

HEADQUARTERS

Building bridges in the meetings industry

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EUROPE

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Edition September 2015

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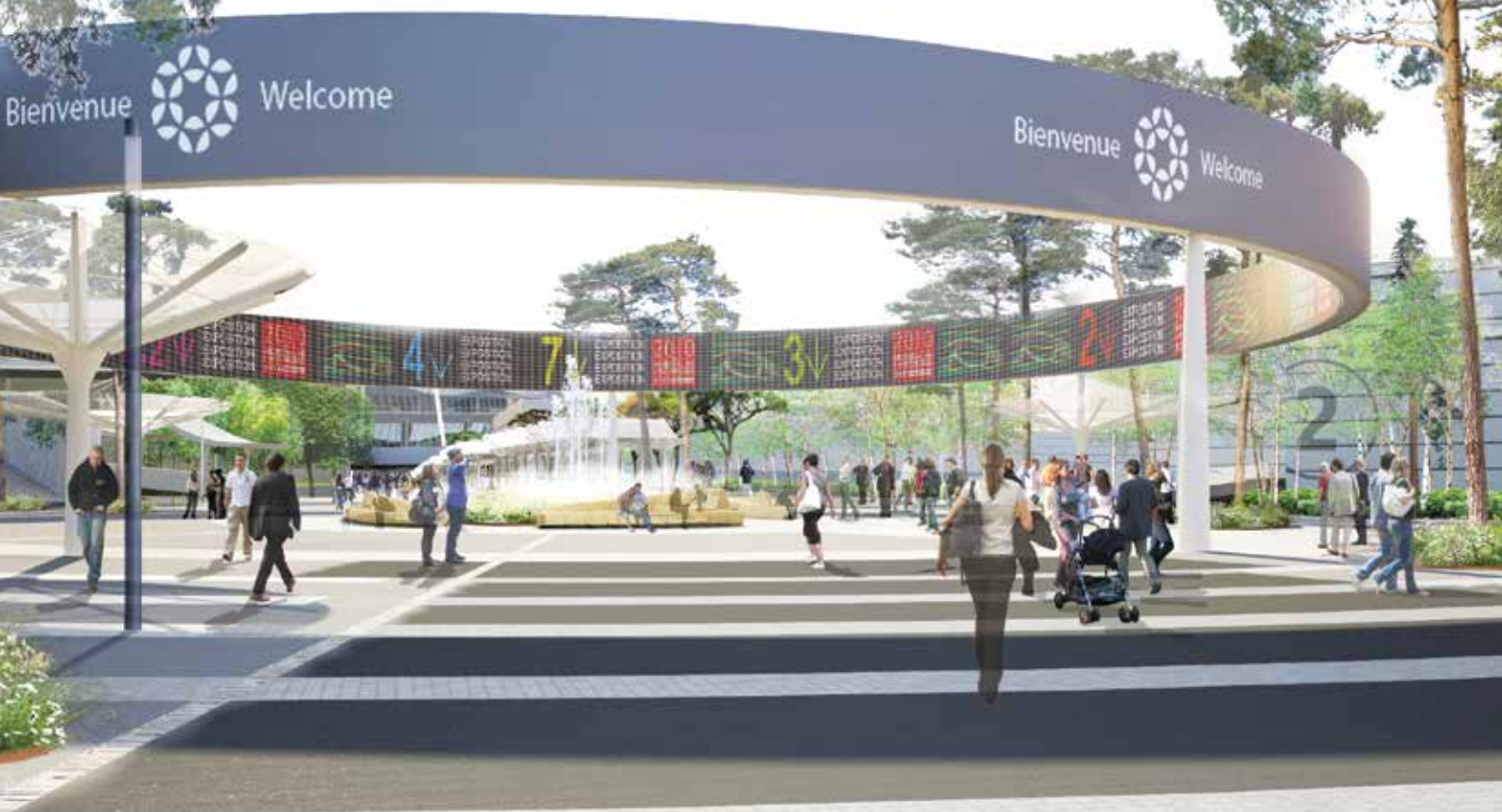
Meetings Industry Publishers

HQ is published 6 times a year:

March, May, June, September,

November, December

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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

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

Paris expo Porte de Versailles
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Address

4 avenue des Prisonniers Politiques
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



Jesús Guerrero Chacón



Marcel A.M. VISSERS

Editor in Chief

Summer class in waste management

When the summer season comes to my hometown I try not to travel abroad. That's the season when I enjoy everything that is going on in my immediate neighbourhood. I must admit that I had not quite set my sights on diving into waste management during my vacation. To me this seems to be a subject that is better suited to the fall or the winter season. But sometimes things do happen that are beyond your control. Like running into Philip Heylen, Antwerp's Vice Mayor for

Culture, Economy and City Maintenance, for instance! On a sunny terrace - and they abound in my (convention) city - he told me about his successful bid to bring the ISWA World Congress 2015 (International Solid Waste Association) to Antwerp, defeating Birmingham in the home stretch with a string of solid arguments.

I was so taken by his story that we met again a while later to allow him to brief me in more detail about his project. Meanwhile, Philip chaired the convention from 7 through 9 September. He fought for his baby, travelled, lobbied and took more than a few aspirins whilst juggling to find sponsors and speakers. He and his team discovered first-hand how tough it is to be a successful PCO because after all that's the job they had been doing. And I was pretty proud that the cream of international waste management travelled to my city in order to find out more about the prominent position that Flanders and Belgium occupy on the international stage with respect to waste management. I immensely enjoyed this convention and I would definitely recommend to anyone operating in our sector to take time out now and again to attend a conference that is not about the meetings industry. I guarantee it will open new windows in your mind!

Philip Heylen is good example of a politician who understands the importance of international conventions for a city's economy. He also provided me with insights about what Global Waste Management means for a city. Convention delegates like to meet in clean cities but they are still pretty scarce around the globe. Barely 45% of the major cities in the world are engaged in sustainable development. Can you believe it?

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THE MEETINGS SHOW IS A GOOD SHOW!



It is no secret that national and regional meetings fairs have lost their appeal. And I repeat it as much as I can, this is largely due to the organisers who are more interested in making a quick buck than in showing some feeling for the real needs of the market.

By Marcel A.M. Vissers

I have to make a big exception for The Meetings Show London which celebrated its 3rd edition last July at the Olympia Exhibition Centre. This British show is going remarkably well, and successful mainly for three reasons. First: it is the only event in the UK where you can meet more than 400 domestic and international meetings industry suppliers all under one roof. Second: visitors can

choose from 80+ sessions delivered by leading industry experts. Third: during the show there are numerous business networking events organised by suppliers on their stand or during the evenings at some of London's most exclusive venues.

And an extra plus is the Association Meetings Conference which took place the

day before the opening of the Show at the recently renovated QEII Centre. This year's theme was 'Shaping Your Meeting for the Future - Educate, Connect and Inspire' and featured sessions on How to Innovate on a Budget, Mobile Engagement Beyond Meetings for Every Budget and Hybrid Membership Models and Agendas for Younger Generations.

The 2016 Meetings Show will take place 14-16 June in London.

More info: www.themeetingsshow.com

At this very moment Josef Penninger and his team are presenting the latest breakthrough in cancer research in Vienna. Time for your meeting to change the course of science?

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VIENNA

SINGEX CEO ELECTED AIPC VICE-PRESIDENT

Aloysius Arlando, Chief Executive Officer of SingEx, the management company of Singapore EXPO Convention and Exhibition Centre and the first Asian to be elected to the AIPC (International Association of Congress Centres) board in 2012, has been named Vice-President. The election took place at AIPC's Annual Conference and General Assembly held in Boston this summer. AIPC represents a global network of over 170 leading centres in 54 countries with the active involvement of more than 900 management-level professionals worldwide. It is committed to encouraging and recognising excellence in convention centre management based on the diverse experience and expertise of its international representation and maintains a variety of educational, research, networking and standards programs to achieve this.

www.aipc.org

INTEREL ACHIEVES AMC ACCREDITATION

Interel's Association Management Practice has achieved accreditation by the AMC Institute (the global trade association for the association management industry) -becoming one of only two businesses outside of North America to do so. Interel works with a significant number of international associations and professional societies, offering a combination of in-house strategic management services designed to help associations and societies to grow and develop, as well as advising them on public affairs and engagement strategies. AMC

Institute is the global trade association representing the Association Management industry and accreditation is hard won, demonstrating the commitment and the ability to deliver the highest level of professional management services to associations and not-for-profit clients.

www.interelgroup.com

STAGE SET IN TAIWAN FOR THE 2021 ROTARY INTERNATIONAL CONVENTION

Taipei is the select host city for the 2021 Rotary International Convention (RIC), an annually rotating Rotary International global event. It is expected that 36,000 Rotarians, including over 10,000 global attendees, will join the event. The 2021 RIC will be the largest international convention with the most participants hosted in Taiwan since MEET TAIWAN, the flagship MICE promotion project led by the Taiwanese government, kicked-off. More than TWD8 billion in economic impact is expected to be generated, leading growth in multiple sectors including MICE, public transportation, tourism, and food and beverages.

www.meettaiwan.com

BCEC HEADS INTO PEAK CONFERENCE SEASON

World champion cyclists, international HIV, AIDS and immunotherapy experts, tropical agricultural scientists and nursing and education professionals are among those heading to the Brisbane Convention & Exhibition Centre (BCEC) during the coming weeks as the Centre moves into its peak conference season. BCEC is scheduled to host

60 conferences through to mid-December with some 30,000 delegates descending on Brisbane delivering 94,000 room nights to city hotels. The medical research and health-care sectors headline the agenda reflecting Brisbane's continuing strength and dominance in those disciplines. The conferences cover a broad cross section of interests from science and research to energy, agriculture, education, technology, the environment, government and social services. The 60 conferences are part of a total 400 events scheduled between now and the end of the year attracting some 250,000 visitors to the Centre.

www.bcec.com.au

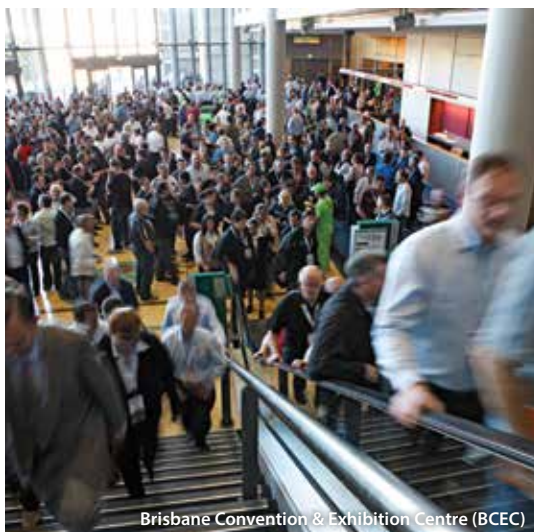
CALABAR ICC BIDS TO HOST ICCA CHAPTER MEETING IN 2017

Calabar International Convention Centre, in Cross River State, Nigeria, is bidding to host the ICCA Africa Chapter conference in 2017, which could be a first for West Africa and ICCA. Members of the Calabar's staff were attending the International Congress and Convention Association (ICCA), Client Supplier Conference 2015, in Stellenbosch, Cape Town, South Africa, when the announcement was made. The Client Supplier Conference is an annual event exclusively for ICCA members in Africa and is organised by ICCA headquarters in the Netherlands through the Africa Chapter office. It brings together convention centres in Africa, association executives and meeting planners who organise high profile conferences in Africa.

www.conventioncentrecalabar.com



SingEx CEO Aloysius Arlando



Brisbane Convention & Exhibition Centre (BCEC)



Calabar ICC

EUROPEAN FOOD INFORMATION COUNCIL

An interview with Philip SPRINGUEL, Head of Corporate Affairs

Philip Springuel is the Head of Corporate Affairs of the European Food Information Council, commonly known as EUFIC. As it celebrates its 20 years of existence, Philip explains how EUFIC operates and what opportunities to inform consumers about healthy diets of the future lie ahead.

Could you introduce EUFIC to our readers?

In 2015, the European Food Information Council (EUFIC) celebrates 20 years of achievements as a balanced source of science-based information in the area of nutrition and health, food safety and quality, and consumer insights. For 20 years, EUFIC has helped consumers to be better informed when choosing a well-balanced, safe and healthful diet and lifestyle.

per year. More than 47,000 persons are subscribed to EUFIC's electronic newsletter, and EUFIC today is a credible and sought after communications partner in multi-stakeholder platforms and EU-funded projects. Information that EUFIC publishes is subject to a review process by members of its Scientific Advisory Board (SAB), a group of renowned experts from across Europe who advise EUFIC on its information and commu-

nication programmes, ensuring that all information is based on scientific evidence. EUFIC is supported by companies of the European food and drinks industries, and receives project funding from the European Commission. All members subscribe to EUFIC's transparency statement.

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

EUFIC's greatest challenge is to communicate science based information in a way that can be understood and trusted by a general audience. It is a challenge because we address consumers, media and professionals, but we also know that our materials can be used by nutrition and food policy experts and consumer groups in debates about health intervention strategies for entire populations. It is therefore a challenge and a responsibility. We must ensure that what we communicate has the backing of the scientific community, academics, nutritionists and dietitians, health professionals, but also parents, teachers and elected officials.

Given the broad range of subjects addressed in EUFIC's popular newsletter, Food Today, a dedicated Editorial Board for this publication provides additional insights and feedback. We have collaborated with as many as

WHERE WE SEE OPPORTUNITIES FOR ADDED VALUE WHEN CHOOSING A DESTINATION, WE LOOK TO CONFERENCE LOCATIONS THAT CAN PROPOSE TOP NOTCH CONDITIONS FOR THE CONFERENCE-RELATED WORK, AND OFFER VARIED ACTIVITIES OUTSIDE CONGRESS HOURS

What started in 1995 with one person and no online presence, twenty years later has become a respected non-profit organisation with over a dozen staff and a website that attracts over 13.6 million visitor sessions

nication programmes, ensuring that all information is based on scientific evidence.

EUFIC is supported by companies of the European food and drinks industries, and



EUFIC's Nutrition & Health Manager, Christina SADLER, and Head of Corporate Affairs, Philip SPRINGUEL, pull out a winning 'future of food' ballot at EUFIC's 20 Years Stakeholder Conference in June 2015 in Brussels.



EUFIC Director General Dr Laura Fernández Celemín presents about the future of food to a scientific stakeholder audience on the occasion of EUFIC's 20 Years Stakeholder Conference in June 2015 in Brussels.

190 partners in EU-funded projects over the years, so developing and strengthening partnerships remains a significant opportunity for us as we turn our attention to the next 20 years helping consumers choose healthy diets and lifestyles in the future. Our approach to consumer insights specifically, remains a pillar of our recognised credibility among professional stakeholders: we were entrusted to coordinate the EU-funded FLABEL project on nutrition labelling from 2008 to 2012 and then entrusted again to coordinate the ongoing CLYMBOL project on health claims. With an established reputation among professionals, the current opportunity and challenge is to leverage our entry into social media to become even more relevant and accessible to broad consumer audiences.

Can you tell us about the events your organise?

EUFIC organises and supports scientific symposia at important international events, such as the International Congress of Nutrition (ICN) where we attracted over 1,300 delegates to scientific sessions on healthy diets and EU-funded projects. Since we coordinate communication activities and stakeholder involvement for many EU-funded projects in which we participate, we could organise around five to ten events per year in Europe, including stakeholder workshops and final conferences. The stakeholder workshops are designed to gather stakeholder views and discuss with them specific aspects of the project, whereas final conferences aim at disseminating main results produced by EU projects.

Recently, we organised the EuroDISH final conference for example, which was held in May at the EU Pavilion of the World Expo in Milan. We also now organise an annual stakeholder event that coincides with our association's annual general meeting, which this June attracted more than 70 participating stakeholders.

What is the association's decision process concerning the events you organise?

Since our events are quite specific in terms of food and health issues, and most often targeted to a scientific community, we have an ad hoc approach to each one. For EU-funded projects, the decision on the type of final conference is taken together with the project coordinator, usually an academic institution and involves the consortium.

Generally speaking, the events will be in Europe, and destinations are decided according to an informal process that involve criteria such as nationality or location of key participants, relevance of the venue to the issue discussed, cost of travel and accommodation, and access to attractive activities outside the scientific programme.

What has the most memorable event been so far? Why?

As a contributor to the scientific community, we place great importance in a conference organiser's ability to support our requirement to focus on high added value content and peer exchanges. We must know that our workshops, roundtables, discussion panels and scientific symposia will benefit from the

best possible conditions: appropriately sized conference halls, breakout space, audio/visual quality and comfortable environment in which to work, debate and exchange among professionals.

We have fond recollections of the International Congress of Nutrition (ICN) in Grenada in September 2013 and the European Federation of the Associations of Dietitians (EFAD) Annual Conference in Athens in October 2014.

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

Where we see opportunities for added value when choosing a destination, we look to conference locations that can propose top notch conditions for the conference-related work, and offer varied activities outside congress hours. So first, we look at the quality of the venue for delivering scientific symposia; then we ask ourselves, will the exhibitor space be easily accessible and comfortable and attractive to participants, and will the catering support a networking environment to permit quality exchanges with peers? We have heard from our community that opportunities offered to conduct local tourism and varied activities outside of the conference venue is always well appreciated by participants.

www.eufic.org



A session of the EUFIC-organised EuroDISH Consortium Conference in May 2015 at the EU Pavilion of the World Expo in Milan.



Prof John Mathers speaks to 500 delegates at EUFIC-organised Food4Me symposium at the International Congress of Nutrition in September 2013.

GET
READY!

DRESS TO IMPRESS AWARDS IN BUENOS AIRES

Every year at the ICCA dinner, HEADQUARTERS and ICCA join forces to create a memorable theme night, when guests have to dress up to the nine. The idea is to be innovative or, why not, very daring so the demanding jury will notice you. Awards will be handed out to the most creative guests.

THIS YEAR'S THEME:
TEMPTINGLY
OR
TANTALISINGLY
TANGO-ESQUE!

Make it sharp, sensual, stylish!

Typical, formal or over-the-top: you choose, as long as you dress up! So let your imagination loose and celebrate your inner sense of style!





THE EXPLOSION OF MOBILE EVENT APPS

New event applications continue to unroll quicker than the latest iPhone, but that doesn't mean you have to jump on the bandwagon just yet. Event apps at modern meetings are a must, but the key to finding the perfect app to serve all your needs is taking the time to navigate through the maze of technology on the market.

Text Lane Nieset

PAPER PROGRAMMES? SO OLD-FASHIONED.

"Evolution of mobile event apps is probably one of the most significant developments in technology since I've been watching over the past 20 years, and it is changing all of the rules," says events and tradeshow technology analyst Corbin Ball. *"I think these are like Swiss army knives because they can do and be so many things."*

Mobile technology has many advantages, but one of the most obvious and efficient uses is reducing paper. In today's world where printed programmes change multiple times, they become outdated before they're even printed.

Not only have apps replaced paper, they've also replaced most written forms of communication and information for delegates. *"It used to run parallel, but now most people have moved to relying 100 percent on the app,*

not only to convey key information, but also to create networks between the delegates, both before, during and after the events," explains Mark Cooper, CEO for the International Association of Conference Centres.

UP IN THE CLOUD

Cloud-based apps are proving to benefit everyone from the organisers to the attendees, since the coordinated apps save both space and time. This is something that

CLOUD-BASED APPS ARE PROVING TO BENEFIT EVERYONE FROM THE ORGANISERS TO THE ATTENDEES, SINCE THE COORDINATED APPS SAVE BOTH SPACE AND TIME

really helps out smaller associations, since cloud-based solutions allow the possibility of streaming larger amounts of data and managing everything from meetings to travel plans.



Ball says one of the trends he's seeing is specialized apps being custom-designed for an event or series of events, especially for large shows or associations that have multiple meetings throughout the year, so the attendee doesn't have to download a new app every time. Since cloud-based apps use cloud storage, they're simply updated as needed.

Michael Douglas, director of sales at Lanyon Mobile, explains that with Lanyon's Smart Events cloud technology "we are able to really offer the power of that information flow from one end to the other, so you are able to leverage the whole process to deliver more and learn a lot more as you go."

THE WORLD OF SOCIAL MEDIA

Social media is a valuable tool for promoting an event and creating buzz that both engages and excites attendees, as well as keeps those who are not there in the loop on what's taking place.

With event-specific hashtags, everyone can follow along with the chatter surrounding the event and feel more inclusive—one of social media's goals, after all. Linking apps to social media sites like Twitter can really boost networking

opportunities, especially when splashed across social media screens during events.

"Social technology and events try to accomplish the same thing—bring people together is the ultimate goal. I think if used well, the two should go hand-in-hand with each other," Ball says.

More mobile forms of social media like Twitter, Instagram and Facebook are common at events, but not



everyone is up for putting their personal life on display at work-related functions, and not all attendees are making their voice heard loud and clear with status updates and live Tweets. This is where products like Lanyon's come in handy. With pop-up social networks that have all the same functionality as the main social media players, you can do everything from post comments and photos to update your status on the private and streamlined platform, without having to link your Facebook or Twitter handle. This is also a huge perk for events that want social media buzz and dialogue taking place between attendees, but may have an embargo on the information being presented at conferences. With a private network, everyone has a voice on the same platform, and there's no worry about sending out a Tweet that may affect clients or privacy agreements.

"In the public realm, the big push is inclusivity and ensuring there's an accessible message from all attendees, but another thing that's interesting about that platform is that in the private realm, there's this very different opportunity and it's one that we're seeing is tremendously popular," Douglas says. *"In order to have that engagement and interactivity that social media offers, a pop-up social media platform allows all of the same things but in a private environment which has proven to be tremendous boon for those kinds of organisations whose events are behind closed doors."*

WHAT'S NEXT IN THE APP WORLD

Event applications are continuing to grow at a rapid fire pace, so even by time this article comes out, a few new pieces of technology have probably hit the market. While some trends are fleeting, others of the horizon look like they're here to stay. One of these examples is

GPS-based technology, great for targeting locations at larger events, or events taking place in a larger space.

"GPS technology is something we're hearing more and more of, and in a year or two's time, it will become a standard feature in most apps," Cooper says. "It's still early days yet for GPS."

With this type of technology, apps significantly improve onsite networking and help delegates find workshops or exhibitor areas, streamlining the process serving as a map and matchmaker at the same time.

"The position-based technology allows people to find and exhibit more efficient, finding who's there and who's around, having the ability to make appointments with those individuals, and guiding people to each other," Ball explains.

Lanyon, meanwhile, is finding a different type of trend—customers maturing and cooling off when it comes incorporating all of the latest technology. Of course early adopters will always be curious about what's new, but newer organisations are taking a step back and looking at what an app's real potential is and can be, not racing quite so quickly to add new features.

"There's a world of difference between having an event and having an app in the app store and having an events app that really delivers value. It's a lot more about how it's integrated into the event... the content, quality of project, how it's described and distributed," Douglas says.



SMARTPHONES STEPPING UP THE MEETING GAME

With smartphones and tablets replacing notepads and paper surveys, they're an easy way to engage attendees in ways such as onsite audience polling, surveys and gamification. *"The big benefit has been adoption; everybody including technology likers are carrying smartphones, especially people going to meetings," Ball says. "Everybody is carrying around this universal technology device – essentially a computer – so that puts people on a common playing field, so that event planners can start saying 'OK, we don't have to have a paper programme anymore and print all this stuff, we can engage people in completely different ways that we've never been able to do before.' There are so many things that can be done and I think people are just starting to tap into what those capabilities are."*

At conferences and panels, smartphones assist big-time when it comes to audience participation and Q&As, using apps to submit questions (both anonymously or by name) that moderators can sift through and choose by level of importance, tackling the questions the audience is most curious about.

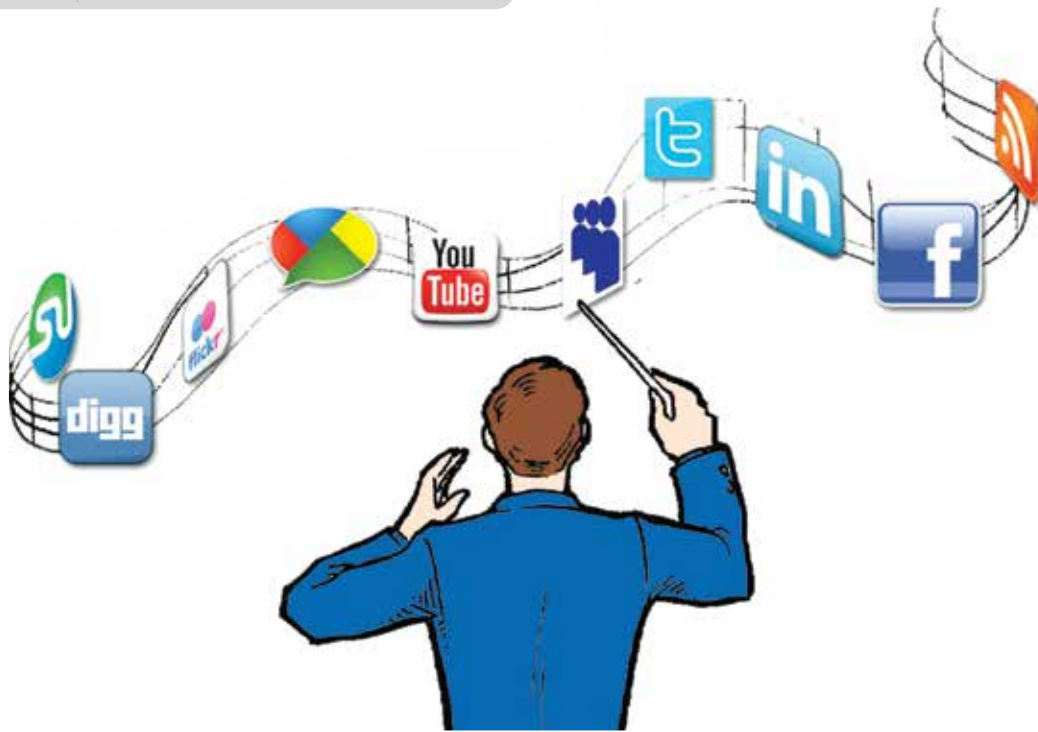
Through the use of social channels, smartphones can also provide valuable feedback about what attendees liked or want more of, using analytics and customer intelligence to help organisers and meeting planners build on and improve the audience experience.

"If you think about the world of constantly engaged and constantly online people, most businesses are very familiar with tracking everything that gets done online. And without mobile technology at events, you're almost detaching your customers from the very network you learn about them for," Douglas explains. "Ensuring that there's good adoption for mobile solutions fills in that gap on many measures, since attendees are most engaged when they're physically at the event."

Not only can smartphone solutions offer audience feedback, they can also help facilitate learning and help delegates manage their time more efficiently, providing background information, academic papers and articles, and live slide-sharing so attendees aren't scrambling to capture every piece of information thrown at them in a powerpoint presentation – which are also now considered quite passé.

Engaging attendees who may not be smartphone savvy can seem tricky, but there's ways to make sure everyone is comfortable using the technology and applications available. In the end, these tools not only point at your social media channels and website, they also provide a platform for networking and getting the dialogue rolling among delegates.

"Getting people to interact with the app by putting on competitions and quizzes is a great way to ensure delegates from different generations are using the app as a way to communicate, so it becomes familiar practice for everybody, as we move the last of the delegates who were used to the conference booklet to this new platform which offers so much more."



ONE STEP MOTIVATION: THINK 'PERSONA' FOR YOUR SOCIAL MEDIA

There's no question that associations must implement and impactfully use social media channels. Any leading association knows this. If you want to lead, you can do it even if you face budget constraints. Don't delay any further. My motivational message to you today is: think 'persona.'

Text Philip Springuel, Head of Corporate Affairs, European Food Information Council (EUFIC), and ESAE President

The question is not if, but how and when. Stop worrying, act on your association's persona. If you were laboring over proposed 3 or 10 step solutions to jump into social media, but could not decide, or if you are now searching for a corrective turn to your

existing but moribund use of social media, then act.

The one step process I advise is to define who and what you want your organisation to represent on social media. The persona

exercise can be done on your own, or with specialists. If you want the association to be an 'exuberant Hollywood star' or the 'quiet reliable scrivener' then you have made the most important decision of your organisation's social media life! You've set the boundaries of how you want to be perceived.

Everything else, the next 3 to 10 steps, whatever they are, and whoever will advise you to implement them, will fall into place. So, get going!

Your social media team, from the youngest to the most senior, will know what you expect once you have agreed on your persona. Are you the forgivable Hollywood star, or the implacable reference for no-nonsense facts? What will matter most in the end is that you have not missed an opportunity to leverage yet another communication platform that presents itself to you, that may be impactful for a significant proportion of your association membership or following. The question is not “do we or don’t we?” go to social media; it is “who do I want to be on this platform?” Allow for some flexibility and adaptation according to the platform, but always be conscious of - and consistent with - your association’s persona.

**AT ESAE, OUR PERSONA IS CLEAR:
WE’RE THOUGHT LEADERS. OUR MEMBERS
LEAD ASSOCIATIONS AND PROJECTS
THAT IMPACT THE SUCCESS AND VISIBILITY
OF THE ASSOCIATION THEY ARE PROUD
TO WORK FOR**

At ESAE, our persona is clear: we’re thought leaders. Our members lead associations or aspire to lead teams and projects that impact the success and visibility of the association they are proud to work for. We are dynamic; we are young and old; more or less experienced; we are probably talkative, certainly passionate, but also thoughtful, resourceful, professional and discreet. We want to connect; with you, with our members and with our stakeholders. We know we must adapt to our professional, social and political environments, and we can’t do it alone. ESAE is our connection.

Contact me at president@esae.org, tell me what motivates or troubles you about your most pressing association management challenges. Talk to me about your ideas and proposals to make our connections even more impactful. I encourage you to join ESAE, and I pledge to address the most popular and pressing topics you face in this column. Enjoy reading this issue, and ‘rendez-vous’ next time.



Philip Springuel

MEET PHILIP SPRINGUEL, ESAB’S NEW PRESIDENT

Philip Springuel is the Head of Corporate Affairs at the non-profit association, European Food Information Council (EUFIC). He is responsible for corporate, media and government relations. He also heads new membership and business development for EUFIC, and has been the Risk & Crisis Working Group Coordinator of the European Association of Communication Directors (EACD) since 2010. Prior to joining EUFIC, he was the global Project Director for the launch and development of World Kidney Day from 2006 to 2008; and held communications and outreach assignments with EuropeAid and Avocats Sans Frontières (lawyers without borders). He has 21 years of EU policy experience inside media, public affairs and association management. Over the last 26 years, he has had articles and studies published in specialised press and been invited to speak or offer training on issues ranging from corporate responsibility, project and association management, business intelligence and fundraising.

Social Media & Social Technology

TRENDS IN THE ASSOCIATION SECTOR

Social Media have been the subject for much of research in the past years, especially in sectors focusing on customer and membership services. For associations, progress has been somewhat slower but, nevertheless, important steps in the development for social media apps and general communication via established platforms have been made, Today, more and more organisations of the not-for-profit sector are investing in being 'social' online.

Text Chris Raudonat, ESAE Director



Christoph Raudonat

While some are mainly focusing on delivering information on their services to members and communicating their events, largely via their websites, others are employing social media apps for more transactional operations and are engaging with members on a more individual level.

Also the ESAE has invested much time in recent months to improve its own operations in this field and to become a resource to its members. Ahead of all, the new association platform, where members can register and sign up with a personal profile, engage in discussions and even share documents. More in the background, but nonetheless important, for the efficient functioning of the society are social apps that are running in the background for event management and newsletter creation, and very recently even for financial management and invoicing. Without such technological developments, much of our work today would still be manual to a large extent, keeping everyone unnecessarily busy with administration rather than focusing on members' needs.

According to firms working in the sector of social technology there are 5 key trends why social media apps and technologies should be used also by the association sector to better engage with members:

1) IMAGE, BRANDING AND REPUTATION MANAGEMENT

Communicating your image via online technologies is in today's world an indispensable way to show what you are all about. The more activity you show in the online public sphere, the better the

perceived value of your organisation in the eyes of your target groups. Communicating actual valuable content will exponentially increase your online reputation as well as your overall reputation capital as an organisation.

2) MEMBERSHIP SERVICES

Social media apps enable an organisation to personally engage with members of an organisation. A down-sized version of a CRM (customer relationship management) system and social media apps are a financially efficient way to provide a range of membership services, from the creation of individual invitations to your events to the management of you invoices and payments.

In addition, many platforms offer ways to engage with members personally if they

have questions or wish to engage in conversations with the organisation. Again, this is a feature greatly assisting you to improve your membership engagement and provide personalised services, which in turn would count towards your overall reputation capital.

SOCIAL MEDIA IS NOTHING AN ORGANISATION CAN HAVE RUNNING 'ASIDE' FROM ITS OTHER ACTIVITIES. IT IS WORTH LOOKING INTO RECRUITING A PERSON, AT LEAST PART-TIME

3) INFORMATION

Keeping your members informed and immediately reaching a maximum of recipients of your message - social media apps offer easy ways to quickly post an update without having to resort to the creation of a newsletter or write impersonal mass-emails.

4) SHOWING A MORE INDIVIDUAL SERVICE

Social media apps can be easily integrated with your existing contact database - it has to be said that depending on your system, this might actually take a bit of an investment in time from your end, at the ESAE we made that experience, given that our systems were fairly outdated for a long time.

However, once you have the various systems up and running and connected, the fact that you are able to reach a large number of recipients with a personalised message will give your organisation the upper hand in communicating. Your messages will be received with a personal tone and - depending on your personal way of communicating - also show a very 'human' side of your organisation. The perception of 'caring' and a 'hands-on' approach must not be underestimated and counts towards your organisation reputation again.

5) TARGETING OF MEMBERSHIP GROUPS

Most of the apps 'out there' offer the possibility to segment your target groups. This is particularly important for occasions when you need to inform part of your membership about news happening in a particular location, for example. Say, you have chapters in various countries and organise events in these countries. Naturally you would not want to send out an email invitation to all of your members each time you organise an event in a particular country. Targeted communication contributes to the personal look and feel of your organisation and makes it 'customer-friendly'.

To cut a long story short, as an organisation you will not get around investing in social media, if you decide to 'go social'. Managing social media apps still requires time and the better an online presence of an organisation, you can be sure that there is a person



behind of it all that thought the processes through and feeds the various platforms. Of course, technological trends are enabling us these days to interconnect many apps online so that you will often only have to update one channel to have your message distributed via all of your active platforms. Nonetheless, social media is nothing an organisation can have running 'aside' from its other activities. It is worth looking into recruiting a person, at least part-time, to keep an eye on your online presence and develop new ways to help you engage with the people that are important to you.

The ESAE is currently using a range of social media apps, aside from having invested in a more interactive website with a separate membership section. We are currently on Facebook, LinkedIn and Twitter to communicate our social life. Furthermore we are employing Jotform for

invitations and event management, Stripe for invoicing and credit card management, and MailChimp for our newsletters. Most of these apps are free of charge, if used within certain limits (that still enable us to do all we ever wanted!).

If you have any questions on this topic or in relation to any specific platforms, please do not hesitate to contact us. In the case where we would not be able to help you ourselves, our network will. Being socially engaged helps you to find answers to your questions very quickly.

For more information

ESAE – European Society of Association Executives
President: Philip Springuel
Av. d'Auderghem 63
1040 Brussels
office@esae.org
www.esae.org



THE DIFFERENT SOCIAL MEDIA TRENDS FOR EVENT PLANNERS AND ASSOCIATIONS

Each year there are probably hundreds of “top ‘something’ trends for ‘this and that’ year” different publications swear by and publish. We believe such reports may have a value but they should be deeply scrutinized. They won’t mean anything to your organisation unless you reshape them strategically and apply them to the overall strategy of your business.

It is a little bit like listening to motivations speakers or TED Talks and trying to copy-paste the story – the outcome will never be the same, as each individual is different and reacts differently in various situations. The same holds true for associations. Each has their own values and company politics, different views of the world, and mostly different views on how the world should see them. So it is important to get inspired, but to also strategically analyze it and never forget to ask “why”.

That is why we are taking a different approach with this article. We would like to inspire you - event professionals - and the organisation you work for so you can ask yourself the right questions.

1) WHAT IS YOUR GOAL? DOES THE WORD “COMMUNITY” FIT WITH YOUR GOALS?

One of the very first tasks anyone has to do with regard to social media is define a clear goal. Many employ social media because it

is trendy. Well, remember when you were a kid and you wanted to wear “those trendy jeans” just because you wanted to be “cool”. It panned out for some and for others it was a clear disaster. Do not do something only for the sake of it. Make your research and see if you can build your own community by joining one or more channels. By doing this, would you improve the spirit of that community? Do you have something to say and does that fit with the language of the chosen channel(s)?

Ask yourself the hard questions, align your actions with SMART goals, and think of your community and how can you become one of its valuable members.

2) STOP TARGETING EVERYONE. ARE YOUR SERVICES FOR EVERYONE, REALLY?

Talking about community, it is important how you define it. Do you see it as everyone - from that old lady with the dog (seemingly potential member?) through your members, to the family and friends of your employees, etc.? Are you trying too hard to speak too many languages at once?

DO NOT TAKE SOCIAL MEDIA LIGHTLY. IF YOUR GOAL IS TO HAVE A "LIKE" OR TWO IT IS EASILY ACHIEVED. BUT YOU CAN AIM SO MUCH HIGHER!

Use your resources in order to define who you want to speak to, their demographics, and their interests. Only then can you become that valuable member of the community you want to be.

3) Are Millennials all that important?

Lately, everyone associates social media with Millennials. They seem like this special group of people speaking a special language. We will tell you one thing - Millennials, as with any generation, might indeed be different from the generation before. Generation X was different from the Baby Boomers before them but nobody seem to be so obsessed about this change.

So do not think so much about this generation change, as it happens in your audience so, simultaneously, does it occur in your workforce. And remember that while it is still not easy to identify the right person to take care of your social media do not simply

give it to the person with the most active personal Facebook. Be more critical - being a Millennial does not make a professional in social media.

4) ARE YOU TRYING TO BE EVERYWHERE? IS YOUR AUDIENCE THERE TOO?

After you have defined your audience and have not slipped on the slippery slope of buzz words, there is another trap awaiting you - which channels to join? You might be thinking of joining all the big ones (buzz words again) – Facebook, Twitter, YouTube, etc. but can you “speak” all these languages?

If you do not often (or indeed ever) produce videos it does not make sense to join YouTube. If your community does not have the time to screen or post on Twitter (as busy doctors often don't), do you see a point in joining?

After defining clearly the goals and the target audience, doing research on the type of social media channels would yield the right answer as to what is worth joining and what not.

5) GIVE VOICE TO YOUR EMPLOYEES. MAKE THEM BE THE FORCE BEHIND YOUR STRATEGY.

It is hard to sound like a human when your organisation employs so many people and has a strictly defined brand message. And it is already a widely spread opinion that it is not companies as such that are the ones succeeding but the people of which they are made.

So instead of spending money on others talking about your brand, inspire your own people and ask them to show that pride to everyone, everywhere. They will be the biggest advocates for your brand, the biggest motivational speakers talking about each success made together.

6) AT THE END OF THE DAY, ARE YOU SATISFIED WITH ONLY "LIKES"? HOW ABOUT DISLIKES?

Do not take social media lightly. If your goal is to have a “like” or two it is easily achieved. But you can aim so much higher! If you have already done all the research and strategic thinking, why settle for low targets? Measure. Measure again and analyze the results against your goals. Quality is more important than quantity, certainly, but numbers will give you another view on the situation and will inspire further actions for you to take and keep abreast of what's changing in your field and social media alike.

This article was provided by the International Association of Professional Congress Organisers, author Patrizia Semprebene Buongiorno, Past President of IAPCO, and Vice President of AIM Group International, Rome, Italy. IAPCO represents today 120 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries. info@iapco.org / www.iapco.org





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UIA'S 2014 MEETINGS STATISTICS

For the past 65 years, the Union of International Associations (UIA) has undertaken statistical studies on the preceding year's international meetings. The statistics are based on information systematically collected by the UIA Congress Department and selected according to strict criteria maintained over the years. At the time of producing this edition (May 2015) there were 428,369 meetings in the UIA meetings database of which 384,097 (90%) meet the criteria for inclusion in this report. Of these 384,097 meetings, 364,834 took place in 2013 or earlier, 12,212 took place in 2014, and 7,051 are scheduled for 2015 or later.

Text Rémi Dévé

Meetings taken into consideration include those organised and/or sponsored by the international organisations which appear in the *Yearbook of International Organisations* and in the *International Congress Calendar*. For the UIA, meetings are divided into 3 categories: meetings of international organisations, 3-day other international meetings and 2-day other international meetings.

WHAT COUNTS

Meetings of international organisations are organised or sponsored by 'international organisations', i.e. international non-governmental organisations (INGOs) and intergovernmental organisations (IGOs) that are included in the UIA's *Yearbook of International Organisations*, with at least 50 participants.

Three-day other international meetings are not organised or sponsored by 'international organisations' but nonetheless of significant international character, with at least 40% of participants who are from countries other than the host country, with at least 5 different nationalities, lasting at least 3 days, with either a concurrent exhibition or at least 300 participants. Two-day other international meetings have to be attended by at least 40% of participants who are from countries other than the host country, with at least 5 different nationalities, lasting at least 2 days, with either a concurrent exhibition or at least 250 participants.

CHANGES & CO

No major changes seem to have taken place in 2014, though there was some

reassignment in the Top 3. Singapore, with almost 150 fewer meetings than last year, has dropped two places as a country, leaving USA and Belgium as #1 and #2 respectively, and making Korea Republic disappear from the very top of the list. As to France, it is steadily climbing up the rankings, gaining one place, just like Austria. UK went down the rankings, and Germany had to give up three places as well.

As for cities, Brussels is still strongly standing on the 2nd position, with more than 350 meetings than last year. Paris has gained three places, while Madrid and Geneva stand firmly on their grounds, moving up the ladder as well. If Busan made a striking appearance last year, it disappeared from the Top 10 in 2014, leaving Seoul to represent Korea with 249 meetings. Dubai appears in the Top 20 for the very first time, with 136 meetings.

But, just like last year, what the UIA statistics reveal is the strength of secondary cities. Take Japan for instance: 624 meetings were held in the country in 2014, but only 228 in the capital city Tokyo. That means an outstanding 396 events took place in other Japanese destinations. The same goes for France and Paris, Germany and Berlin: it's not only the capital cities that helped secure a great number of events and a good position in the rankings, but obviously other, dare we say emerging towns... Of course Belgium and Brussels are an exception, but we can guess this is mainly due to the relatively small size of the country.

www.uia.org



Brussels, Belgium

TOP INTERNATIONAL MEETING COUNTRIES IN 2014

Rank	Country	#Meetings
1	USA	858
2	Belgium	851
3	Singapore	850
4	Korea Rep	636
5	Japan	624
6	France	561
7	Austria	539
8	Spain	513
9	Germany	439
10	UK	354
11	Netherlands	350
12	Italy	330
13	Switzerland	328
14	Australia	287
15	Thailand	280
16	Canada	228
17	China	193
18	Sweden	189
19	Finland	169
20	Un. Arab Emirates	153

TOP INTERNATIONAL MEETING CITIES IN 2014

Rank	City	#Meetings
1	Singapore	850
2	Brussels	787
3	Vienna	396
4	Paris	325
5	Seoul	249
6	Tokyo	228
7	Madrid	200
8	Barcelona	193
9	Bangkok	189
10	Geneva	173
11	Berlin	167
	Amsterdam	167
12	Dubai	136
13	Busan	132
14	London	125
15	Copenhagen	120
	Sydney	120
16	Stockholm	112
17	Lisbon	106
18	Istanbul	104
19	Helsinki	102
20	Budapest	95

ASSOCIATION COMMUNICATIONS & SOCIAL MEDIA

Appropriate and Sustainable



We remain in the midst of a period of significant technological change, particularly when it comes to ICT. The phrases “information revolution” and “communications revolution” are not widely used when we speak about every day matters like social media, smart phones and tablet computers but they are important concepts to keep in mind. The turbulence, turmoil and opportunities for both significant change and new realities that are inherent in revolutions of one sort or another must be negotiated with an eye to stability and consistency.

Text Joel Fischer, Union of International Associations

Broadly speaking, associations with small staff and tight budgets have dual personalities: on the one hand these restrictions put them in a conservative framework when considering significant changes to standard operating procedures; on the other hand, they are often quick to take advantage of new opportunities and technologies which promise to facilitate their work through cost reduction, simplification of tasks and so on. This is, of course, in contrast to large and well-financed association offices which are often indistinguishable from commercial corporate operations.

In addition to changes in ICT, associations are also experiencing change in the expectations of how they are managed and how they interact with members, partners and the wider world. Professionalised association and nonprofit cultures have taken root through university coursework and staff training opportunities and the continued influence of corporate / business life in organisational life as a whole. In conjunction with modern business practices, associational activity is increasingly evaluated in terms of “value for money” and “return on investment” by all participants.

EVALUATION & PLANNING

As our business, professional and personal cultures negotiate and adopt new technologies so too do our associations. And as we negotiate the evolutionary aspects of these revolutions part of our mandate is to manage

change. Remember how Facebook was only a thing for young people and now it's a thing for everyone, for your business, for your association? Or Twitter, or Youtube or...

“BE CONSERVATIVE IN WHAT YOU SEND AND LIBERAL IN WHAT YOU RECEIVE.”

JON POSTEL (1943-1998)

Evaluation, planning and designated responsibilities are a broad framework for a conservative approach to new tools, technologies and opportunities. If your office is large enough then you have someone, or a committee, responsible for communications and information technology. You might depend on outside consultants to assist in redesigning the information/documents that are a daily part of your office life and in retooling your publications strategy to make use of digital publishing and new communication platforms. If you are under-resourced or all this online tech talk is completely new then how do you start to understand it, to make decisions and to negotiate change?

One of the benefits of the current information environment is that we have open access to a wide range of professional and educational materials on just about any topic. Marketing, publishing, online identity and services, public relations and more all feature in current discussions in online

videos, professional publications and more informal forums.

Two such helpful documents were easy for me to locate and they illustrate the approaches that we all need to take when considering our roles as individuals and associations on the internet.

Thorsten Strauss's article, *Digital First!*, for a recent edition of [Communication Director](#) provides a detailed business perspective on Deutsche Bank's theory and practice of integrating corporate communications and digital tools. While the article is written from the standpoint of a commercial enterprise in a competitive business environment there are points and principles which are applicable to all offices seeking to make best use of the current opportunities that technology brings.

[D]igitalisation [must be] a core topic for the entire organisation. Digital communications have to become an integral part of corporate strategy, which means they are emerging from a niche area to a company-wide function. The priority for content and channel management is to develop comprehensive concepts to achieve a consistent and significant digital footprint for the company. New formats must have digital DNA and communication content needs to be more tightly knit with topics that promise to appeal to a broad digital audience.

If we unpack the language a bit, we find some interesting universal points. In what ways is every component of an association now a potential creator of “content” (for newsletters, for press releases, for social medial updates)? How does your association maintain consistency in the digital materials it prepares for the membership and the wider world; how does it maintain consistency in visual identity, institutional personality and so on? How does an organisation transition its office practices into the fully digital age?

Strauss’ article also presents an examination of the “Five principles for successful digital communications” which guide their work at Deutsche Bank. These notes are excellent strategy topics for association staff to examine.

MULTIPLE AFFILIATIONS

The other document that readers will find useful to stimulate discussion and planning is Duke University’s *Style Guide – Social Media Guidelines for Communicators*.

This type of document is notably of interest for association people because they too carry multiple affiliations in their online interactions – either as association staff/officers or as professionals representing other institutions while engaging in association activities.

Reputation issues then become doubled or tripled for an individual participating in an online forum or presenting themselves in an online networking platform. If Bob doesn’t play well with others it might be quite problematic to have him trailing your association name, or company name, across the internet. Consequently, a conservative approach and fully briefed staff/membership are critical, particularly in a world where open communications have democratized who can speak, publish and present their views to the world.

In my experience consistency and stability are important elements of an association’s communication plans. The world is twenty years along in the life of the world wide web and yet some associations still struggle to maintain a basic online presence. In recent months I have come across numerous stale or stalled blog attempts which are the only visible presence of an association online. In other cases there are competing institutional presences on different platforms (blog site vs website vs Facebook page) some of which may be more up to date than the others.

The management of sites related to an association’s conference furthers the complexity with sites abandoned (but left online) as soon as the conference has taken place.

“*What do we do with our archives?!*” is a question many associations have faced, they must now face similar questions in the preparation, presentation, organisation and retention of their digital output.

The tools and technologies available to us should make our organisational lives easier, they will only do so if we approach their use in a planned manner.

Start small and plan for incremental growth; plan for sustainability - don’t announce your association on five different platforms if you don’t have the capacity to maintain your presence there; plan for transformability (can your online white papers or briefing notes be turned into an ebook?) and plan for transferability: your communications operations should be able to be transferred from one staff person to another with little need for orientation. The solidity of your day-to-day operations should be represented in the solidity of your presence and content online.

www.uia.org





PARIS

Supporting meetings, research and innovation

What more can be said about Paris, the most visited city in the world? Apart from old favourites like the Eiffel Tower or Le Louvre, there are thousands of other must-sees. While shopping in the city is second to none, visitors love the left bank's shops, Saint-Germain des Prés, the Champs Elysées and the Marais district. But Paris is renewing itself all the time. This is also true when it comes to meetings: after all the economic dynamism of Paris and its surrounding region has always relied on research and innovation.

Text Rémi Dévé

MULTI-FACETED, BOOMING ECONOMY

While Paris accounts for 19% of the total Ile-de-France population, Paris Region's multi-faceted economy is unparalleled in Europe, packed with high-tech clusters - there are 8 national and global competitiveness clusters - and research centres that rank among the global and European leaders. Paris Region's sectors of excellence range from aeronautics, cosmetics, health and biotechnologies to logistics and financial services, just to name a few.

This unique economic profile generates cross-sector research projects and a healthy spirit of competition transcending traditional sector boundaries and creating entirely new specialist fields: if Paris Region has always had, historically, a global influence in the field of life sciences, it knows

how to combine, like no other destination, ICT and healthcare, for example, or automotive and eco-technologies. With the world-famous CNRS and the Institut Pasteur, Paris concentrates renowned research institutions. Besides, it has the highest hospital group with "Assistance Publique Hôpitaux de Paris" which gathers 24,000 beds in 37 hospitals, representing 50% of the French clinical research, and owns a unique and unmatched medical database.

In addition to being a business hub boasting a privileged quality of life and the world's third concentration of Fortune 500 head offices, Paris Region also hosts virtually all the key French industry players, all of them global leaders in their respective markets. Many multinational corporations have chosen to locate their headquarters and strategic functions, whether the

executive management, human resources or marketing, in Paris Region.

Paris' dynamic economy is boosted by its many research and development projects, leading Europe with more than 600,000 students, 83,000 scientists and technicians, 17 universities and 400 research institutions and higher education, and 3% of the regional GDP spent each year on R&D. In this regard, the Paris Region Startup Ecosystem is literally booming. Already home to major successes like Deezer, Dailymotion and Criteo, Paris provides support to smaller but fast-growing companies. 3,000 startups benefit from a great infrastructure network: incubators, accelerators and other co-working initiatives play a crucial role in helping entrepreneurs meet and connect with like-minded self-starters.

It should come hardly as a surprise that Paris ranks n°1 worldwide for intellectual capital and innovation, according to the latest edition of Cities and Opportunities released by PwC. This spirit, along with a healthy competitive climate, might well find its epitome with the future opening of the Halle Freyssinet, the world's largest digital business incubator designed to create and consolidate a unique digital ecosystem in the region and to host 1,000 startups.

Another innovative incubator is the Welcome City Lab for tourism-related startups. Located in the heart of Paris, the 1000m² site, the only initiative of its kind in the world, includes an open-plan space for collaboration and conference rooms for the thirty or so startups, which, in addition, enjoy the use of an experimentation area, a monitoring unit, easy access to finance services as well as a press centre. It houses both original companies like Marins d'Eau Douce, a hire company set up by two sailing enthusiasts, and more traditional businesses like tour operator Worldia. "The Welcome City Lab gathers more than 30 startups with a common objective: innovate and create new tools in order to improve the Parisian tourist offer", says Nicolas Lefebvre, member of the Board and Managing Director of the Paris Convention and Visitors Bureau.

ASSOCIATIONS IN PARIS

Associations report an average of 20% higher attendance for international meetings held in Paris. The city is a major attraction as a destination for a meeting, and many attendees of course opt to tag some leisure time onto

their trip. Because attendance is so high in Paris, it is a not-to-be-missed opportunity for associations to broadcast their work to a larger audience and attract more sponsorship. "As the city with the most dynamic economy in the Euro zone, Paris is seen by professionals worldwide as a hub for business tourism", says Jean-François Martins, deputy mayor in charge of tourism.

This attraction has been once more confirmed by the ICCA (International Congress and Convention Association) statistics released earlier this year, in which Paris ranks as the 'world's number one city for hosting international congresses', with 214 international congresses (attended by at least 50 participants and rotating in three countries) organised in the French capital in 2014.

These rankings come in addition to the survey published by the Paris Convention Bureau and Visitors Bureau on "Congress activity in Paris in 2014". "The survey has identified 687,230 delegates and 976 congresses hosted in Paris last year, which represented an average of 2.6 meetings per day", says Cécile Mairaville, Congress Director at the Paris Convention Bureau.

To get to this level, all stakeholders must work hand in hand, and Paris may have understood this like no other destinations. Public authorities, suppliers, hotels, the Paris Convention and Visitors Bureau constantly unify their efforts to promote, market and sell the destination to event organisers.

Worth noting is that Air-France KLM developed the Air France-KLM Global Meetings product to make the life of organisers and participants easier. Under the agreement, planners can benefit from full online event registration, guaranteed cheaper flights, direct online access to promotional material, etc., while delegates get premium rates in all classes of transport, earn more miles with Air France-KLM loyalty programme, etc.

CONTACT

Cécile Mairaville
 Congress Director
 Paris Convention and Visitors Bureau
 T. +33 (0)1 49 52 53 88
 cmairaville@parisinfo.com
 convention.parisinfo.com



La Défense



© J. Robin-EPPOCSI

Palais de la Découverte



Floating gardens, Alma Bridge



© Todd Eberle

Fondation Louis Vuitton



At the Jardin des Tuileries

PARIS AT A GLANCE

- More than 150,000 bedrooms in the Paris Region
- Two main international airports and 92.7 million passengers in 2014
- One of the worlds' cheapest and most comprehensive city transport networks
- 18 major conference venues
- N°1 at the ICCA rankings for the second year in a row
- Attractive and prestigious cultural destination
- An infinite number of possibilities for social events



PARIS

Queen of Reinvention

Cité de la Mode et du Design

With public authorities constantly wanting to move forward, Paris is reinventing itself all the time: there is always something happening in the city, new venues opening or being refurbished and expanded, innovative activities to experience. Paris, the world's most popular congress city, according to the ICCA ranking, will offer even more possibilities of venues.

DEDICATED NEW VENUES

Paris expo Porte de Versailles, a venue of the Viparis group, is currently one of the largest event venues in Europe. It covers an area around 220,000m² and hosts around 200 national and international events annually. With a big renovation and extension project in the pipeline, it is set to retain its leading position in the years to come.

Indeed, ambitious modernisation works began in May this year. The project will last ten years (2015-2024) and will be carried out in phases, to allow the venue to remain open throughout the period for emblematic events like the Paris Motor Show, the press center of the European football championships in 2016, and the EAGE conference in June 2017.

The project will see the work of four world-renowned French architects, including two Pritzker winners, come to life. Dominique Perrault has redesigned the facade of Pavilion 1, Christian de Portzamparc of Pavilions 2 and 3, while Jean Nouvel has created Pavilion 6, and Valode & Pistre Pavilion 7 and its new extra-large conference centre. Set

to open in January 2018, the new convention centre will also benefit from all the advantages brought by the completion of the first phase of the renovation: a completely redesigned entrance with a central plaza including a 50m-diameter digital signage ring, new cafés and restaurants, a pedestrian central court with moving walkways and new gardens.

Worth noting is that Paris expo Porte de Versailles is bringing about an environmental revolution in line with Paris' new climate and biodiversity policies: 52,000m² of green roofs, integration and strengthened ties with neighbouring urban areas, energy-efficient pavilions and emphasis placed on walking, cycling and public transportation. The comfort of exhibitors, visitors and local residents will be enhanced by facilities including cafés and terraces, a gourmet restaurant by Guy Martin, an on-site 400-room hotel (2-3*) and tennis courts.

Located in up-and-coming Porte de la Villette, the **Paris Event Center** is a huge flexible venue seating up to 6,000 people. Easily accessible by public transport, it is managed

by the Jaulin Group, a leader in the meeting industry – the Paris Event Center opened in March 2015.

PARIS GETS ACADEMIC

Meeting in research and academic institutes is also a must in Paris. Some venues are also testament to a glorious past, adding that extra *je-ne-sais-quoi* to your event. The congress centre of the **Cité des Sciences et de l'Industrie** provides a remarkably unique, fun and cultural setting for up to 1,100 people. An outstanding place combining the charm of the 18th century with the simplicity of the 1930s, the **Maison de la Chimie** can hold any type of events in its Amphithéâtre Lavoisier (854 seats), Petit Amphithéâtre (220 seats), 18 bright and naturally-lit conference rooms, and private garden. As to the **Institut Pasteur**, it welcomes numerous scientific and medical symposiums every year as well as professional events and meetings. The famous **Grand Amphithéâtre de La Sorbonne** is also an option, with its 1,000-people capacity, while the **Institut National de la Transfusion Sanguine**, in the heart of Paris' left bank, a stone's throw from the Eiffel Tower, hosts up to 200 participants in its auditorium.

OFFSITE ORIGINAL PLACES

For congresses, Paris also has many assets up its sleeves. La **Cité de la Mode et du Design**, for instance, an upcoming venue sitting on the banks of the Seine. Some of Paris' most illustrious sites even double as meetings venues: the **Eiffel Tower's** can host up to 350 people for dinner, and the **Carrousel du Louvre** up to 1,600 for a conference. The nave of **Le Grand Palais** accommodates up to 6,300 in outstanding surroundings.

Original venues also include the **Palais Brongniart**, managed by GL Events, which provides 3,000m² of event space in surroundings of great prestige, the **Philharmonie de Paris**, with its appearance of a mound or hillock that one could walk over, which accommodates up to 3,600 people, the Frank Gehry's **Louis Vuitton Fondation**, a public museum of contemporary art standing proud like like a sailboat frozen in an ice storm, and even the **Restaurant Les Ombres** within the **Musée du Quai Branly**, for exclusive gatherings of up to 110 guests.

AN IMPROVED NETWORK SYSTEM

Public authorities in Paris have always put smooth accessibility and going around on top of the agenda. With projects such as the **“Grand Paris”** and the **“the Grand Paris Express”**, the city is committed to make the lives of Parisians and visitors alike easier than ever.

Having begun in 2007, the «Grand Paris» project aims to reinvent the Paris area, improve life for residents and to even out disparity between territories, while building a sustainable destination. To do so, solutions in terms of transport are being gradually implemented: the «Grand Paris Express» project emphasises both the opening of new lines and the modernisation and extension of existing lines with the aim of linking residential areas, airports, major competitiveness centres and areas of work. This includes the construction of an automatic metro around Paris to improve suburb-to-suburb transportation without having to go through the capital city centre.

In this regard, congress participants will be happy to learn, for instance, that travel time between Orly airport and the Gare de Lyon will be reduced from 45 to 22 minutes in the years to come, while Roissy Charles de Gaulle Airport will be reachable from the Saint-Lazare train station in just 33 minutes (45 minutes today). As for that matter, getting from the airport to Paris by taxi or bus has already recently improved, with the opening, last April, of new fast lane on the motorway, for public transport and taxi users only.

There is also the **CDG Express**, a planned project to connect the Charles de Gaulle Airport and Paris by rail, in just 20 minutes. Timeline says that it will be in operation in 2023.



Paris expo Porte de Versailles



Philharmonie



Restaurant Les Ombres



Cité des Sciences et de l'Industrie



Palais Brongniart

ACCOMMODATION IN PARIS

Dizzy with choice

Paris has a vast range of accommodation options, from hostels through to deluxe residences, from bed & breakfasts to boutique establishments, some of which rank among the world's finest. Catering to all budgets and all tastes, the French capital will make visitors and meeting planners alike dizzy with choice, especially since many hotels have signed an agreement offering advantageous conditions for specific types of events.

With 154,641 rooms in more than 2,400 hotels, the Paris Region has the largest capacity in the world. If you thought that Paris was only about 4- and 5-star hotels and palaces, you're mistaken. In fact, 55% of the Parisian accommodation offer is made of 2- and 3-star hotels. As such, it boasts excellent value for money – it is actually cheaper to stay in Paris than in cities like Geneva, London and Rome.

If the accommodation in Paris is diverse by nature, the major chains account for 46% of hotel rooms in the city, offering their guests an expert know-how and a high quality of service. Because they can accommodate hundreds of participants under one same roof, some large-capacity hotels provide a much-needed solution to organisers of big events. In total, around 700 hotels in Paris can host seminars and conferences – the largest one accommodates up to 1,500 people for a plenary session.

Famous hotel brands include **AccorHotels** (with Pullman Paris Montparnasse and Novotel Paris Tour Eiffel, and a total of 42,100 rooms in 318 hotels in the Paris Region), **Hilton** (with Hilton Paris Opéra), **InterContinental** (with Intercontinental

Paris Le Grand), **Marriott** (with Paris Marriott Rive Gauche Hotel & Conference Center, and Renaissance Paris Arc de Triomphe), **Starwood** (with Le Méridien Etoile and Westin Paris Vendôme), **Hyatt** (with Hyatt Regency Paris Etoile), the **Louvre Hotels Group**, **Meliá Hotels International** (with Meliá Paris La Défense) and **Carlson Rezidor** (with Radisson Blu).

Youth accommodation is also an option, with facilities like CISP (for "Centre International de Séjour à Paris") Kellerman or Maurice Ravel, and the Generator Hostel, which opened last February with more than 900 beds. In total, there are 48 youth accommodation establishments in Paris and its inner suburbs gathering 8,214 beds.

Paris is one of the most visited tourist destinations in the world, and it has successfully

positioned itself as a global leader in the convention industry. But what has made this enchanted tourist city a business meeting hub in the world aside from its robust infrastructure is the Charter for the hosting of major professional events.

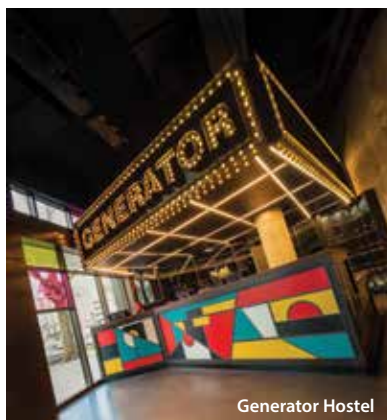
Being currently reviewed in order to be improved, this Charter seeks to attract to Paris major events, those which brings together more than 1,000 attendees over several days, initiated by non-profit organisations. Signed by major hotel groups, as well as Paris City Council, the Paris Chamber of Commerce and Industry and Paris Convention Bureau, it aims to offer planners advantageous conditions, in terms of rates, deposits, cancellations, quotas of rooms guaranteed several years in advance, etc. In this ever-competitive world, Paris could well be the perfect place to organise your next meeting.

NUMBER OF HOTELS AND BEDROOMS IN PARIS REGION

	1*	2*	3*	4*	5*	Other hotels	Total
# of hotels	105	399	960	428	64	511	2,466
# of bedrooms	7,318	21,998	53,927	44,051	7,036	20,311	154,641



Meliá Paris La Défense



Generator Hostel



Westin Paris Vendôme



Pullman Paris Tour Eiffel

FRANCE

One of the few countries reimbursing the full amount of VAT

© Marie Genel



When professional organisers are holding an event in France they can be assured that 1) **The substantial amount of VAT that has been charged is recoverable** 2) **No reciprocity agreement is necessary for VAT reimbursement** 3) **The reverse charge mechanism is fully applied. Whether hosting a meeting funded by an organisation or a conference for which entrance fees are sold, by simply complying with the French VAT regulations, total costs can be substantially decreased.**

A FEW STANDARD PRINCIPLES APPLY WITHIN ALL COUNTRIES OF THE EU

With very few exceptions, the **delegate fees** to a conference or congress are always taxable in the country where the event is held and subject to the **local standard VAT rate**. **Exhibition fees** may be subject to the reverse charge mechanism. Whether the event is organised by a private company or a not-for-profit association, when entrance fees are sold, **VAT registration is mandatory**

WHEN NOT HANDLED PROPERLY, VAT ISSUES CAN LEAD TO SIGNIFICANT FINANCIAL IMPLICATIONS

CASE STUDY

An international US-based non-profit association organised its annual congress in Paris, France. It was entitled to recover the VAT charged on the local expenses (venue rental, catering, AV equipment, etc). But when the association applied for reimbursement of the VAT, the French Tax administration audited their files and concluded that a larger amount of VAT should have been collected with the initial fees charged to participants (attendees, exhibitors and sponsors).

The problems the association encountered:

- The association did not respect the “place of supply” rule (which is essential in the event industry).
- The “reverse charge” mechanism was incorrectly applied.
- Incoming and outgoing invoices were missing legal mentions.
- The invoices given to the participants did not enable them to recover VAT charged by the Association.

BC&A was able to assist by:

1. Having penalties, default interests and all charges dropped.
2. Cancelling prior invoices and issuing VAT-compliant outgoing invoices to the participants.
3. Reviewing incoming invoices for legal mentions and instructing the providers on amending these documents.
4. Requesting that the French tax administration performed a new tax audit with the client’s updated files.

Final results:

1. The corrections to the incoming invoices enabled a full refund of the VAT.

2. All outgoing invoices were accepted and no penalties were applied.
3. Given BC&A’s successful negotiations and correction of all the legal documents, the tax administration dropped all prior penalties and default interests.

The association could have avoided this loss of money and time had they taken VAT compliance issues into account in the early stages of planning their event. With BC&A’s help, the association was able to comply with French legislation and substantially increased the financial success of the event.

When holding an event in France, organisers should take advantage of the potential tax refunds.

CONTACT

BC&A Paris
contact@bc-a.com
T. +33 (1) 56 05 96 13
www.bc-a.com

BC&A is a Consultant group specialised in the management and recovery of VAT for business events. Over the past ten years BC&A has taken care of the VAT for hundreds of events, some as large as 15,000 participants. Due to its **unparalleled knowledge of the event industry**, BC&A has been invited to publish journal articles, to host informative webinars and was recently invited to present at IMEX and at PCMA’s Convening Leaders.

BC&A’s expert guidance allows for several advantages:

1. **Full VAT recovery in a short time**
2. **Compliance with French and European laws**
3. **Complete outsourcing of VAT related issues**

Case Study - ICAP Paris 2014

4,500 PSYCHOLOGISTS IN THE FRENCH CAPITAL

Paris has always been an attractive destination for psychologists, welcoming the 1st International Congress of Applied Psychology in 1889 and a second one in 1953. More than half a century later, from 8 to 13 July 2014, the 28th ICAP attracted the record number of 4,500 psychologists from 100 countries at the Palais des Congrès de Paris, converging on the theme "From crisis to sustainable well-being".

The congress was the outcome of an eight-year collaboration between the International Association of Applied Psychology, the Organizing Committee (the French Federation of Psychologists & Psychology and the French Society of Psychology) and MCI France.

As their PCO, MCI France had the opportunity to fully showcase its expertise: strategically engage and activate the client's audiences to meet their challenges and enhance their performance. It started from the bidding process when Paris was in competition with Prague. Then MCI France assisted the Organizing Committee, in collaboration with local partners such as Paris Convention Bureau, in drafting and implementing the lobbying strategy through a range of tools (bid document, dedicated website, oral presentation, etc.) and the personal involvement of the MCI staff.

The enthusiasm and professionalism of the French team was rewarded when Paris was selected by the Board of Directors at the 26th ICAP in Athens, in 2006. This was the start of a trustful relationship, not only as a "traditional" PCO providing marketing & promotion expertise (print, live and online), registration, accommodation and exhibition management, scientific secretariat, sponsoring and such, but also as a partner involved in

the *raison d'être* of the congress itself. Thanks to an Organizing Committee open to discussion and innovation, all initiatives proposed by MCI France to create engagement and added value were very welcome.

Beyond the figures (5,500 communications, 30 conference rooms, + 1,400 likes on Facebook, +800 members on LinkedIn), the 28th ICAP legacy is testament to a very successful event:

- A Library project was proposed by MCI France to support the «Libraries without Borders», NGO. 500 books were collected by volunteers thanks to donations from participants on a dedicated space built for free within the exhibition. Beforehand MCI raised awareness on the donation through the congress website, posts on ICAP 2014 Facebook and LinkedIn pages, e-mailings, donation guide, etc.
- A booth was offered to Zam-Ké, selling bags and accessories made in Lomé with recycled plastic materials. The generated revenues were used to finance a NGO, promoting access to education, culture, drinking water, sanitation and environmental protection.
- Delegates were made aware of the environmental impact of the congress and invited to calculate and offset their carbon footprint.

- The 4,500 participants unanimously voted the Declaration for the United Nations' Sustainable Development Goals for 2015-2030, issued on 11th July 2014, stating that mental health and well-being are fundamental to its achievement.

No one can deny that a congress is a HUMAN adventure above all!

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
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Musée du Quai Branly



Pierre-Henri Guignard

A LEADING INTERNATIONAL ROLE AT COP21

In 2015, France will be hosting and presiding the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21/CMP11) from November 30th to December 11th. COP21 will be a crucial conference, as it needs to achieve a new international agreement. France will therefore be playing a leading international role to ensure points of view converge and facilitating the search for consensus.

Secretary General Pierre Henri Guignard, in charge of the preparation and organisation of the Conference, explains what the challenges are for France as the hosting destination, and what legacy the conference is supposed to leave.

LESS THAN 2°C

“COP21 will try to achieve several things” says Guignard “As such, the conference is a crucial milestone, with the goal of achieving a new international agreement applicable to all countries, capable of limiting global warming to less than 2°C – the idea is to limit human and ecological damage linked to climate change caused by the use of fossil fuels. France will play a facilitating role, working hand in hand with the international community, making opinions converge, organising negotiations, and helping even emerging countries to express their voice.”

“The conference is shaping up as a ‘perfect storm’. First, there is a real urgency in finding solutions to climate change. Second, since Durban negotiators consider 2015 is the year of an agreement. And, third, Paris being Paris contributes to attract thousands of observers of a historical process initiated a long time

ago (negotiations on climate change began in 1992), and the participating states must reach an agreement to replace the Kyoto Protocol, the object of which is to reduce greenhouse gas emissions from developed countries until 2020.

COP21 IS SHAPING UP AS A ‘PERFECT STORM’. THERE IS A REAL URGENCY IN FINDING SOLUTIONS TO CLIMATE CHANGE

SUSTAINABLE REQUIREMENTS

The two-week Conference will be held at Le Bourget and more than 40,000 people are expected. Government and local authorities are working to put in place a site for the Conference that provides absolute security, that is easily accessible and that meets sustainable development requirements. Guignard says: *“We’re already working with suppliers with, for instance, new-generation generators and innovative heating devices, with caterers to make sure the food that is going to be served is at least nationally grown and of season, the ultimate goal being to limit our carbon emission to a maximum. We hope to achieve the ISO 20121 certification,*

demonstrating we are able to plan, manage and deliver events in a sustainable way.”

He concludes: *“Paris is the ideal destination to organise such an event. It’s well located on the European continent, with Charles de Gaulle Airport providing easy access from pretty much anywhere in the world. There is a real tradition of hospitality, and we can quickly adapt to the needs of congress planners and participants alike. All parties involved are committed to sustainability, from hoteliers to venue managers to public authorities. COP21 is bound to be a success. This will lead the way to Paris being an ideal host for, say, the Olympics or the World Fair.”*

With COP21, the world is entering a new era, putting sustainable development in the forefront as never before, and Paris is taking a leading role in the process.



PARIS2015
UN CLIMATE CHANGE CONFERENCE
COP21·CMP11



Paris expo Porte de Versailles



Paris expo Porte de Versailles

PARIS' NEW CONVENTION CENTRE

Paris was the world's number one city for international congresses once again according to the 2014 ICCA rankings, and Viparis contributed strongly to these results for Paris, both terms of number of conferences held in their venues as in the number of delegates coming to Paris. Hence, the international congress market is a key priority for Viparis, which manages the 10 largest conference and exhibition centres in Paris. Viparis is committed to continuing to invest in this dynamic sector, as the Group prepares to open at Paris expo Porte de Versailles in 2018, which will be Europe's largest convention centre.

This new convention centre, a transformation of the existing pavilion 7, gives Paris a facility capable of meeting the requirements of the largest international conferences. This venue will bolster Paris's appeal among European and international associations, and will also attract organisers of corporate events and exhibitions who require a combination of exhibition spaces and conference rooms.

5,200 SEATS PLENARY

Totally flexible and equipped with the latest technologies, the convention centre includes a daylight-roof plenary with 5,200 seats and many conference rooms on the same level, and will provide a large number of possible configurations of breakout room sizes, from 50 to 2,000 seats. Located in the central court of the exhibition centre and directly connected to two levels of exhibition spaces of 44,000m², it has outstanding connections with the other pavilions, thus offering unlimited exhibition space.

With its rooftop offering a panoramic view of Paris, the venue is unique considering its size and location in a downtown area. Porte de Versailles is 15 minutes away from the Eiffel Tower and the chic Saint Germain

neighbourhood. Delegates attending a large conference will never be more than 30 minutes by metro from their hotel. Special attention has been given to the venue's environment: with meeting places like plazas, fountains, cafés, shops and gardens, as well as an on-site 400-room hotel complex, the overall venue design mirrors the vibrant atmosphere of the city itself.

THE NEW CONVENTION CENTRE GIVES PARIS A FACILITY CAPABLE OF MEETING THE REQUIREMENTS OF THE LARGEST INTERNATIONAL CONFERENCES

ENHANCING DELEGATES EXPERIENCE

The delegates experience has always been a strong priority for Viparis. With services like the Welcome Pack, which includes free shuttle service from the airports, welcome signage at the arrival points and in the avenues around the convention centre, and the free city guide 'Like a Parisian' (created in partnership with the newspaper Le Monde), visiting Paris is not just a trip, it is an event in itself.



Grégoire Pavillon

The European Association for the Study of the Liver (EASL) will hold its International Liver Conference in the new Centre in April 2018. Grégoire Pavillon, Executive Director of EASL explains: "After a thirteen-year absence, I'm delighted that EASL's Annual International Liver Congress will be returning to Paris, a city whose timeless appeal can only enhance our event. We are also extremely proud that the Congress will be one of the first international events to take place in what promises to be an outstanding venue – one that is perfectly in line with the Congress's high standards and the needs of our attendees." A real vote of confidence and yet more proof that the future convention centre is already winning fans.



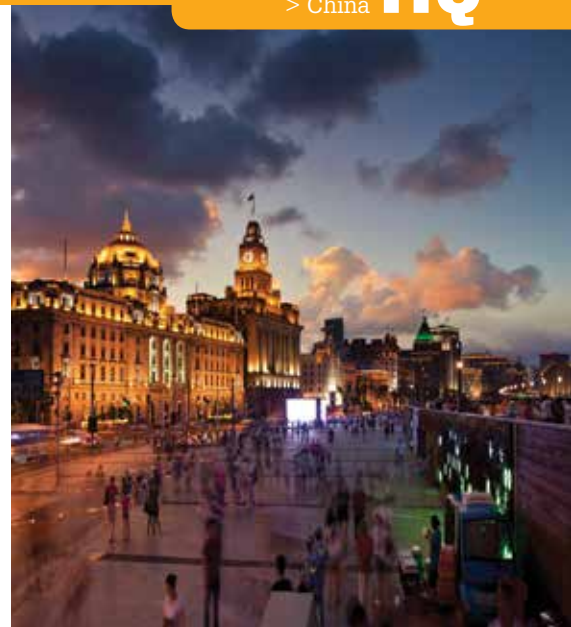
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PARIS, helping your congress to grow



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PARIS
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and Visitors Bureau



SHANGHAI

Where the world meets

If Shanghai is a crossroads, maybe the most popular gateway city in China, it's no wonder it is also a prestigious meetings destination capable of hosting large-scale events. Thanks to the efforts of Shanghai Municipal Tourism Administration (SMTA), Shanghai might well be the ideal place to get together. In 2014 alone, it welcomed 700 international meetings and conferences.

Text Rémi Dévé

Easily accessible with two airports connecting 256 destinations altogether, boasting a convenient transportation system, Shanghai is also a knowledge hub. The city has no less than 59 universities and colleges, and two of the most famous universities in China, Fudan and Jiaotong University, are based in Shanghai. Additionally, research institutes are aplenty, while many of the world's top 500 companies, as well as global and regional R&D centres, are based in Shanghai.

Thanks to the infrastructure development before and after the 2010 World Expo, Shanghai has developed as a meeting metropolis you can't do without. If there were hundreds of hotels and venues before, the range of space available for events and meetings has grown rapidly ever since.

Last year saw the opening of new hotels. Among them let's name **Pullman Shanghai South**, the second Pullman hotel in Shanghai and the 15th in China, with

338 rooms over 23 floors, a 1,300-m² pillarless grand ballroom and 7 multi-function rooms, or **Hyatt Regency Shanghai, Chongming**, with meeting space for up to 300 people. **W Shanghai - The Bund** opened in June 2015 and has 5,300 m² of event space spread over 17 meeting rooms. Altogether, there are 271 star-rated hotels with 100,000 rooms in Shanghai. All the international brand hotel groups have properties in the city. Budget hotel groups like Super 8, Jinjiang Inn, Motel 168 are also an option for association planners.

In terms of pure conference space, there are now four major international convention centres to choose from in Shanghai, out of ten exhibition centres in total. The latest addition to the city's portfolio is National Exhibition and Convention Centre (Shanghai) with a total construction area of 1.47 million square meters. Shanghai is also not short of unique or unusual venues where event organisers can stage welcome

reception parties and gala dinners, including China Art Museum, Shanghai Grand Theatre, Shanghai Museum, Power Station of Art, Riverside Boulevard, 1933 and many more!

But nothing would be possible without the efforts of the Shanghai Municipal Tourism Administration to boost cooperation within the meetings industry itself: it has set up a Conference Ambassador Programme, as well as a very special MICE task force. Shanghai's conference ambassadors are selected professionals who are members of the international professional bodies of their respective fields. After successful bids to host events in Shanghai, SMTA often assists the Conference Ambassadors in terms of site and venue inspection, selection of unique venues for social events, gifts ideas and development of pre- and post-conference tour options.

CONTACT

Patrick Chen

Deputy Director

International Tourism Promotion Department

Shanghai Municipal Tourism Administration

woya@meet-in-shanghai.net

www.meet-in-shanghai.net

WHERE INFRASTRUCTURE MEETS INNOVATION

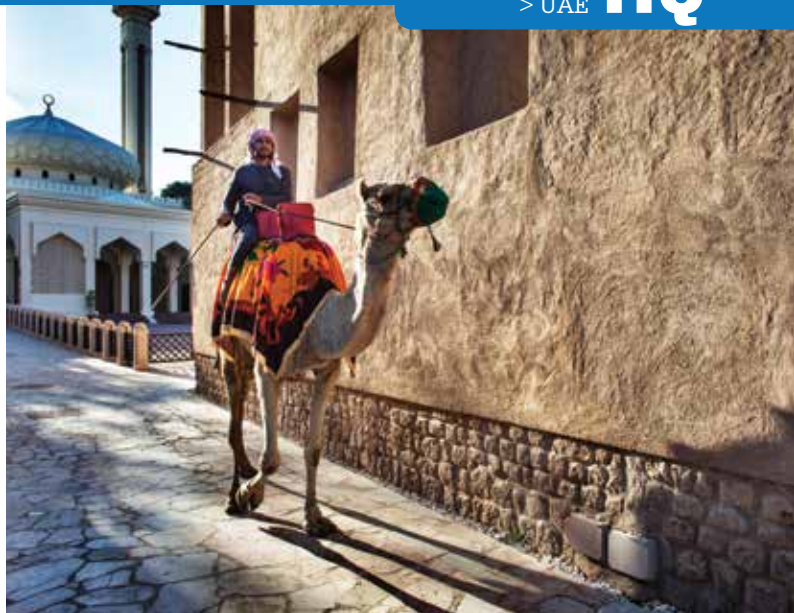
The regional commercial hub and gateway between East and West, Dubai is a city built on innovation and infused with opportunities. The city's diverse knowledge base and community of trained professionals make Dubai the ideal location for association conferences, corporate meetings and incentive events.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



Dubai Business Events - The Official Convention Bureau
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DUBAI

Convenience comes as standard

Dubai has established a strong international reputation as a vibrant and diverse destination with a quality hospitality offering, first-class infrastructure and a range of headline grabbing attractions. While the city is well known for luxury, it also offers great value to business and leisure tourists alike.

The emirate's infrastructure is such that doing business in, and from the city is easy. Transport is expedited by Dubai International Airport (DXB), the busiest in the world in terms of international traffic. In addition, Dubai's second international airport, Al Maktoum International at Dubai World Central (DWC), opened in October 2013 and is set to increase the emirate's global accessibility even further.

AN EFFICIENT NETWORK

Within the city itself, transport options abound. These include the Gulf region's first-ever metro system, as well as well-priced taxis, water taxis, buses, chauffeured cars and the soon to be launched Dubai Tram network.

In terms of accommodation, there are currently over 92,000 hotel rooms in stock ranging from seven-star luxury to pocket-friendly mid-ranged options. Estimates show that 20,000 hotel rooms will be added to the market by 2016, many of which will aim to provide good value to visitors.

For business travellers, Dubai's many hotels also offer a plethora of flexible business facilities – whether that's simply a meeting room for 10 people or a convention for tens of thousands. And of course, this is all supported with the expansive facilities offered at the Dubai World Trade Centre (DWTC) – the host for over 50 per cent of all exhibitions in the Middle East region.

BACKED UP BY A PROFESSIONAL SERVICE AND A 'CAN DO' ATTITUDE, BUSINESS TRAVELLERS APPRECIATE THE OPPORTUNITIES ON OFFER IN THE CITY

Backed up by a professional service and a 'can do' attitude, business travellers appreciate the opportunities on offer in the city.

SAFE AND RELIABLE

Of course, Dubai is far more than just all about business. It's one of the world's safest and fastest growing tourist destinations. For incentive delegates it offers an array of truly memorable experiences, with itineraries that can capture the essence of Arabia with desert safaris,

dune bashing, falconry and camel riding; while adrenaline junkies can go sky-diving over Palm Jumeirah, dive with sharks at the Dubai Aquarium or go skiing at the world's largest indoor snow park. VIP groups, on the other hand, can take a seaplane or helicopter ride over the city and indulge in afternoon tea at the Burj Al Arab.

Dubai Business Events (DBE) – the Official Convention Bureau, offers a host of free services to Professional Congress Organisers looking to organise events in the city to make planning meetings a convenient experience. To learn more about how to access services related to business event development, destination expertise, convention planning, attendance building and onsite event servicing, visit <http://dubaibusinessesevents.ae>, call +971 4 282 1111, or email askdbe@dubaitourism.ae



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FLORENCE

a city for any kind of events

In 2016 Florence will host many important events in all kinds of fields. Here is a short list showing how Florence can be suitable for any occasion.

2015 INTERNATIONAL WORLD WIDE WEB CONFERENCE

Won in 2012 by Florence Convention Bureau, together with many strategic local partners, the 25th International Conference on the World Wide Web was held 18-22 May 2015 at the Firenze Fiera Congress citadel. The 2015 edition saw a 20% increase in the number of participants: over 1,500 delegates attended the Congress and stayed in Florence for almost a week. The new Firenze Fiera wireless WI-FI system covered the whole congress area with more than 200 access points.

2016 TRISOME GAMES

Taking place in Florence in July 2016, this is the first event ever that will combine different sports and provide opportunities exclusively to athletes with Down syndrome to be known worldwide. There are over 700 registered athletes from all six continents, competing in many different sports - the event will host more than 2,000 people, including staff and accompanying persons. For Florence, it will be an ideal occasion to present sports facilities located in a recently renewed area of the city, well served by public transport.

2016 ANNUAL DESTINATION WEDDING PLANNERS CONGRESS

Won by Firenze Convention Bureau in 2015 this event will allow to showcase and promote Florence in a very powerful manner. The success of wedding tourism indeed

promises very high returns: 41% of the weddings take place in Tuscany and 14,9% in Florence. This event is the perfect platform for the *crème de la crème* of destination wedding planners from across the globe to meet exclusive suppliers representing extravagant venues, hotels, luxury brands, etc.

FLORENCE CONVENTION BUREAU AND FIRENZE FIERA

Florence Convention Bureau is celebrating its 20th anniversary in 2015. In the last five years, it has come from strength to strength, registering a remarkable increase in the number of associate partners (which currently amounts to 170) and winning pivotal events and international congresses.

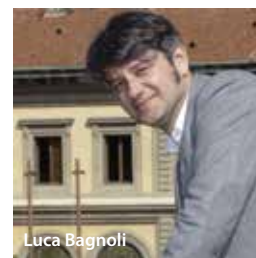
Firenze Fiera manages the three Florentine congress and fair venues: Palazzo dei Congressi, Palazzo degli Affari and Fortezza da Basso located in the heart of the city's historical centre.

"The added values of our congress and exhibition centre are its versatility as well as its attractiveness" states the **President of Firenze Fiera, Luca Bagnoli**. *"Our venues are located in the lively heart of Florence, which is one of the most sought-after European capitals in the MICE industry. State-of-the-art technological services and a highly qualified staff are the bonus that make any event held in our venues a big success".*



Palazzo dei congressi

Auditorium



Luca Bagnoli

"Our clients choose us" continues Mr. Bagnoli *"not only for the artistic prestige of our historical meeting rooms but also for the*

*diversification and flexibility of our modern and functional pavilions that are perfect for many types of events such as the **Harley Davidson National Winter Rally 2014** which took place last November with more than 2,000 participants, or the **ICT Proposer's Day 2014** organised by the Italian Presidency of the European Union Council and the University of Florence with a record participation of more than 3,000 delegates. We are also extremely pleased to announce that we will be **hosting Pope Francis' visit here in Florence** in November 2015 during the 5th National Ecclesial Conference, hosted in Fortezza da Basso".*

Contact

Firenze Convention Bureau
firenze@conventionbureau.it
 +39 0554973341
www.conventionbureau.it



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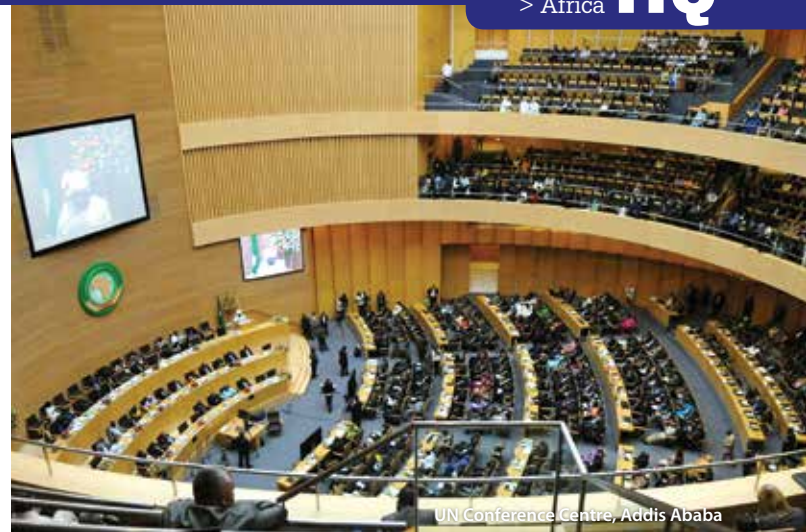
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Taiwan MICE Project Office, Ministry of Economic Affairs
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Ad. by Bureau of Foreign Trade, MOEA

* Photo courtesy of Tourism and Travel Department, New Taipei City Government



BREAKING NEWS IN EAST AFRICA: A NEW MICE FAIR

The MICE flame has suddenly moved to East Africa. Though we are quite familiar with several tourism trade shows in Africa, other than in South Africa, where Meetings Africa rules the waves, there are no dedicated MICE fairs on the African continent. Lighting the East African flame has been the making of super active Ethiopian Kumnegor Teketel, the organising talent behind the well-established Hotel Show (Hospitality and Tourism Trade Show) in Addis Ababa.

Text Marcel A.M. Vissers

TWO LEADING CONFERENCE CENTRES

The capital of Ethiopia is no longer an unknown player in the universe of African convention organisation. Two reputed convention centres are operating in Addis Ababa. First and foremost there is the UN Conference Centre, since many years home to the Economic Commission for Africa and venue for all the major international events in the country.

In 2012 the African Union Conference Centre and Office Complex with its striking architecture and room to accommodate 2,500 delegates was inaugurated. The high-rise towers 100 metres above the city and was a gift from China. But there is more. In 2012, Kumnegor, a young and dynamic local entrepreneur, launched the Hospitality Fair. We are already looking forward to its 4th edition next year.

During this year's event the organisers also announced an East Africa MICE fair for 2016. Quite a challenge! However, those who know Kumnegor Teketel are well aware of his fighting talent. He has MICE written all over him.

He knows what it is all about. As a matter of fact, he might be one of the few persons in Ethiopia to understand what MICE can represent for his country and its geographic area.

THE COUNTRY THAT GAVE BIRTH TO MANKIND?

Obama's recent visit provided an incredible boost for Ethiopia's tourist attractions.

A UNIQUE SPONSORED PROGRAMME FOR EUROPEAN MICE BUYERS!

Kumnegor Teketel Weldegebriel, Managing Director of the Ozzie Business & Hospitality Group is inviting more than 150 hosted buyers for a three-day visit to the first MICE East Africa Forum and Expo (26-29 May 2016). If your application is accepted the organisers will offer free return airfare, hotel accommodation and Forum registration. Please write to ozzietradingandconsult@gmail.com to apply.



Most of the attention went to the Ethiopian National Museum where Lucy, a 3.2 million year old lady, is the star exhibit. Yet, it is the country's dazzling rough nature that steals the show. Like the Rift Valley with its many beautiful lakes and the remote villages of the Omo Valley. It is an open secret that Ethiopia is endowed with some of the most unique sites of the African continent: Axum (home to the Ark of the Covenant), Labialala (the New Jerusalem), Fasil Ghebb (the Royal Enclosure), Harar (City of the Saints) and the Hamar (Valley of the Tribes) ... just to name a few.

The celebrated Awash Winery, on the other hand vouches for the country's wine-making tradition. And lest we forget, there is of course Ethiopian coffee, one of the best coffees in the world. Ethiopia is also home to many champions, with the village of Bekoji, where the country's greatest runners come from, leading the list. In Addis Ababa every visitor will be moved by the serenity of Orthodox religion culminating in the magnificence of the Holy Trinity Cathedral. Finally, it is probably needless to remind readers that Ethio Jazz is just out of this world!

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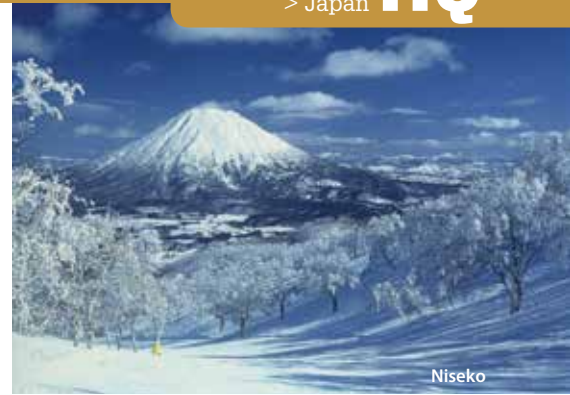
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JAPAN'S SAPPORO LIFTS BRONZE!

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

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SINGAPORE

Looking back, into the future

Singapore has many reasons to celebrate in 2015. As festivities for the Golden Jubilee are in full swing, Singapore has taken pride in its first UNESCO World Heritage Site, with Singapore Botanic Garden as the first and only tropical botanic garden on UNESCO's List. But the city is not resting on its laurels; many exciting new projects are in the pipeline. Here is (only!) a few of them.

Since April 2015 Singapore has been home to Asia's only tall ship, **Royal Albatross**, with four masts and 22 sails, also available for events for up to 200 people. The spacious upper decks and lavish panoramic view grand salon provide guests an exquisite experience integrating the historic heritage of a tall ship with the latest technology.

Pinacothèque de Paris, the largest private art museum in Paris, opened its first venue outside of Europe in Singapore on 29th May. The **Singapore Pinacothèque de Paris** is located at Fort Canning Centre, in the midst of a botanical park, and presents temporary exhibitions of classical and contemporary art, rarely or never before seen in South-east Asia. In addition to the temporary exhibitions, the building, which spreads on three levels, includes a Collections gallery, an Heritage Gallery dedicated to South-east Asian art, an art academy, restaurants and shops. The venue is also available for events.

The **Capitol Theatre**, dating back to 1929, has recently re-opened after extensive refurbishment and provides an inspirational platform to capture the imagination and move audiences. Through the transformation, Capitol Theatre has become one of South-east Asia's largest single screen cinemas with approximately 800 seats, built for red carpet movie premieres, first run screenings and MICE events.

The iconic Capitol Building and Stamford House is now home to **The Patina, Capitol Singapore**, a member of The Leading Hotels of the World, scheduled to open later this year. Blending heritage contemporary interiors with modern technology, highly personalised service and a world-class art collection, the property features 157 well-appointed guest rooms and suites. Located in Singapore's civic and cultural district, the iconic Capitol Building and Stamford House have been restored by Pritzker Prize Laureate Richard Meier.

Located in the historic Civic District in Singapore, **The South Beach** is a 654 room hotel, designed by Philippe Starck, London-based Foster + Partners in partnership with international architecture firm Aedas, as well as with other acclaimed designers and emerging artists from around the world. With emphasis on the H.I.P. (Highly Individualised People and Places), The South Beach features a striking wave-like micro-climatic canopy that rises and dips over the heritage buildings and links them with the two iconic towers.

CONTACT

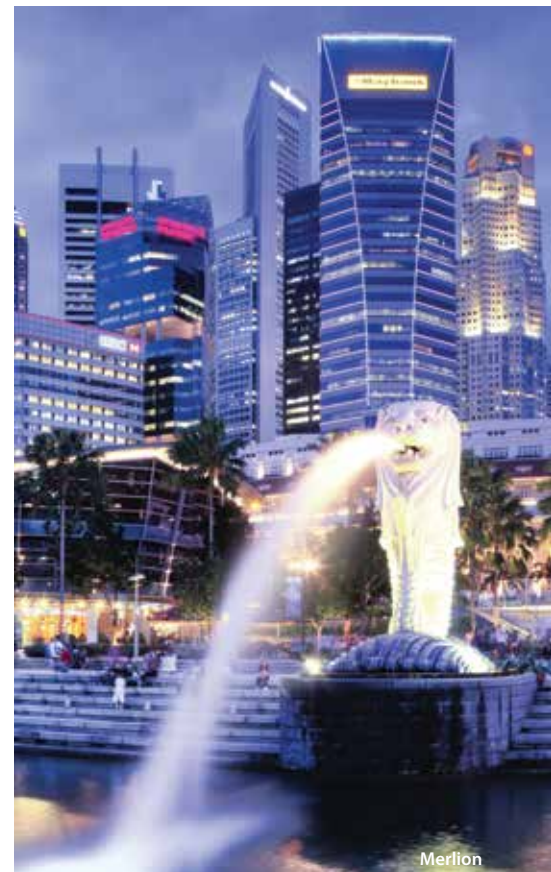
Singapore Tourism Board - Frankfurt Office
Karin Thönes
Manager Central & Southern Europe
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The South Beach



The Patina, Capitol Singapore



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IMEX AMERICA

A promising programme



New exhibitors and a packed education programme alongside an exclusive day of learning and networking at Association Focus means that a visit to IMEX America promises to be busy and productive for association professionals from all parts of the world.

Presented as part of Smart Monday, powered by MPI, Association Focus is an exclusive "conference within a conference" designed specifically for association executives. Taking place the day before IMEX America begins, participants can expect dedicated education presented by ASAE and ICCA, with sessions packed with case studies, peer-to-peer learning and networking opportunities.

A new feature of Smart Monday is 'The Play Room' - sponsored by Play with a Purpose - offering short and sweet 'quirkshops' with

immediately applicable ideas that planners can build into their meetings. This upbeat, fun alternative to classroom learning provides attendees with hands-on experience in the areas of room design, technology, networking, and teambuilding.

Association executives can then enjoy a further three days of doing business and networking at the show which has over 60 new exhibitors and an increased hosted buyer program with buyers due to attend from across the USA as well as from Asia,

China, Germany, Latin America, Mexico and Russia. There are also dedicated association education sessions as part of the Inspiration Hub which has more than 180 education sessions divided into 10 speciality tracks including: Business Skills, Marketing & Communications, Risk Management & Compliance, Technology & Social Media, Trends & Research, Creative Learning, Health & Wellbeing, Diversity, Sustainability and General Education.

www.imexamerica.com



ASSOCIATION FOCUS & EVENING ON SMART MONDAY, OCTOBER 12

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.





HIGHLIGHTS IN HEL

You may wonder where HEL is, and we can assure you that this is not a spelling mistake. HEL is the airline abbreviation for Helsinki for those who have not (yet) travelled up to that capital in Northern Europe.

Report Cécile Caiati-Koch

In July this year, Ines Antti-Poika, director of the Helsinki Convention Bureau, and her team invited us to join a fam trip simply entitled Highlights in HEL. From the very beginning, Ines had explained that the highlights of the trip were not going to be the usual visits to venues and hotels, but that it had been designed to showcase the unique combination of Helsinki's hardware and software, the Helsinki people.

Helsinki was one of the first cities to brand itself as a congress destination years ago. The no-nonsense approach of Finland coupled with its unique taste for design and innovation made it a big success. But that was some time ago, it was high time to demonstrate how Helsinki has developed.

HEL'S SOFTWARE: FINNS ARE "CAN DO" PEOPLE

"The Finns are known as doers, not as big talkers"; said the vibrant Sibelius' 100 years organiser who had two piano players perform for us in the beautiful Helsinki Music

The dynamism of Atte Hujanen, of SLUSH, is infectious. Young and bright, he has created a renowned international conference with world leaders as speakers out of a "simple" start up event in less than three years. And he has done so to

TO SAY THE LEAST, HELSINKI CONVENTION BUREAU MOVED US TO THE HEART. NOT ONLY WITH THEIR NATURAL, WARM HOST FEELING BUT ALSO WITH THE EVENTS THAT THEY ORGANISED FOR US

Centre. But he himself was the confirmation of the exception! During our stay we met several enthusiastic people explaining us vividly how they and Helsinki are constantly on the move and rejuvenating themselves, no matter where they come from.

such an extent that even the congress hall, Messukeskus Helsinki, with years of experience, admitted that they have learnt a lot on how to make a hall into an exceptional space.

Another inspiring person was Timo Santala, who, with great flair, told us about the food scene that is blossoming in Helsinki. Of course you can find Michelin-star restaurants, but what is so special is the grass-root food actions to be found everywhere: street food bicycles, food trucks, food stalls on the street, you name it, Helsinki has it! Academic research in Finland is also important and two researchers, Tuula Helander, of the HUCH (Helsinki University Central Hospital) Cancer Centre, and Sini Merikallio, of the FMI, the Finnish Meteorological Institute, presented their fields of activity and impressed us by their enthusiasm and seriousness.

DESIGN DRIVEN CITY

We often think of Finnish design as only object design, so brilliantly represented for example by the famous architect and industrial designer Alvar Aalto. But the Finns have developed design as an integrated part of life, design is to help shape a better life for people, especially life in cities. Sustainability is part of it as well, as more people are concerned about the ecological impact of human activity.

To illustrate this the service manager Jarno Ekström, of the Helsinki Public Transport Services explained how he has developed better services with design in the back of his mind. Laura Aalto of the International Design Foundation, who coordinated this session, opened our eyes to this - at least for me - new concept.

HEL'S HARDWARE

Software without good working hardware does not work, of course. So we met several Finns, each of them representing the Helsinki congress infrastructure. On the "cultural mile" of Helsinki, beautifully situated between sea and greenery, you will find the already mentioned **Helsinki Music Centre**, but also the **Finlandia Hall**, designed by Aalto, offering up to 1,700 seats in its biggest auditorium. The recently added beautiful Veranda makes this centre a genuine, lovely white and spacious venue.

Messukeskus is Helsinki's expo and convention centre with an auditorium for up to 4,300 people and 40 fixed meeting rooms. Big or small, all kinds of events can be set up in this centre and for the foody lovers, more than 20 different restaurants are available. And do not forget that the staff can set up any kind of event you want! Looking for a setting with an historical background but with modern hardware? You will find it in **Paasitorni**, a combination of a congress centre, a hotel and restaurants of which the new floating restaurant pavilion is spectacular.

HOTELS IN HEL

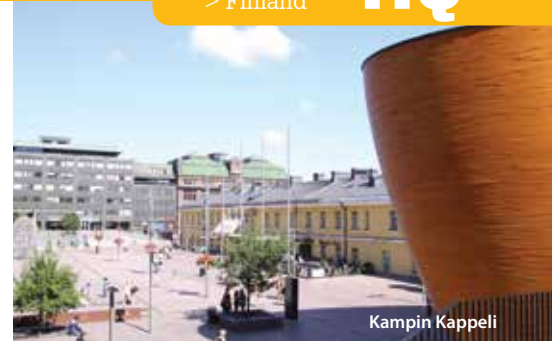
Helsinki boasts many congress hotels and there are still new ones to come. To list a few: Scandic hotels with no less than six hotels, of which one is the Grand Marina Hotel in the waterfront, the Paasi Hotel adjoining the Paasitorni centre, Restel group with city hotels like the modern Indigo Hotel Helsinki-Boulevard which recently opened, Holiday Inn hotels, the Cumulus hotels, Sokotel Group representing the Sokos and the Radisson Blu hotels and Kämp Group hotels which focus on luxury and high-end services.

CREATING SPECIAL EVENTS

To say the least, Helsinki Convention Bureau moved us to the heart. Not only with their natural, warm host feeling but also with the events that they organised for us. In the Wanha Satama, a former customs warehouse, we were welcomed by the full hosting committee, all so exquisitely and elegantly dressed that we almost felt as if we were underdressed although we all did our best! But you cannot beat Finnish designers, can you? The evening was marked by a performance of a deaf and dumb singer Signmark who, with his sparkling eyes and joy of life, taught us that life is so much more than we think. It was an emotional moment.

More information

www.meethelsinki.fi
www.visithelsinki.fi



Kampin Kappeli



Helsinki from the air



Our Finnish hosts dressed to the nines





ADELAIDE CONVENTION CENTRE

UNLOCKING AUSTRALIA'S NEWEST TREASURE

The Adelaide Convention Centre welcomes the world to its new state-of-the-art facilities, designed with the event planners' future requirements in mind. It is surrounded by premier entertainment, sporting and medical precincts, and set on the city's revitalised waterfront district.

Find out more about our brand new building at adelaidecc.com.au



ADELAIDE CONVENTION CENTRE TAKES INTERNATIONAL CENTRE STAGE

The opening of the Adelaide Convention Centre's new West Building, the first stage in a \$400 million expansion, has put the Centre in the international spotlight with reported record interest from professional conference organisers around the world.

Further interest is being sparked by the redevelopment of Adelaide's Riverbank precinct with the expanded Centre at the heart of the city's new hub for culture, sport, business, entertainment and health, the largest in the southern hemisphere.

The Centre acts as a gateway to the Riverbank's key precincts which are creating a must see destination and centrepiece for the vibrant city of Adelaide, rated by both **Lonely Planet** and **The New York Times** in the **top 10 places to see in 2015**.

Two years prior to the completion of the Centre's new East Building in 2017, where the additional space and world-class facilities will be fully realised, the Centre already has more than 700 events secured, including 30 conferences with more than 1,000 delegates each.

These events include the 68th International Astronautical Congress in 2017 which will bring 3,000 delegates from around the world to Adelaide.

EVER-FLEXIBLE CENTRE

The larger conferences and events will occupy the entire Centre across the three unique buildings - West, Central and East

- which will seamlessly integrate and link internally via a new Sky Walk. However, while Adelaide Convention Centre is aiming to attract more large conferences, it's the flexibility of the Centre to cater for a number of conferences and events where the real benefits lie.

Adelaide Convention Centre Chief Executive Alec Gilbert said 92% percent of conferences attract 1000 delegates or less.

"This is where the Centre will now be able to cater for two or three conferences of this size simultaneously," said Gilbert. "The expansion has been designed to provide conferences with their own dedicated entrance for their delegates so there's no need for them to cross paths. The design of the Centre's expansion also provides greater flexibility and choice for how a conference can be configured, with for example, the West Building's new Halls (LMNO) able to be sub-divided into six different configurations. There's also a range of breakout spaces where mini-exhibitions and networking hubs can be created during conferences, with these areas directly opening up onto the picturesque Riverbank promenade on the lower level."

KEY TECHNOLOGIES

The expanded Centre boasts state-of-the-art technologies, with a number used for the first time in a convention centre or the largest of their kind in the world. They include:

- The first three dimensional retractable lighting grid in the world, powered by 158 chain motors, to allow ceiling heights to be adjusted and shaped for each event;
- Australia's largest portable plenary which can seat up to 1,000 and can be extended, retracted and relocated in various locations within the new Halls;
- The same media broadcast network used by the Formula One teams to allow high definition video and audio to be displayed within multiple meeting rooms simultaneously.

With construction work about to commence on the Centre's new East Building, it's a new era for the Adelaide Convention Centre and Adelaide itself as it seeks to attract more international conferences and events to the city.

Adelaide is definitely ready for a new starring role as it takes international centre stage.

www.adelaidecc.com.au



SWITZERLAND CONVENTION & INCENTIVE BUREAU PRESENTS

LAUSANNE AQUATIS HOTEL 3*^S THE LARGEST CONFERENCE CENTRE

In June Lausanne Tourisme & Convention Bureau saw the official opening of the new three star superior hotel and conference centre, Hotel Aquatis. The 143-bedroom hotel offers a dedicated conference and training centre within one wing of the facility. The site will also feature a state-of-the-art fresh water aquarium complex, which will open at the end of 2016. The new conference hotel offers bespoke dining and networking events for visitors and delegates and a restaurant within the hotel.

The new hotel and aquarium complex is the latest in the portfolio owned by Boas Swiss Hotels, a group of 10 hotels in the western regions of Switzerland.

The conference centre features two large conference suites with capacity to host up to 380 and two meeting spaces for board meetings of up to eight people. The conference suites offer the option to split the rooms into smaller seminar spaces of either 50 or 150-person capacity.

Olivier Mathieu, Congress and Meetings Manager at Lausanne Tourisme and Convention Bureau, says: "We're delighted to be opening the doors of this fantastic three star hotel. The Aquatis will offer a whole new dimension for our meetings and events offering with all the necessary facilities on-site and the city centre just a short ride on the metro."

ABOUT LAUSANNE CONVENTION BUREAU

Lausanne Convention Bureau forms part of Lausanne Tourism, representing the meetings and conventions offering of the city. Known as

the Olympic capital, as well as being a centre for excellence in innovation and research, Lausanne boasts over 6,000 beds in 60 hotels including 5-star accommodation. With over 20 museums including The Olympic Museum, the destination is a cultural hub, with easy access from Geneva airport, the city is also located just 40 minutes from the Alps. In addition to offering a variety of unusual, historic and boutique venues and event spaces, Lausanne offers event organisers a number of world-class, large-scale convention centres and dedicated conference venues such as:

SWISSTECH CONVENTION CENTRE

The innovative design and architecture allow its three auditorium spaces to merge into one for a total auditorium capacity of up to 3,000 seats. With an exhibition space of 4,000m² the venue can also be configured to create 15 zones ranging from capacities of 40-270.

BEAULIEU CONGRESS AND EXHIBITION CENTRE

The venue hosts two auditoria, Congrès Beaulieu Lausanne and the Théâtre, plus

more than 20 meeting venues. The centre can host events for up to 5,000 people and boasts an exhibition space of 55,000m².

CONTACT

Lausanne Convention Bureau

Olivier Mathieu

Congress & Meetings Manager

+41 21 613 73 67 / +41 21 613 73 61

mathieu@lausanne-tourisme.ch

www.lausanne-tourisme.ch/meetings | www.lcvb.ch

Twitter: @MyLausanne



Switzerland Convention & Incentive Bureau

Myriam Winnepenninckx

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