Airport will be one of the biggest construction sites in Switzerland.

THE CONVENTION CENTER

Located between the two hotels, adjacent to the park and accessible from the main square, the Convention Center will form a conference area with space for about 2,300 people – significantly expanding on the current offering in the Zurich area. The venue will be suitable for congresses, events and meetings, but also for gala dinners, exhibitions, and product launches. It will appeal both to international groups seeking suitable, well-connected European locations and to companies from Switzerland and the region planning events for domestic and foreign guests.

HYATT REGENCY HOTEL

The Hyatt Regency will offer 250 rooms and cater to business and leisure clients. Centrally located and accessible from the main square, it will rise over 11 storeys. Alongside classic King and Twin bedrooms, the hotel will include numerous Regency Suites, a Regency Executive Suite and a Presidential Suite, as well as a Regency

Club Lounge with its own terrace. The large lobby, including an entrance-level bar and restaurant, will become the place to meet at Zurich Airport.

HYATT PLACE HOTEL

The Hyatt Place is a nine-storey, 300-room hotel with select services located at the North Plaza. Offering spacious rooms including a cosy corner, there will also be a coffee-to-cocktails bar, an open food market with made-to-order meals and snacks available around the clock, free WiFi everywhere and a well-equipped fitness centre. Complimentary breakfast is served daily in the Gallery Kitchen. Hyatt Place Hotels provide the perfect space and essential services for a blended lifestyle of work and play.

Further information about the project:
www.thecircle.ch

For more information on Switzerland for association meetings

Myriam Winnepenninckx
Switzerland Convention & Incentive Bureau
+ 32 (0)2 345 83 57
scib.belux@switzerland.com
www.myswitzerland.com/meetings

Switzerland Convention & Incentive Bureau. 

Madrid

Making business a pleasure

MADRID
CONVENTION
BUREAU



Conventions don't have to be conventional

A business trip to Madrid seems less like hard work than most.

Sunny weather, conveniently located conference venues and gourmet lunches are just some of the bonuses for when you visit on business.

After a busy day, Madrid's famous museums and elegant stores are a great way to recharge before sampling the vibrant nightlife.

Relax over tapas in an outdoor café or dance until dawn. Whatever you do, Madrid is the business.

info.mcb@esmadrid.com
(+34) 91 758 55 28
www.esmadrid.com/mcb

Visit Lisboa on



Lisboa - your business gateway.

Lisbon's excellent infrastructures, diversified activities, heritage buildings and spectacular maritime location make it the perfect destination to transform your business trip into an unforgettable experience.

Visit Lisbon and prepare to be amazed.



Turismo de Lisboa
Visitors & Convention Bureau
abaltazar@visitlisboa.com
+351 210 312 700
www.visitlisboa.com
Visit Lisboa on Facebook

