

HEADQUARTERS

Building bridges in the meetings industry

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EUROPE

#70

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RIGA NORTHERN EUROPE AT ITS BEST

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Literature about Board Meetings

To write about how board meetings are run in an association may not be the most fascinating of subjects... at least in my opinion! To begin with, what do we really know about what goes on in those meetings, let alone what the rules of engagement are as to how and what the board members should talk about?

As I am not much of an expert in this field I went looking for help at The Meeting House consultancy, a company that over the years has accumulated quite some experience with association board meetings.

They recommended two publications. The first one – *Robert's Rules of Order* – written by a Mr. Robert provides descriptions of established practices, e.g. how to formulate motions, how to give the floor, how to withdraw a motion, how to second a motion, etc. Most of this can also be found online by consulting nelsonpena.8m.com/rror--00.htm.

The second one – *Policy Governance* – by John Carver, is no less of a hot tip. The book develops a methodology to help board members focus on developing goals, or “ends” as the author defines them, rather than on managing the organisation. The latter is the CEO’s job. The board will formulate the CEO’s “Executive Limitations” but other than that he should have a free hand in deciding how he will achieve his goals, allowing the board to concentrate on checking whether the CEO delivers what (s)he promises and verifying (s)he does it within the limits of his Executive Limitations. A rather refreshing approach don’t you think? Moreover, it’s probably the reverse of what happens most of the time: in *Policy Governance* the board tells the CEO what he shouldn’t be doing rather than to dictate what he has to do. Luc Hendricks of The Meeting House is currently guiding a medical association through this process. He considers it to be a most interesting occupation.

Other books worth mentioning are *Boards that make a difference* also by John Carver and *Getting started with Policy Governance* by Caroline Oliver.

For more publications go to www.policygovernance.com or check out the contents... of this magazine!

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BE A GUARDIAN TO A BABY ORANG-UTAN AT IMEX FRANKFURT 2016

As part of the #RoadtoSarawak campaign to the 2016 ICCA Congress in the city of Kuching in Sarawak, Malaysia, all ICCA members are exclusively invited to engage in an opportunity of a lifetime to adopt the precious baby girl orang-utan named Tin Sang for a year. Please visit the Malaysia Booth and the ICCA Member networking Reception on Wednesday from 15:00 to 17:00 during IMEX 2016 to snap a photo with "Brooke" - the official ICCA 2016 mascot and share it on social media with the hashtag "#RoadtoSarawak", "#IMEX16" and "#ICCAWorld". The announcement of the winner will be made by ICCA in the week after IMEX. ICCA will adopt Tin Sang on behalf a chosen member upon the announcement.

www.sarawakcb.com
www.besarawak.com

LA CITÉ NANTES EVENTS CENTER REINFORCES NANTES' POSITION AMONG LEADING CONGRESS DESTINATIONS

Last January, La Cité Nantes Events Center, Nantes Congress Centre organised the 4th Nantes Ambassadors Evening and Destination Congress during which 24 trophies were awarded to the organisers of major events held in 2015. The aim of the evening was to publicly recognise the outstanding efforts of local congress ambassadors as well as to highlight their contribution to the scientific know-how and the economic development of the territory.

www.lacite-nantes.fr

EICC REPORTS CONTRACT WINS AND FORECASTS DOUBLING OF ASSOCIATION BUSINESS IN 2016

The Edinburgh International Conference Centre (EICC) is set to double its association business in 2016 and announced two major association wins to mark the start of the financial year. Together, the conferences are expected to contribute in the region of £6 million to the local economy. The Institute and Faculty of Actuaries has confirmed that its Life Conference & Exhibition will take place at the EICC in November this year, in addition to the already confirmed Pensions, Risk and Investment Conference 2016 with AFIR/ERM, which takes place 31 May-2 June. Meanwhile, Airmic Limited (the Association of Insurance & Risk Managers) has confirmed a two-year deal for their June 2020 and June 2024 conferences.

www.eicc.co.uk



La Cité Nantes Events Center



Edinburgh

SLEW OF PROMINENT MEDICAL CONGRESSES IN SINGAPORE AND SOUTHEAST ASIA FOR THE FIRST TIME

Singapore will host several prominent medical congresses coming to Southeast Asia for the first time – two of these events are also making their Asian debuts. These events are tipped to bring in approximately 16,000 visitors. They also attest to Singapore’s strengths as a MICE destination, while boosting the Lion City’s ambition to be a prominent thought leader in the respective fields. Besides coming to Asia for the first time, the European Society for Medical Oncology (ESMO) Asia Congress (Dec 18-20) and SpineWeek 2016 (May 16-20, 2016) also mark the first time both entities are organising an event outside of Europe. In between these events is the International Society for Magnetic Resonance in Medicine’s (ISMRM) annual meeting and exhibition (May 7-13, 2016).

www.yoursingapore.com/mice

THE HAGUE CONVENTION BUREAU LAUNCHES NEW BRAND IDENTITY

The Hague Convention Bureau (THCB) launched *The Conference. The Hague.* - a new brand identity, supporting the newly developed strategic route for the upcoming five years with the main goal of The Hague becoming one of the world’s top 50 event destinations. The new brand identity builds on the international knowledge infrastructure present in the destination, by facilitating connections and interaction to enrich the congresses and meetings brought to the city. The Hague is a place where international research, expertise and action in various fields come together. The new THCB brand identity – a complete transformation in terms of visual representation and messaging – underpins the city’s sharp focus on its competitive clusters.

www.theconventionbureau.com



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SOLARPOWER EUROPE

Members first

SolarPower Europe is a member-led association representing more than 130 organisations active along the whole solar value chain. Tina Stojanovic, Event Manager, tells us how they operate and what challenges they've had to overcome over the years.



Tina Stojanovic

Could You Please Present Solar Power Europe?

SolarPower Europe is a member-led association representing more than 130 organisations active along the whole solar value chain. Our aim is to shape the regulatory environment and enhance business opportunities for solar power in Europe. In 2015 we achieved three milestones: 1) We celebrated our 30th Anniversary; 2) We rebranded, changing our name from EPIA (European Photovoltaic Industry Association) to SolarPower Europe; 3) With our new brand identity and business-model, we saw a 53% increase in membership.

What kind of events do you organise?

We organise two annual events in Brussels – the Annual General Meeting and the Solar Market Workshop. Now in its 11th consecutive year, the Solar Market Workshop focuses on the latest industry performance, forecasts and trends and is a great networking opportunity. Aside from these events we organise several webinars, meetings and workshops.

We also work closely with our long-term partners and organise events outside Brussels and provide quality content and organisation of the whole event from start to finish. For example we regularly hold

events in Munich and also for the European Commission anywhere in Europe.

What is the decision process behind the selection of a destination/venue?

As a European association, we first and foremost look for destinations in Europe. If it is a policy related event, Brussels is the natural choice.

Aside from budget, the most important factor when selecting a venue is the human aspect. My golden rule is to meet the event planner in charge of my file and do a quick assessment: will they go the extra mile? Depending on the answer, the decision is easy.



Can you describe the challenges your association had to face over the last few years?

The withdrawal of financial support schemes across Europe took a heavy toll on the solar sector and we saw a steep decline in membership. But with hardship also comes opportunity. With a new leadership team we have expanded the association's activities and services, and are firmly on our way to becoming one of the most influential, credible and sophisticated associations in Brussels and beyond.

THOUGHT LEADERSHIP, BEING THE LEADING VOICE AND SOURCE IN A SPECIALISED FIELD, IS A MAJOR TREND. PARTNERSHIPS ARE ALSO IMPORTANT

What do you find most challenging as an Event Manager?

Working in an association is a challenge by itself since events are only a part of the whole package we offer to our members. Avoiding a negative event experience is so important, as such a feeling can easily affect much more than just losing future participants.

So it is up to us (event planners) to step up. We are ambassadors of our associations, we

are the face that delegates remember and a name they connect with a good or negative experience. I try to remember that every step of the way. I made it my top priority to think of our members first and I make sure they are aware I am there for them. Not just to assist when there is a problem, but also to listen when it is time to listen and laugh when there is time to laugh. There is a lot of pressure, but the reward for a good event is so great its worth it.

Do suppliers play by the rules?

I have both good and bad experience with suppliers. Usually suppliers understand that they are offering you a service and therefore behave with characteristic charm and efficiency. Sadly some look to try and take advantage of any opportunity presented and charge too much or offer too little. I am sure that such suppliers will become fewer and fewer. Firstly, because the association community (especially in Brussels) is relatively small and we all talk to each other and

share our experiences. Secondly you simply won't work with that supplier again if you have a bad experience.

Can you share your insights about the latest trends in the association community?

Thought leadership, being the leading voice and source in a specialised field, is a major trend. Partnerships are important; teaming up with companies, organisations and individuals with different expertise can produce unique concepts that can make your event really stand out from the crowd. More targeted, focused and topic oriented events are also a clear trend. Tapping into a niche market can bring great rewards.

Social media will play an even bigger role in the future. My tip is to sponsor a social media post, many hundreds will see your event, increasing chances of registrations!

www.solarpowereurope.org

 @SolarPowerEU





Coralie Delaubert & Federica Lucini,
Rimini Convention



2nd Association Grand Ball A NIGHT TO REMEMBER

The second edition of the Headquarters/ Association Grand Ball took place at Château Sainte-Anne, in Brussels, 28 January 2016. In partnership with Singapore, Monaco, France, Rimini, Helsinki and Finland, it was a night to remember, full of networking and fun, attended by the crème de la crème of association executives.



Mervi Torvonen, Finland Convention Bureau, & Johanna Gröhnberg, Helsinki Convention Bureau



20 December 2016 Headquarters Grand Ball

Chateau Sainte-Anne, Brussels



Laurence Papouchado, Monaco Convention Bureau, & Valérie Devaleriola, Atout France





SUSTAINABILITY AND THE ASSOCIATION GOVERNANCE

You don't need to be a member of Mensa, to realise that our world is facing significant social, environmental and economic challenges. Global trends like inequality, climate change and population growth, as well as hyper-transparency and growing consumer concern about the social and environmental impact of corporations, are currently profoundly reshaping the business environment and the role of associations.

NEW THINKING REQUIRED

For associations to succeed in the 21st century, it is becoming increasingly critical for association boards to broaden their governance agendas to include the oversight and development of strategies that address the association's delivery of long-term value to society in financial, social, environmental and ethical terms.

GOVERNANCE AND SUSTAINABILITY

However adoption and oversight of sustainability by association boards represents an area where vast improvement and gains can be achieved. Association board directors are uniquely positioned to ensure the full mainstreaming of sustainability into business strategy and practices in a way that will enhance member value, opening up opportunities for innovation, new revenue generation, enhancing brand reputation while motivating and retaining the association's staff.

ROLE OF ASSOCIATIONS

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development including 17 sustainable development goals (SDGs) to accelerate the transformative change needed to lead our world to a more sustainable future. This ambitious action agenda requires new and renewed global partnerships to address

urgent global environmental and social challenges. Business associations are an essential enabler to scale up action. Through their extensive networks, business associations are able to serve as key platforms for developing and sharing knowledge on integrating sustainability measures into company operations, while catalysing collective action.

Over 61% of respondents to the UN Global Compact's 2015 Annual Implementation Survey indicated that business associations are their preferred partner for collaborating on sustainability. Notably, 76% of the mid-cap companies (between 5,000 – 50,000 employees) indicated that they have undertaken sustainability partnerships with business associations.

KEY ACTIVITIES FOR THE BOARD

Today's association board needs to be reviewing and influencing strategy to ensure that the organisation has effective short and long term sustainability plans that create member value and reinforce the organisations key mission: This includes:

1. Developing standards and certifications
2. Education, sharing of best practices and knowledge amongst members:
3. Fostering and brokering business partnerships

4. Creating a common voice and power to advocate for public and private policy change
5. Integrating sustainability into the back office, financial and marketing operations (and events) of the association

To learn and share about sustainability strategies within the association sector, executives can become part of the United Nations Global Compact and participate in their association focused programme. Their recent publication "Scaling Up Sustainability Collaboration: Contributions of Business Associations and Sector Initiatives to Sustainable Development" show the roles that associations can play to shape a more sustainable economy and transform their industries. Moreover, this publication also highlights the benefits that associations can bring to their members sustainability work.



This article was written by Guy Bigwood, MCI Group Sustainability Director. As a thought-leader in Sustainability, he has held various association executive roles. For the last ten years he has been consulting and advising on the development and implementation of sustainability strategies for association, corporations and governments.



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VANCOUVER

Only a lateral move away

On the occasion of the 2016 edition of PCMA Convening Leaders held in Canada, I discovered Vancouver, which is quite European with its high standard of living if you ask me. But another European PCMA attendee found the city typically American with its streets and building set in squares, so who to believe? I guess the truth is in the eye of the beholder!

Report Cécile Koch

The weather gods were with me, beginning of January, when I arrived to Vancouver as they surprised me with a perfect blue sky and nice sunshine. Especially the Vancouver Convention Centre benefitted from this, being located at the harbor, with splendid views both of the ocean on one side and the snow-covered mountains on the other.

When I caught up with Claire Smith, Vice President of Sales and Marketing, Vancouver Convention Centre, she was inspecting the venue for the PCMA Convening Leaders - Edition 2016 that was to take place the following day. It was a perfect opportunity for me to follow her closely and discover how this centre has evolved since its opening in 2011.

TED IN VANCOUVER

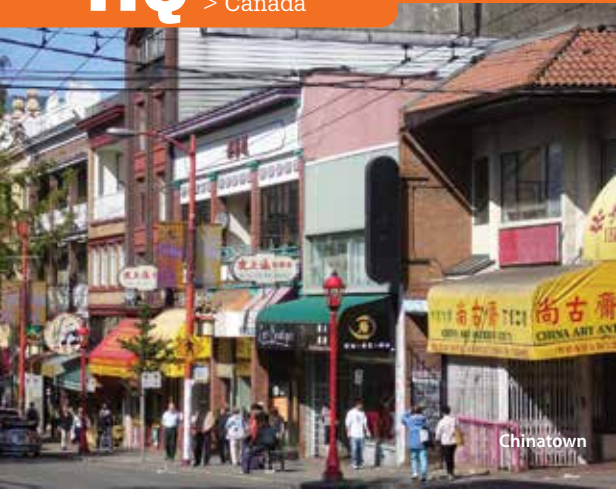
The staff was rehearsing how to dismantle, in the shortest possible time, the big plenary hall into separate areas after the official welcome speech. The basement, normally an exhibition hall, was also being dressed up for the opening cocktail of the evening. I could notice that Claire was satisfied and she got time to talk to me about the new and inspiring new space within the centre: the Workspring Active Learning and Work Space.

As a matter of fact, this next-generation convention design originated from the TED's TALKS, the famous conference that tackles big global issues in Vancouver each year. Claire Smith says: *"The people who attend TED are influencers, and they're in high demand. Many of them were leaving the meeting to return to their hotels to finish work, so Steelcase and TED joined together to make it*

comfortable, safe and inviting to work in the meeting environment." The comfy home office area consists of café-style booths which create a semi-private feel for intimate conversations. Fully-wired work stations also offer easy places for attendees to plug in and manage workloads while they're away from their offices.

VANCOUVER, BOTH EUROPEAN AND AMERICAN

I stayed most of my time in downtown Vancouver, also called little Manhattan, where you can visit all the several different districts of the town easily by foot. Vancouverites seem to enjoy a nice life: lots of coffee- and pastry bars for day time and cocktail bars for evening all over town. Funky start-up companies have quickly found their place close to them.



Chinatown



Vancouver Convention Centre

“AS A CENTRE AND AS AN ORGANISER YOU HAVE TO EARN THE RIGHT TO STEAL PEOPLE’S TIME. YOU HAVE TO MAKE ATTENDEES FEEL LIKE THEY CAN ACCOMPLISH EVERYTHING THEY COME TO A CONVENTION TO DO WITHOUT HAVING TO LEAVE”

Claire Smith, Vice President of Sales and Marketing, Vancouver Convention Centre:

A CITY WITH A HEART

My favourite was a place called Gastown, at walkable distance from the waterfront, where the Vancouver Convention Centre is situated. It is the ‘old’ part of town with lots of brick-layered houses, sprinkled with the above mentioned bars.

In this neighbourhood you also find SmartyPanz, an interactive room that raises the bar for creative and challenging team-buildings: you have to find the solution of puzzles and riddles in order to get out of a room – it’s a nice brain exercise after a hard day at the congress. (www.smartypanz.ca)

I also enjoyed the “social enterprise” tour I made with local guide Jenn who made me discover this Vancouver’s colourful quarter. I enjoyed a huge hamburger in a place where homeless people can get their sandwich, not by handing over money but a token which they receive from the better-to-do Vancourites. I also ate delicious chocolate made by people who are not able to work a full day.

Another guide with a great heart was Judy who made me discover the Chinatown quarters. What made it so extraordinary was that Judy had access to the interiors of several buildings owned by Chinese families. I discovered an intimate place high up in the attic of one of the old houses, with Chinese people playing may yong.

But Chinatown is also the place of good restaurants like the BAO BEI who has great staff and great atmosphere.

FROM GREAT LUXURY TO EXPERIMENTAL STAYING

Fairmont has three hotels downtown. The two modern ones are at the waterfront, each with their own highlights: the Fairmont Waterfront has great views, while the other one, the Fairmont Pacific Rim has great rooms. If you opt for a more classic hotel, you could choose the Fairmont Hotel Vancouver, nestled in a beautiful 1920th century setting.

Fancy a different style? Then there is Skwachays Lodge, a new boutique hotel decorated by six of Vancouver’s top hotel decorators who teamed up with six Aboriginals artists. Each room is different and the atmosphere is laid back.

There are also new hotels to come: Trump International Hotel in fall 2016 and Parq, a new LEED certified urban resort with two properties in January 2017.

Finally, as mentioned before, the Vancourites love the good life. In this regards, restaurant Hawskworth deserves a special mention here, with top classy modern food and great staff! If fully booked, try Laboratoire in Gastown.

www.vancouverconventioncentre.com

More to come on TED TALKS in the next issue, with an exclusive interview with the PCO responsible of the organization of the famous conference.

IMEX



Association Day



18 April 2016



“Let’s meet!”

Is your association still relevant?

If you work for an association, organising international conferences and events, then Association Day is specifically for you – a chance to assess how well your association is adapting in an ever-changing world.

Learn, share, get new ideas

Every year, the day before IMEX starts, over 300 association executives gather for a **tailored day of educational sessions and peer-to-peer problem-solving workshops**. Throughout the day, issues experienced by associations across all industry sectors are discussed, giving delegates the chance to forge partnerships and make worthwhile connections.

Association Day 2016

The focus for Association Day 2016 will be relevancy and exploring the ways in which associations across the globe are tackling this issue.

Meet people from other associations and stay in touch

After a day of learning, delegates stay on to enjoy **Association Evening**, our much-loved cocktails and hot buffet reception – where you’ll find yourself chatting and laughing with peers and suppliers.

Get your events underway

After Association Day, IMEX – the meeting industry’s annual three-day exhibition in Frankfurt – is the place to get your event planning started by meeting with destinations, venues and suppliers all under one roof.

Come to IMEX in Frankfurt on 19-21 April 2016, and go home with a smile.

Be a part of Association Day,
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ASSOCIATIONS WORLD CONGRESS

Berlin to host International Associations in April

Last year, Lausanne welcomed associations from around the world for the International and European Associations Congress 2015. Growing from strength to strength over the last few years, the recently renamed Associations World Congress proved to be particularly popular, with 210 association employees attending. This year, it will take place in Berlin, at the Estrel, 10-12 April.

For the Associations World Congress, 2016 promises to be more collaborative than ever, facilitating increased change, talking about the future of associations and engaging an even wider audience. Over 210 International and European association executives are

meetings industry events, making the congress the most important educational event for associations in Europe, in particular for executives who have a keen interest in optimising events revenues.

FUTURE OF EVENTS

Olivia Palmer, Programme Director, says: "At the Associations World Congress leading Congress and Event Directors will gather to discuss their most pressing daily challenges. What is the future of events? Where will the events industry be in five years time? How can they compete in their current market and how can they run a commercially successful events business?"

streams are dedicated to event strategy, event development and progression. It is a unique place for Congress Directors to meet and network and discuss in an open environment how they can overcome the unique challenges they face. There will also be the opportunity to discuss your event requirements with venues and destinations and discover what they can offer and whether they may be suitable for your event in the future," she concludes.

With leading minds and speakers from the world - executives from the World Obesity Federation, the European Society for Organ Transplantation, the African Society of Association Executives or the World Association of Zoos and Aquariums (just to name a few) will be there - the programme will feature new initiatives to maximise time out of the office.

FOR THE ASSOCIATIONS WORLD CONGRESS, 2016 PROMISES TO BE MORE COLLABORATIVE THAN EVER

expected to converge to Berlin. Over 80% of delegates have events responsibility and over 90% of delegates do not attend other

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THE BOARD IS YOUR PARTNER

The simple way to sum up the many important benefits – and pitfalls – inherent in working with an Association Board of Directors, is to say that the Board is your partner. Work with ‘board members’; take ‘The Board’ on your journey; and be brave!

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



Philip Springuel

Your Board is both a partner in the collective sense, ‘The Board’, but also a set of partners that offer multiple sources of support and inspiration, ‘board members.’ You must guide The Board, manage its expectations and take it with you on your journey, but also be able to turn to ‘board members’ for individual advice and support on the many different factors that are key to your success together.

GENUINE GUIDANCE

Executives of all different types of associations, from non-profit humanitarian to industry association, have many fears and frustrations in common about working with The Board, often a collective of haphazardly appointed board members that was inherited from a previous executive, with its many dysfunctional symptoms. Who hasn’t encountered the bullies, the know-it-alls, the resisters, contrarians and

narrow-interest minded board members, or equally disturbing inactive or self-effaced, always-in-agreement types, or those that will wait when all is decided to spill out foreboding that leaves them non-culpable when everything will go wrong!

Amid the pitfalls, we have also all encountered individuals that are like-minded and supportive, that bring enthusiasm and genuine guidance. It is daunting to convince and lead The Board as a collective body, but if you create opportunities to turn to them individually for advice, ideas, suggestions, contacts, networks and even sources of funds, you will find that managing the expectations of the collective becomes easier. You are able to both shape and share vision with individual members, obtain their moral support for crucial strategic decisions, then manage expectations of the collective much more effectively.

Follow ESAE’s gradual re-branding to “AssociationExecutives.EU”.

The new website url and brand will improve ESAE’s recognition as the voice of European association leaders, and serve to bring further focus to our contributions in European best practice, continuous learning, and policy making for our profession.



Among the many articles on this topic in this edition of HQ, you will find helpful tips from ESAE's Vice President, Florence Bindelle, who has experience of The Board table, being on both sides of it, as an association executive and a board member.

BE BRAVE

An association executive today must be brave. Brave in reassessing the contributions of board members and taking steps to remedy or replace them, and brave in

AN ASSOCIATION EXECUTIVE TODAY MUST BE BRAVE. BRAVE IN REASSESSING THE CONTRIBUTIONS OF BOARD MEMBERS AND TAKING STEPS TO REMEDY OR REPLACE THEM

then guiding The Board collective toward a shared vision. In the end, we all know it is the association executive that bears responsibility for success or failure. So, don't fail to be brave: address members individually

and collectively to ensure your leadership is inspired, shared and supported.

It is opportune for me to conclude with a very special thanks to ESAE's Executive Director for the last 4 years, Christoph Raudonat, who moves on at the end of 2015. Christoph has been an inspiration to the ESAE Board these last four years, ably managing our expectations, navigating our many professional and emotional profiles, while guiding ESAE to levels of credibil-

ity and notoriety that had not yet been achieved. Luckily, Christoph remains a valuable member of ESAE and we'll continue to benefit from his workshop content management expertise going forward.

Thanks Christoph!

Learn more about ESAE partnerships in 2016

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MANAGING AN ASSOCIATION BOARD

How does a well-managed board become a key success factor for European associations?

For many Association managers “managing” the board of their association is a challenging experience! They are very efficient running the day to day activities of their business and best practices in this field are widely shared with their peers. This is not true for tips on how to work with their board.

Text Florence Bindelle, Secretary General, EuropeanIssuers and ESAE Vice President



LOOKING FORWARD

The role of the Board of Directors is among other things to define the association strategy by setting objectives, to empower the executive management, in some cases to set up and lead committees, to approve new members or to define financial procedures. The CEO aligns him/herself with the board strategy and implements a structure that acts to achieve the objectives.

The association manager must be aware of the individual behaviours and dynamics

within the board. Board behaviour and culture drive performance. Change is difficult! Many reports explain the need for sound judgment, for effective decision-making and for a reinforced role of the chair. But it all goes back to using sound common sense. In practice, it is not because you know that you change your behaviour or you act the way you should.

The effectiveness of a board is its capacity to anticipate problems; to discuss dilemmas, conflicts and realise change when

appropriate. The approach should not only be backward looking based on reporting but also and mainly forward looking.

SHARING A VISION

Group dynamics drive individual behaviours and the way people interact: Who owns the power? How is conflict dealt with? Do they respect each other? Do they work together or apart? Is board effectiveness regularly evaluated? A shared vision, common values, a team spirit and regular self-evaluation is mandatory.

It is also important to grasp the mind-set: what is really relevant for the association? What are the values? Not only the official ones but unwritten values? Why people behave the way they do? Are board members more risk-taking or risk-adverse? Do we have to act and do we do it? Do we take actions to remediate the root cause of problems?

There are different patterns: those who do nothing or very little; those who have no opinion; those who agree in board meeting but run away after it; those who know better and go into detail and those who know everything about everything. By looking at

THE SAFETY OF THE ROAD IS NOT ONLY DEPENDING OF THE SAFETY OF THE CAR BUT THE SAFETY OF THE DRIVER. IT IS EASIER TO CHANGE THE STRUCTURE AND FRAMEWORKS THAN TO CHANGE BEHAVIOURS

those patterns you can articulate what is strong and effective and what might cause a damage to the integrity or performance of the board.

Your role as association manager is to deal with all those personalities. Identify the board members from their positive strengths: the connector, who sees a relationship between one another; the strategist, who is really committed to the goal developed. Very often strong desire for consensus and group comfort can lead to inefficiency even in a robust decision making ruled framework.

Establish your position is the most important thing. What is the corporate culture? How open can you talk at the board? Can you really be transparent? Can you knock at the door with bad news to save the organisation?

Tips for working your board

- 1) Celebrate successes**
The best way to manage your board is to do a great job managing your association. The success of the association is the one that the board cares about the most. Measure successes to interact with the board and generate a discussion on improvements.
- 2) Build a great board**
Embrace people who you believe can really help you. Look for shared interests and differences as well. Review the group size and the diversity. Introduce an induction process and a year-end review with the president.
- 3) Communicate**
Formally, informally, collectively, and individually, communication is essential. Avoid surprises.
- 4) Encourage staff/director relationships**
Don't be a filter between your staff and your board. Open access to your staff will help the board assess the organisation from different perspectives. It demonstrates your confidence and shows your staff their own importance.
- 5) Get and keep your hands dirty**
If you tell your board you have lost a deal, make sure you have been there. If you have won a deal, make sure your fingerprints are on it. You need to be intricately involved in your organisation.
- 6) Be resourceful**
Use the resources of your directors' organisations. It is one of the great benefits.
- 7) Make Board meetings matter**
Be in control. Have an agenda. Use time efficiently. Prepare, inform, discuss and decide. Demonstrate progression on what you said last time. Be direct. Propose different scenario including worst-case scenario. Be a step ahead.
- 8) Never position the board versus the association**
If it's you or the association against the board, rest assured; the board will always win. Never put yourself or the association in this position.
- 9) Push Back**
Sometimes directors have different views and ideas. Be open to different perspectives, but push back, when it makes sense.
- 10) Build a "safe" relationship with at least one director or the chair**
Trusted alliances are crucial. Ensure you have at least one unwavering relationship with at least one director with whom you can confide during the most difficult decisions.
- 11) Have a plan and measure against it**
Have a plan, outline goals, demonstrate how you'll measure performance, and do it on a regular basis.
- 12) When failure happens, declare it quickly**
If a challenge appears declare it quickly. Design an action plan and execute to avoid failure.
- 13) Be passionate and have fun**
Have a genuine commitment to your work, and show the board the fire in your belly.
- 14) Remember rules #1 and #2**
Bottom line... the team you build and how you choose to manage that team are the most critical elements of success.

(Source: www.atvcapital.com/technology-blog/managing-a-board-of-directors)



MANAGING ASSOCIATION BOARDS

Don't you ask yourself always the same questions when meeting with your association board:

- ✓ Are our board meetings productive and efficient?
- ✓ Are we getting the most from our meetings?
- ✓ Does the board meet to conduct business or to socialize?
- ✓ How can we become more effective and efficient?
- ✓ How can we enhance the value of our board meetings?

Whoever is involved in the management of a board (AMCs or PCOs) is considered as a partner of the association, someone who is taking care of all the details, someone who handles the preparation for the meetings, assists in the different processes, records minutes, helps to define the communications and represents the association board with dedicated team members to provide a physical presence and a personal touch.

Looking at our 5 questions let's sum them up in one:

Are we capable of running all the board processes smoothly and achieve results? These concepts are important to the answer: efficiency, effectiveness, value, and productivity, while focusing on three points, ie priorities, data, and meeting pace.

When an association board meets we must define and focus on **priorities**. Unrealistic agendas with 50 objectives may be impressive but are unrealistic and counter-productive. We need to set a list of priorities for each meeting and focus on those issues. If you have many issues to address spread them out over the course of the year. You will be more efficient and see better results. In the end, **less is more in driving focus and alignment**.

WHEN AN ASSOCIATION BOARD MEETS WE MUST DEFINE AND FOCUS ON PRIORITIES. UNREALISTIC AGENDAS WITH 50 OBJECTIVES MAY BE IMPRESSIVE BUT ARE UNREALISTIC AND COUNTER-PRODUCTIVE

COME PREPARED WITH THE RIGHT DATA

Be familiar with the issue that will be addressed at the meeting. It is particularly important to engage in weekly conversations with board members, association members, and customers: **qualitative and quantitative feedback provides clarity and foresight.**

MEETING PACE

When you get a group of people together addressing communication is always a challenge. A structured meeting creates the space and time for boards to debate and make the important decisions that drive the organisation. **But give your board enough time to make better/faster decisions** - during the meeting always move forward, make decisions!

Every item up for discussion should end with a vote to approve, reject or table the issue with a clear understanding of why the item is being postponed and when it will be revisited. When taking action on an item, make sure it is clear who will be responsible for getting that task completed. We should always remember that **ambiguity cripples boards.**

Board members should also recognise that they are part of a team and not take a confrontational position with fellow board members or their management company: **even disagreement can bring compromise and consensus.**

HEALTHY BOARD MEETINGS MEANS A HEALTHY ASSOCIATION

The tone of the board can set the tone for the community. So if you want a healthy, vibrant and successful community, that image should be reflected at your board meetings!

Also, be a team player, remember to help your leader to inspire others to serve, to build a team of future leaders who will want to emulate their leadership. By doing so the board members will find serving on the board not a burdensome chore but a rewarding experience that they will value for years to come.

People aren't machines - just because we can automate meetings doesn't mean we are machines ourselves. The software and the agenda are here to make things easier and to free up more time to focus on people.

Back to our 5 questions: we can reach outstanding results from a good management of association boards. Collective intelligence (preparation and involvement), peer pressure (inspiring others to serve at their best), clear communication (knowing how to reach them, defining the rules of the game) and a good mix can be the oil of the engine that accelerates professional development and productivity in your association.



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

IAPCO
MEETING QUALITY

BOARD OF EUROPEAN STUDENTS OF TECHNOLOGY (BEST)

How to manage a particular fast turnover of the association board



Gert Willems

As a non-profit association, headquartered in Brussels, BEST provides students several services, such as engineering competitions, extra-curricular education and career support, and reaches about 1.7 million students spread over 96 universities in 33 countries. Overseeing the association is the International Board, consisting currently of 7 persons.

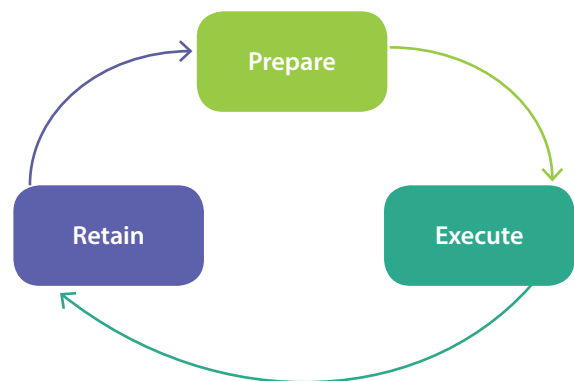
VOLUNTEERS IS WHAT BEST IS BUILT UPON

Everyone working in the organisation are volunteers, even the board of the association. This brings along some interesting characteristics: a member would typical stay only 3 years (4-5 if part of the board), will be following Technology studies besides his/her involvement in BEST and will have a different responsibility each year. Therefrom comes the general awareness throughout the organisation concerning the importance of Knowledge Management (KM).

As the organisation is managed by the board, which are generally speaking the only people working full time (60-70h/week), it is vital that they possess the needed skills and knowledge for the job.

The operational environment, however, is not very cooperative. The members of the board are generally spread out all over Europe, and there are only three dedicated board meetings (4-5 days) during their mandate (1 year). The rest of the time, all the work is done online. When I was member of the board, our virtual meetings consisted of a weekly Skype meeting, a continuous group chat and plenty of e-mails/individual chats.

One could summarise the circle of life in the board as follows:



PREPARING THE BOARD

Each board member starts their 1-year mandate on 1st July, barely two months after their election. Given the common need to wrap up educational obligations (e.g. finishing exams or writing master thesis), this is short. And so there is no delay: the Knowledge Transfer



process starts the very next day after elections. During a two-day event, the newly elected board is given a first introduction to the organisation and the work and year flow of the International Board.

A few (1-3) weeks later, the “**Board Training**” is organised. This weeklong event gathers the members of new and old International Board, usually coming from different European countries. The first three days the new board is in isolation having their teambuilding, under the guidance of a professional/experienced trainer.

During the second part, the new board is presented with a complete overview of the history of BEST, highlights and downfalls included. This is important because it helps to understand the current situation and see the limits of the organisation. The Board Training finishes with putting their newly acquired knowledge to the test during a four-hour case study. This case study is designed to simulate the work that a board usually has to do and uses real life cases.

RETAINING THE KNOWLEDGE

Throughout the mandate year, a lot of projects are worked upon and new knowledge is created. In order for the organisation to retain this knowledge, a document

BEST HAS TO DEAL WITH PEOPLE GOING OFF AND ON BOARD, AND IT MANAGES SO THROUGH SEVERAL TECHNIQUES

repository is available - it contains reports of meetings and manuals for specific topics/situations.

One of the main conclusions of the Knowledge Management Project we ran in 2012-2013 was that a document repository (or document archive) can't be merely a collection of documents. Unfortunately many people tend to look at it this way. Each archived document has to serve a purpose, or else it should not be archived. Too many documents will cloud the view, because if everything is important, nothing is. Having learnt this, we decided to improve our archive, which contained documents piled up over 24 years, resulting in a collection of too many documents, often not useful.

Therefore, at the end of our mandate, we spent nearly two months going through all our documents, thinking which are necessary to pass on and which are not. The selected documents were then cleaned so that anyone in the future would be able to read them and get the message straight away. We didn't tackle the documents that came before us, a clean start was our best option.

Building and maintaining a document repository is not an easy task. Time should be reserved for it. However, it is worth it, no matter if you have a fast changing board or a board that lasts for years.

BEST has to deal with people going off and on board, and it manages so through several techniques, of which I merely highlighted the association board KM aspect. However, if we compare this to the corporate world, academics and other associations, there is one vital, underlying aspect that really makes it work. It is the culture of openness, transparency and availability of information. This allows people to grow at their pace, without any structural boundary.

This article was provided by Ir. Gert Willems, Member of BEST 2009-2015, Vice-President for Local Group Support in the International Board 2012-2013. Gert is currently occupied as Marie Curie Fellow in the RAPID ITN (PhD Student at Ruhr-University Bochum).

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RIGA, NORTHERN EUROPE AT ITS BEST

To be honest, I had no real expectations of Riga. Like many other people I assumed – surely wrongly! – it was one of those Baltic destinations that all look more or less the same. But, on the occasion of a well-organised trip at the beginning of February, I discovered a real meeting gem, full of history but modern, full of Art Nouveau but contemporary, full of lavish venues but definitely affordable.

Report Rémi Dévé

At a time when most meeting planners and conference delegates have all “tried and tested” well-known European destinations, it’s good to look beyond and see what the rest of the Old Continent can provide. Affordable and safe, easily accessible, Riga is definitely the next best thing, as it boasts an excellent service track record of hosting events of all kinds, starting with all the meetings of the Latvian Presidency of the Council of the European Union that were held in 2015, with great success.

IDEALLY COMPACT

Ideally located between her Baltic fellows and her Scandinavian neighbours, Riga is rich with over 800 years of history, both looking to the West and towards the East. In terms of meeting venues, the city prides

itself in a blend of historic meeting halls and modern conference venues. Where else, indeed, can you start a meeting in a medieval setting, carry on with Soviet-style incentives and end the day in contemporary lavishness? Oh, and did you know that Riga is one of the premier Art Nouveau destinations in Europe? You have to see the buildings of Elizabetes and Alberta streets for yourself, beautifully restored, with fascinating sculptures and expressive carvings...

The main thing I also personally appreciated about Riga is her compactness. It literally took me three minutes to get out of the airport, and ten to reach my hotel in a cab (which cost no more than 10€!). Then everything, I mean EVERYTHING, is at walking distance, and you can really make the most

of your time when staying in the city and out of the office.

Reachability is another important factor when considering Riga as a meeting destination. The capital of Latvia is located within a short flying distance from all main European airports. As a true Northern European Hub, it is well connected to more than 80 destinations with over 706 weekly flights, with AirBaltic, the national carrier, leading the way in the field. The airport itself prides itself in smooth services and state-of-the-art infrastructure: its VIP Lounge – well known for its hospitality – can welcome government representatives, officials on state visits or businessmen in pleasant surroundings so they can relax until their flight depart. There are also suitable facilities for meetings for up to 50 people.



IDEALLY LOCATED BETWEEN HER BALTIC FELLOWS AND HER SCANDINAVIAN NEIGHBOURS, RIGA IS RICH WITH OVER 800 YEARS OF HISTORY, BOTH LOOKING TO THE WEST AND TOWARDS THE EAST

Andris Liepins, Chairman of the Board, Riga International Airport, puts it like this: *“For Riga to play among European leaders we need to provide the best service and the best infrastructure that we can. Riga International Airport has a leading position in the Baltics - we served a record amount of pax last year - but it is like a constant work in progress, we try to reduce the amount of waiting time as much as we can, and offer services no other can. This is our competitive edge, and we work hard at putting the destination at a European level.”*

AFFORDABLE AND SERVICE-ORIENTED

Then there is the unbeatable cost-benefit ratio in Riga. Whether travelling in a small group or with a large delegation, the Latvian capital outdoes its competitors by providing very high value-for-money, while outperforming traditional destinations in terms of customer service and personnel. Not only is Riga famous for its rich history and culture, but also when it comes to hospitality, efficiency and service. Riga’s well-trained employees are famous for being both delicate and discreet, as well as friendly and welcoming. Take my word for it: I personally experienced it!

CONTACT

Aigars Smiltans - Director, Meet Riga
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In & Out Riga

Latvia capital city Riga is easy to reach. Situated at the geographical centre of Europe, half-way between East and West, flights are frequent to and from both directions.

Serving 54 destinations, Latvia national carrier AirBaltic has codeshare/interline agreements with SAS, AirBerlin, Brussels Airlines, Austrian, AirFrance, KLM Royal Dutch Airlines, Czech Airlines, ETIHAD Airways, Aeroflot, SWISS and Ukraine International. Direct flights to and from Riga International Airport even reach 89 destinations during the summer.



Aigars Smiltans

Three Questions to Aigars Smiltans, Meet Riga

Aigars Smiltans, Director of Meet Riga, can help you make the most of your stay/meeting in Riga. Meet Riga is indeed the official convention bureau of the Latvian capital and serves as a one-stop shop for association planners.

How does Riga/Latvia cater to associations?

Simply put, Riga in particular and Latvia in general are perfect destinations for association conferences and congresses. They offers new meeting infrastructure and recently-built hotels. Hotels are always offering rates which include free WiFi and complimentary buffet breakfast. The compact size of Riga allows you to go around easily and you don't waste time on long transfers – the carbon footprint of delegates is kept at a minimum! We also offer affordable, very competitive rates and great value for money not only to event organisers, but also to delegates. They can enjoy more of the destination for less money basically!

In addition, Riga and Latvia's multilayer history can enhance and enrich pre- and post-conference tours, making the stay of delegates and accompanying persons alike a memorable experience.

Riga is also a very safe destination, which was proved during the Latvian Presidency of the Council of the European Union in 2015.

In what way(s) does Riga/Latvia differ from other Baltic countries?

Those who have never been in the Baltics assume that all three countries are the same. However they're clearly not. Each capital Baltic city has its unique characteristics, layout and architecture. Riga is the largest city in the region and offers diverse and a very different ambience compared to Tallinn or Vilnius. Riga and Latvia will make you experience a vivid history but in a modern and contemporary setting.

What are your personal favorites about Riga?

Riga is a city that seems big and large, but at the same time it is compact and cozy. Riga is built in a very classy way and it is easy to navigate throughout the city. My favorite feature of Riga is the gastronomy scene a few dynamic young chefs are creating. Riga offers a great choice of restaurants and cafés, catering to all budgets and tastes. I think Riga could be compared to a chocolate shop: you never know what to expect but all the chocolates are always good!



Skyline



Leisure Area at ESPA



Radisson Blue Hotel Latvija



MEETING FACILITIES IN RIGA

Take your pick

There are a host of meeting venues in Riga. Whether a historical hall or an ultra-modern facility, you'll get what you need. But if you're looking for large properties, search no more. Below is a selection of the most used ones.

If there is not - yet - a purpose-built congress centre in Riga (see box), large association conferences can be held mostly in two different venues: Radisson Blu Hotel Latvija, where I was lucky enough to stay, or Riga Congress Centre.

Riga's main conference centre is located at the **Radisson Blu Hotel Latvija**, in one of Riga's highest buildings (the views from the stylish Skyline Bar and most rooms are spectacular!). The hotel itself boasts 571 rooms and offers a wealth of entertainment options including restaurants, bars and the unique ESPA Riga spa (a 5* facility in a 4* hotel!).

Being one of the largest conference centre in the Baltics, Radisson Blu Hotel Latvija

provides 16 multi-functional meeting rooms for up to 2,500 people. Most of the meeting rooms have a natural daylight, while the Sky Point room on hotel's 27th floor offers breathtaking panoramic views over the city. In addition, the largest meeting room, Omega, spans 962 sqm and a maximum seating capacity of 1,100 people theatre-style.

If you need even larger spaces, there is a great opportunity to combine accommodation and conference facilities with two other Radisson Blu hotels - **Radisson Blu Ridzene Hotel** (7 meeting rooms, 95 guest rooms) and **Radisson Blu Elizabete Hotel** (2 meeting rooms, 228 guest rooms), both at walking distance. For very big events, that definitely can come in handy.

Originally named "Centre for political education", **Riga Congress Centre** is currently the biggest in the city, full of history as it was built for the needs of the Communist Party. Its architects J. Gertmanis and V. Kadirkovs have richly used granite, marble and oak for the building interior decoration. It's quite

something to look at to be honest! Riga Congress Centre has three halls, 10 auditoriums, a lobby and café that can accommodate more than 1,500 people at the same time. It's the perfect place if you look for something "with a story" behind it.

A new purpose-built conference centre for Riga?

Plans are well underway for a new Riga Concert & Conference Hall. Set to open in 2021 if all goes well, it will be located in the Skanste district of the Latvian capital, a mere 10 minutes away from the city centre. As Martins Vanags, Managing Director, says "There's an understanding of the importance of MICE among key decision makers in Riga" and the need for a brand-new state-of-the-art large venue. Riga Concert & Conference Hall will have a plenary for up to 3,000 people and a Concert Hall for 1,300, as well as several breakout rooms perfect for association congresses.

WHERE TO SLEEP, WHERE TO GATHER IN RIGA

National Opera



Central Market



Great Guild House



National Library

Riga is definitely fully capable of hosting large conventions and delegations. And contrary to other destinations, Riga is in full development. Over the next two years over 4,000 hotel rooms will be added to an already respectable accommodation figure – 7,900 rooms are available throughout the city.

BRAND NEW

Between now and 2017 Riga will open its doors to a wide selection of new luxury hotels. Only to name a few: **Kempinski Riga Hotel**, nestled in a beautiful 1950s building with 140 rooms, or **Pullman Riga Centre**, with 155 superbly appointed rooms and 8 conference rooms over 800sqm, will attract planners and delegates alike. Worth noting is that a number of hotels in Riga have Green Key certificates, which perfectly suits the needs of association organisers.

In addition to a wide variety of hotels, Riga also boasts a number of great meeting venues. Among them let's mention the **Great Guild House** dating back to the 14th century, or the one-of-a-kind **Riga Latvian Society House** with its contemporary feel made of steel and glass.

ALTERNATIVE OPTIONS

Then there is the pride of Latvian musical and cultural life that is the **National Opera**, located next to the city canal. The building was constructed in 1863 as the German Theatre, and in 1995 a full restoration was completed. The opera has excellent acoustics and houses world class opera, ballet, and pop music performances. The building's exterior resembles Moscow's Bolshoi Theatre. The interior is finely decorated and houses spaces for cocktails or intimate gatherings. The Dress Circle Hall accommodates up to 250 people for instance, while conferences can be organised in the New Hall with its removable. 500 seats.

Personally, I think the **Central Market**, one of the largest and oldest markets in Europe with five food pavilions located inside vast converted Zeppelin hangars, is a great option for gala dinners. In stalls around and between them, everything from clothes to flowers is sold. It's always bustling and a great place to observe local people, try local produce and buy some bargains. At night part of the pavilions can be turned into gala places - with a great look and feel!

And if you're more into modern premises, there is the iconic **National Library** where most of the meetings of the Latvian Presidency of the Council of the European Union were held in 2015. Its 472-seat auditorium, and especially the space in its spike, perfect for an exclusive cocktail with great views and 100 people, are alternative options.



ALL FUN AND ALL YOU CAN EAT IN RIGA

For pre- or post-conference activities, you will be almost dizzy with choice. Riga, rich in a 800-year history, has a great heritage, combining influences from Germany, Sweden and Russia. And there is also the modern Latvian cuisine, which offers great variety of flavors to tickle your taste buds as it becomes more and more famous on the world's food scene...

Traditionally, Latvian cuisine is a melting pot of various influences. Historically, the harsh climate and the nutritional needs of Latvian farmers dictated the essential staple foods. Outside contributions ranged from culinary customs brought by German crusaders to the creative cooking due to food shortages under the Soviet rule.

But this is changing. There is indeed a food manifesto, which is quite similar to the one outlined by Danish restaurants like noma. A few years ago, a group of Latvian chefs

came together and made their own version. It's essentially based around local products, which is healthier for locals too, and does not take account of what's imported from foreign countries. Chefs try to work strictly with local farmers and suppliers and translate Latvian culinary traditions in a modern way.

I could personally taste it in three different places. **Kalku Varti**, an "ethno-restaurant" is the initiator of contemporary Latvian cuisine. The menus are innovative and modern and dishes are prepared with local forest gifts and farm products. **Biblioteka Nr 1** is regarded as one of the best in Riga, combining an exquisite interior, a very nuanced cuisine... and a wide range of Italian wines. Last but not least **Tris pavari / 3 Restaurant**, owned and managed by three famous Latvian chefs, serves tasty fresh international cuisine with a twist, prepared in an open-plan kitchen in the centre of the room.

TWO IDEAS WHEN IN & OUT RIGA

Fly Like a Bird at the Aerodium (in Sigulda)

The Aerodium is a vertical wind tunnel where visitors are suspended on a gust of air blowing upwards at a speed of 180–200 km/h. You can fly like a bird, held up in midair by the wind blowing from below.

tourism.sigulda.lv/aerodium-eng/

Baroque-Style Reception at Rundale Palace (Rundale Village)

Dress up in the fashions of the Baroque and Rococo eras and travel back in time to the Rundale Palace court. Enjoy an antique music concert and learn to dance the Minuet.

rundale.net/en

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Cape Town International Convention Centre



Cape Town International Convention Centre



CASE STUDY

WCN 2015 at Cape Town International Convention Centre

In March 2015, The South African Renal Society hosted the prestigious (23rd International) 8th World Congress of Nephrology (WCN 2015), also the first in Africa, at The Cape Town International Convention Centre (CTICC). More than 3,500 medical specialists from 124 countries gather and engage with nearly 200 expert speakers with an intent focus on renal health care issues relevant to Africa and the world.

The WCN provides an essential platform to disseminate information among key role players helping to mobilise the advancement of renal care in African regions and meets the particular scientific needs and demands in the respective geographic areas of the world. The CTICC with its world-class facilities and services, located in the East of the City of Cape Town, voted one of the most beautiful cities in the world, were just some of the criteria why the organisers and delegates attended this year's WCN 2015.

WIDESPREAD BENEFITS

"The benefits of the World Congress of Nephrology are widespread, not only for the CTICC and the City of Cape Town, but the health and medical technology sector at large as conferences like these bring back a financial return to all stakeholders, and allowing meaningful re-investments in education and capacity building programs. It will bring a legacy of knowledge, expertise and experience to Cape Town and remarkable economic spinoff" says Julie-May Ellingson, Chief Executive Officer.

Last year's World Congress of Nephrology already reaffirmed the commitment of the International Society of Nephrology (ISN) to the global advancement of nephrology with recognised scientific programmes and over 1,500 abstracts were accepted at this year's congress for poster presentations.

According to Professor Charles Swanepoel, Chair of the Local Organising Committee, *"South Africa has been earmarked by the ISN to train those wishing to become Nephrologists. Many such physicians – mainly from the rest of Africa – have taken advantage of this training opportunity, which has the advantage that it more closely resembles conditions in Africa, including many aspects of the financial constraints seen elsewhere on the continent."*

CATALYTIC SECTORS

Of the 502 events hosted by the CTICC in the 2014/2015 financial year, by far the majority were aligned to key catalytic sectors identified by the City of Cape Town and

the Western Cape Government as areas for economic growth and development. By attracting global associations to the city for these events, the CTICC is making a vital contribution towards growing the city's expertise, knowledge and skills in all these areas.

The City of Cape Town and Western Cape Government of South Africa have placed a priority in strengthening the city and the province's competitiveness and attractiveness in terms of the health and medical technology sector through the promotion of growth, investment and trade.

"As an asset of the City of Cape Town and Western Cape Government, the CTICC is driving these sectors, and remains committed to playing a leading role in transferring knowledge and skills in Cape Town, the Western Cape and South Africa as a whole" concluded Julie-May Ellingson

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Networking in Welcoming Atmosphere





BEYOND BUSINESS

Conventions in Chiang Mai offer unique opportunities

Since the opening of the Chiang Mai International Exhibition and Convention Center in 2013, Thailand's second city has become a hot destination for conventions, ranging widely in subject and size.

To name just a few events in 2015, the 3rd International Congress on Pathogens at the Human-Animal Interface was hosted in the city in August and the 16th ASEAN ORL-HNS Congress in November, while more than 2,000 delegates descended on Chiang Mai for the Special Convention of Jehovah's Witnesses also in November.

And 2016 looks to be even more jam-packed; January welcomed the 4th ASEAN Perspective in Liver Diseases 2016, May is set for the 7th Asia Pacific Lung Cancer Conference 2016; and November is looking forward to the meeting of the 2nd World Irrigation and 67th International Executive Council.

KNOWLEDGE AREAS

ASEAN, Asia Pacific and world events are all catered for in Chiang Mai, with knowledge areas and expertise covering a wide scope of topics, from biology and medical, to engineering, agriculture, energy, environment and natural resources. With the 50-year-old Chiang Mai University and its long-established and solid profile in both social and applied sciences courses and programs, it's

clear to see that Chiang Mai has become a trusted convention destination.

Chiang Mai International Airport is undergoing rapid expansion in response to a sharp increase of travelers. In 2015, the hub served 6.63 million passengers with 52,624 flights – an increase of 21 percent since 2013. Currently, there are seven airlines operating at the airport, providing 14 flights on domestic routes, including 51 direct flights to and from Bangkok – a journey that takes a mere hour. There are also 20 international airlines serving 18 overseas destinations.

Chiang Mai boasts around ten convention-ready hotels (4-5 stars) in the city. Each of these hotel venues encompasses useful breakout rooms with some halls having the capacity to accommodate up to 1,200 delegates per meeting.

CONVENTION CROWN

There's no doubt that the gem in Chiang Mai's convention crown is the Chiang Mai International Exhibition and Convention Centre, one of the largest of its kind in



Southeast Asia, with 521,600 square metres of total space. The three main interconnected halls have a combined space of 8,000 square metres, and are able to accommodate up to 10,000 guests.

In October 2015, the Chiang Mai International Exhibition and Convention Centre welcomed 1,500 guests to the 10th International Association of Gerontology and Geriatrics Asia/Oceanic Regional Congress, while December 2016 is set to see the same number attend the XXIX International Society of Sugarcane Technologists Congress.

What's more, Chiang Mai offers ample sight-seeing opportunities and activities. The popular international destination boasts a unique Lanna culture, combining ancient temples and unusual culinary treats with traditional arts, crafts and entertainment. The charming city is also a great base for tours into the ecological wonders of the region, while those looking for chic modern accommodations and luxury spas need not go so far.

More info: conventions@tceb.or.th



FIFA Museum – Opening February 2016

Switzerland Convention & Incentive Bureau Presents INSPIRE YOUR CLIENTS AND STAFF IN COSMOPOLITAN ZÜRICH

Zurich's cultural scene always offers world class exhibitions and inspirational events. But this year, art will conquer not only the museums and music halls, but also the streets and even the river of the city. Art by and for everybody is the motto!

This year, you can participate in crazy Dada art happenings at the famous Cabaret Voltaire or discuss philosophy with the artists of the biannual European Art Festival Manifesta on a swimming platform on lake Zurich. If music is your passion, why not joining one of the public viewings of the opera during the Zurich Festival in June?

DADA AND FIFA

Zurich is said to be the smallest metropolis of the world, and it certainly was already a hundred years ago. During the First World War, Zurich was a place of refuge for numerous European artists, who – shaken by the war in their home countries, created a completely new vision on art. They brought forth a movement called Dada, which continued its influences around the globe. With three exhibitions and activities that will continue all year, Zurich celebrates the 100 years anniversary of Dadaism, starting on February 5th.

FIFA is ready for a fresh start. The FIFA World Football Museum opens its doors on February 28, 2016 and it is not just another museum. State-of-the-art architecture and innovative display modes will fascinate a broad public. A large area of the exhibition is attributed to the history of women's football, stories of national heroes can be discovered and historical moments are awakened to life again. The building also offers four rooms for meetings and events with up to 100 participants, and you can rent various parts of the interactive exhibition spaces for your event as well.

HOTEL ATLANTIS BY GIARDINO

Another exciting new venue for meetings in Zurich is the Atlantis by Giardino***** opened on December 1, 2015. Styled as an urban retreat, the 95-room hotel provides a unique and indulgent alternative to the city's current hotel offering. Three flexible meeting spaces will easily accommodate as few as eight for a board meeting and as many as 200 for a cocktail event.

One thing though will never change in this city. The perfect combination of an unbeatable infrastructure (170 direct flight destinations, only 10 min from airport to the inner city, 15.000 hotel rooms) and the beauty of

the historic city embedded in the scenery of the lake and Alps!

Whether you visit Zurich at the time of the movie festival, the music festival, the art biennale Manifesta or the marvelous Christmas market, a red carpet will be laid out for you. The possibilities for incentives are endless, and business visitors will be inspired "on the fly" by Zurich's plenty of cultural events and spaces.

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Switzerland Convention & Incentive Bureau.





Auditorium



Belfast Waterfront

BELFAST WATERFRONT

The warmest of welcomes in the coolest of destinations

Easily accessible from over 150 international destinations and just a one hour flight from London lies one of Europe's most dynamic business destinations.

Over the years, associations have flocked to Northern Ireland's capital city, to enjoy the warmest of welcomes in one of the coolest of destinations. Many more are on their way with the opening of the newly extended Belfast Waterfront in May 2016. So far, over 30 international and national events are confirmed for the new Belfast Waterfront over the next three years, including BBC Good Food Show (14-16 October 2016), World Council of Credit Unions (17-20 July 2016) and the Royal College of Nursing (May 2018).

WINNING MEETING PLACE

Today Belfast is a vibrant and inspirational meeting place that is winning the hearts and minds of associations and delegates alike. Dr Ed Fitzgerald, Conference Director and Past President of the Association of Surgeons in Training explains: *"This is my fifth year running our annual conference and I can say without hesitation Belfast's friendliness, excellent support, value for money, location and conference facilities make it stand out as the perfect business tourism destination."*

Belfast's unique and greatest strength lies in a citywide approach. Unlike other destinations, when you choose Belfast to host an

event, the entire city is at your service - all 333,000 passionate service providers.

With its legendary hospitality and world famous attractions it comes as no surprise that Belfast has won a string of accolades, such as:

- ✓ Named 'the trendiest European city destination for Business Travel' in 2015 by MICE & Business Travel Magazine
- ✓ Named 'the Best Conference and Incentive City destination in the UK' in 2013, by Conference and Incentive Travel (C&I) Magazine.

LEADING BUSINESS DESTINATION

Belfast's journey to becoming a leading business destination doesn't stop there. In the words of US President Barack Obama from his keynote speech in Belfast Waterfront in June 2013 *'the best is yet to come'*.

Sitting majestically in the heart of the city, Northern Ireland's only purpose built conference centre has undergone an expansion programme. Belfast Waterfront has almost 20 years experience of delivering national and international association events.

Having double the event space will enable the venue to accommodate larger events with a wider variety of requirements.

From May 2016, the venue will wow up to 5,000 delegates with a brand new event experience.

In less than 100 days, around 2,000 specialists from across the world will gather for 'Belfast Surgical Week', as the newly extended Belfast Waterfront welcomes the annual International Surgical Congress of the Association of Surgeons of Great Britain and Ireland (ASGBI) as its first conference.

When you choose Belfast as the host city, delegates will experience something truly unique and memorable. There has never been a better time to visit Belfast.

To find out more telephone the Belfast Waterfront team on +44 (0) 28 9033 4400 or email conference@waterfront.co.uk





Palais Royal

BRUSSELS IS STILL A DESTINATION OF CHOICE!

Since the infamous Brussels Lockdown, the Belgian capital suffered a noticeable decline in reservations. This decline had serious consequences, particularly for players in the tourist and meetings industry.

visit.brussels adapted immediately to this particular situation by informing and supporting all meeting planners organising or planning to organise a meeting in the near future in Brussels. Daily updates were sent to them directly as well as posted on the www.visit.brussels landing page. visit.brussels remained in continuous contact with the Brussels meeting professionals to help them reply to the many questions they were receiving.

- who better than the people of Brussels to answer the questions that tourists have?

They talked wholeheartedly about how life is in Brussels today. From 7 January to 11 January 7 p.m. (GMT +1), 12,688 people from 154 different countries launched a call to one of the three telephone boxes. The campaign #CallBrussels generated a lot of attention in the (inter)national media and was also closely followed on social networks. Since Monday 18 January 10:30 a.m.,

to Brussels might have? In order to foster exchanges between the people abroad and the people of Brussels, visit.brussels set up the telephone boxes in three locations of the Brussels-Capital Region: at the Mont des Arts, on the Place Flagey and on the Place Communale in Molenbeek." explained Patrick Bontinck, CEO of visit.brussels. "Passers-by were able to answer questions from foreigners, who decides themselves what phone boot to call to from the website www.call.brussels. A webcam was filming the surroundings which made it possible for the people placing the call to actually see the person picking up the phone."

WHO BETTER THAN THE PEOPLE OF BRUSSELS TO ANSWER THE QUESTIONS THAT TOURISTS AND MICE ORGANISERS HESITANT ABOUT TRAVELLING TO BRUSSELS MIGHT HAVE?

Beginning of January, as to reconquer the international visitors and meeting organisers, the Brussels-Capital Region launched the #CallBrussels campaign. During the first phase, visit.brussels set up telephone boxes in three emblematic locations of the Brussels-Capital Region. The idea was simple

a video clip with some fun fragments can be watched on <http://call.brussels>.

PEOPLE OF BRUSSELS REASSURING

"Who better than the people of Brussels to answer the questions that tourists and MICE organisers hesitant about travelling

The first phase of the campaign was followed by the international release of the video clips shot during the action last Monday 18 January. The video can be watched on the website www.call.brussels and will be used to inform all people who might have missed the first part of the campaign as to inform them about the answers given to the most common questions.



ADELAIDE NURTURING INSPIRATION

Delegates arriving at the Adelaide Convention Centre will not only enjoy world-class facilities, service and technologies but be welcomed into an intellectual ecosystem of creativity, industry, research and development designed to inspire.

With the Centre at its heart, delegates will witness firsthand the Adelaide's revolutionary transformation arising from the significant investment in developing world-class innovation hubs for medical and health research, advanced manufacturing, biotechnology, food technology and education.

This means delegates can join some of the world's best minds in these sectors, who are now calling Adelaide home, and benefit from an infectious new energy which will inspire, encourage creative thinking, and nurture new ideas.

The Adelaide Convention Centre sits, both physically and intellectually, at the heart of this thriving ecosystem within the Riverbank precinct, adjacent to the South Australian Health and Biomedical Precinct – the largest in the Southern hemisphere, and within close proximity to three internationally recognised universities.

The Centre is able to connect you with these institutions, their researchers and academics, along with the organisations at Tonsley – a new advanced manufacturing and education precinct and the nearby Thebarton Technology Precinct.

Adelaide Convention Centre Chief Executive Alec Gilbert said the Centre actively assisting visiting delegates to connect with local thought leaders, innovative industry and research bodies and academics to conduct site

tours, share ideas and gain access to key speakers," said Mr Gilbert.

"This approach is about enriching the conference experience for delegates both within the Centre and the city itself."



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DUBAI

Down to business

With a 50 per cent share of the region's trade focused events, conferences and congresses, Dubai is the destination where to host the event and seal the deal.

In 2015 the city welcomed over 6,000 delegates from China's insurance and financial sector, where they converged for the International Dragon Award Congress. This high calibre event – the first time it was held outside of Asia – was just one of a string of new business wins that further strengthened Dubai's standing as the region's number one business events hub.

Notable wins from 2015 include the World Congress of Neurology for 2019 with 8,000 delegates and the International Conference on Emergency Medicine for 2021 with 4,000 delegates. Another is the 34th International Congress of the International Society of Blood Transfusion (ISBT) taking place this year and will attract 4,000 delegates. Later in the year, the city will welcome the Society of Petroleum Engineers (SPE) hosting the Annual Technical Conference and Exhibition (ATCE) for the first time in the Middle East in the event's 91-year history. This will attract an impressive 10,000 delegates. The emirate is also gearing up for the biggest event of all – Expo 2020 when over 25 million visits

will be paid over six months to the global exhibition.

SO WHY DUBAI?

Dubai offers unparalleled access to key sectors, leading universities, research organisations, and local talent making it the perfect destination for associations to exchange ideas and create lasting outcomes from their events.

Dubai's knowledge hubs for renewable energy, transport, education, health, technology, water and space provide the city with further reach into professional networks offering even more knowledge exchange within those sectors internationally.

At Dubai Business Events – the Official Convention Bureau, the team of highly-specialised professionals offer free, impartial advice, guidance and support to international business event organisers in planning international meetings, incentives conferences and exhibitions in the city.



Easy accessibility, first-class infrastructure and a winning service within one of the most remarkable and inspirational destinations in the world make Dubai the obvious choice for doing business.

For more information:
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WONDERS OF BORNEO



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EXPLORE & CONQUER

Calling all leaders of associations and companies, a.k.a the Tribal Chiefs. The global economy demands expansion through exploration of new lands, new business opportunities, and tribal meetings with fresh perspectives. In Sarawak, professional meeting services, outstanding conference venues, and developed local experts await you. Not to mention our 7 Wonders of Borneo.

We say to the Chiefs among you:
Where will you lead your Tribe in 2016?

Join the Tribe now. Discover us at:

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sarawakcb.com

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 280 destinations worldwide, an array of venues, over 98,000 hotel rooms in all categories and numerous exciting activities in and around Dubai make this city the most remarkable destination for successful business events.



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