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# Headquarters

APRIL 2016

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## SEOUL EXPANDS SUPPORT FOR BUSINESS EVENTS

**Seoul has launched a new comprehensive support programme for business events. The package expands Seoul's programmes, further enhancing qualified business events, at every stage of their planning.**

Qualified events are now eligible for customised guided MICE tours offering attendees an in-depth look at Seoul's historic sites, cultural attractions, and related industries. Three groups recently took advantage of the programme and each enjoyed unique opportunities. One opted for a tour through Huwon, the tranquil secret gardens of Changdeok-gung Palace (a UNESCO World Heritage Site); a transportation meeting took an extensive look at how Seoul's daily traffic was expertly handled using Korea's cutting-edge IT technology at the Seoul Transport Operation and Information Service center (TOPIS), while a group of VIP accompanied guests enjoyed a private culinary experience making kimchi at the Museum Kimchikan.

Another new feature event organisers can now apply for is the Seoul MICE Card for event attendees. These cards come with 5,000 KRW pre-loaded and can be used on Seoul's subways, buses, and taxis. The rechargeable and reusable cards have become a popular item for event attendees as they can also be used to make purchases at select merchandise stores and shops including bakeries, cafes, and convenience stores.



Seoul:  
 Your Complete  
 Convention  
 City

These expanded support services join a range of other existing programmes including bidding support, unique venue search and site inspections. For promotional support, the city offers Seoul Welcome Kits for delegates, a complimentary welcome message at Incheon International Airport, and subsidies for the use of trained MICE Supporters to provide logistical and operational support during events.

For more information about Seoul's support programmes and services for business events as well as information about the Seoul Convention Bureau please visit [www.miceseoul.com](http://www.miceseoul.com), call Seoul's Help Desk at +82-2-3788-8151 or send an email to [mice@seoulwelcome.com](mailto:mice@seoulwelcome.com)

Expanded support services join a range of other existing programmes including bidding support, unique venue search and site inspections

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Lille Grand Palais is settled right in the heart of Lille, Northern France, at the crossroads of London (1h20min.), Paris (1h) and Brussels (35min.) and just 10 minutes' walk from the international railway station.

Lille Grand Palais is a must in terms of event. Enjoy a unique space offering tremendous versatility, with a convention centre, an exhibition area and a **Zenith Arena** all under one roof.

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- **4 exhibition halls** from 1,900m<sup>2</sup> to 6,200m<sup>2</sup> (total area of 18,000m<sup>2</sup>) all on same level

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## LILLE GRAND PALAIS, FOSTERING CREATIVITY

Meeting planners who want to organise an event in France are spoiled with choice. But Lille, together with its flagship venue Lille Grand Palais, offers this *je-ne-sais-quoi* that clearly makes a difference.

Located in northern France, Lille is highly accessible, within easy reach of three international airports and two train stations with Eurostar, Thalys and TGV stops, all servicing Belgium and England\*. As to Lille Grand Palais, it combines a convention centre, exhibition grounds and a Zenith Arena, allowing to organise your event just the way you imagine it.

Ideal for events of all size and nature, from 20 to over 20,000 delegates, Lille Grand Palais features three auditoriums that, depending on your needs, can be twinned with the exhibition grounds or the Zenith Arena, all under a same roof, for a plenary hall with 4,500 seats. The interior layout, designed by architect Rem Koolhaas, allows for an easy flow between the various areas, all linked to each other. Modularity is the keyword - you can clearly let your imagination run free!

### DEDICATED TEAMS TO CREATE AN INCREDIBLE EXPERIENCE

With the personalised follow-up of the set-up of the event through a single point of contact, each client can remain focused on the actual content of their event. Lille Grand Palais aims to make a difference by adding a layer of creativity over its client's projects.

\* Lille-Lesquin, Paris-Charles de Gaulle (21 TGV trains each day leaving from Lille Europe), Brussels-Zaventem (14 TGV / day) and London-Heathrow (10 Eurostar / day).

### NEW TECHNOLOGIES HELPING THE ORGANISER

Lille Grand Palais has fully digitized its 45,000 sqm of premises (11 acres). In collaboration with the design department of the venue, organisers can visualize their project in a very realistic 3D rendition, including the flow of people accessing the different areas.

### YOUR EVENT HELD IN AN ECO-RESPONSIBLE VENUE

For nearly ten years, Lille Grand Palais has placed sustainable development at the core of its values and sets the example in its eco-responsible approach. This global policy has been rewarded with ISO 9001 & ISO 14001 certifications, and, more recently, the Quality and Sustainable Development Charta (Charte Qualité et Développement Durable) delivered by France Congrès et Événements. More than just a will to reduce our impact on environment, the idea is to add a social dimension to the company and raise some eco-awareness among all of its partners. Since engaging in best behavior is a global responsibility, Lille Grand Palais encourages all its partners and third parties to act according to high social and environmental standards.

MORE INFO  
**WWW.LILLEGRANDPALAIS.COM**

Pictures: Maxime Dufour photographie, Lille Grand Palais Marketing and Communication Department

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Do you need to arrange a meeting, convention or any other type of event at short notice? If so, the Berlin Convention Office is on hand 24/7 to give you all the support you need. We work closely with local partners across the city and can quickly provide you with relevant advice, help and information. With the Berlin Convention Office, you can rest assured that your event is in good hands.

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## BERLIN POPULAR DESTINATION FOR MEETINGS AND CONGRESSES

Last year, 11,4 million participants came to conferences, congresses and incentives in the German capital. This represents a growth of four per cent. The number of events grew by three per cent to about 135,000 in the same time period. These are the results of the latest convention statistics from the Berlin Convention Office of *visitBerlin*.

*B*erlin is one of the most successful convention and meeting destinations in the world," says Heike Mahmoud, Director Conventions of the *visitBerlin* Berlin Convention Office. "The expansion of our marketing activities, including Asia, and the continued development of the services we offer our clients promote the long-term growth of Berlin's meetings and convention business as part of a strategy to ensure our city's continued success in the future."

The hotel industry in particular benefited from the strong conference and convention business: In 2015, the event market generated 7.5 million overnight stays (+7 per cent), representing approximately a quarter of all hotel stays in Berlin.

### SCIENCE AND MEDICINE MEET IN BERLIN

The German capital has increasingly positioned itself as a location for events in science and medicine: 12 percent of the meetings and conventions can be assigned to the industry "Medicine, Science and Research".


"Berlin can look back at a 300-year tradition in medical research. Today, the city is Germany's largest location for science and research. This innovative environment positions Berlin as a popular destination for high-profile science events," says Heike Mahmoud.

Among the congress highlights in the medical field this year will be the International Congress of Parkinson's Disease and Movement Disorders from 19 to 26 June with more than 4,000 participants as well as Eurospine 2016, the annual general meeting of the Spine Society of Europe, bringing more than 2,500 experts to Berlin in early October. Also in October, 1,200 experts from about 80 nations, including Nobel Prize winners, international health ministers, and CEOs meet to discuss global health care in the 21<sup>st</sup> century at the World Health Summit.

### MEET BERLIN AT IMEX FRANKFURT

At the Germany stand at IMEX Frankfurt from 19 to 21 April, visitors can get a first impression of what makes Berlin such a unique place for meetings, congresses and incentives.

**11,4 MILLION**  
**IN 2015**  
THE NUMBER OF BUSINESS EVENT PARTICIPANTS IN BERLIN

The revised digital compass for event planners will be launched in time for IMEX: the Meeting Guide Berlin will have a new streamlined design to help customers sort through the wide range of venues, hotels, and service providers. Whether planning a meeting, a conference, or a major convention, in just a few clicks users will find the right partner for every event. 

[MEETINGGUIDE.VISITBERLIN.COM](http://MEETINGGUIDE.VISITBERLIN.COM)

*VISITBERLIN* BERLIN CONVENTION OFFICE: **SINCE 2001 RELIABLE PARTNER FOR EVENT PLANNERS**

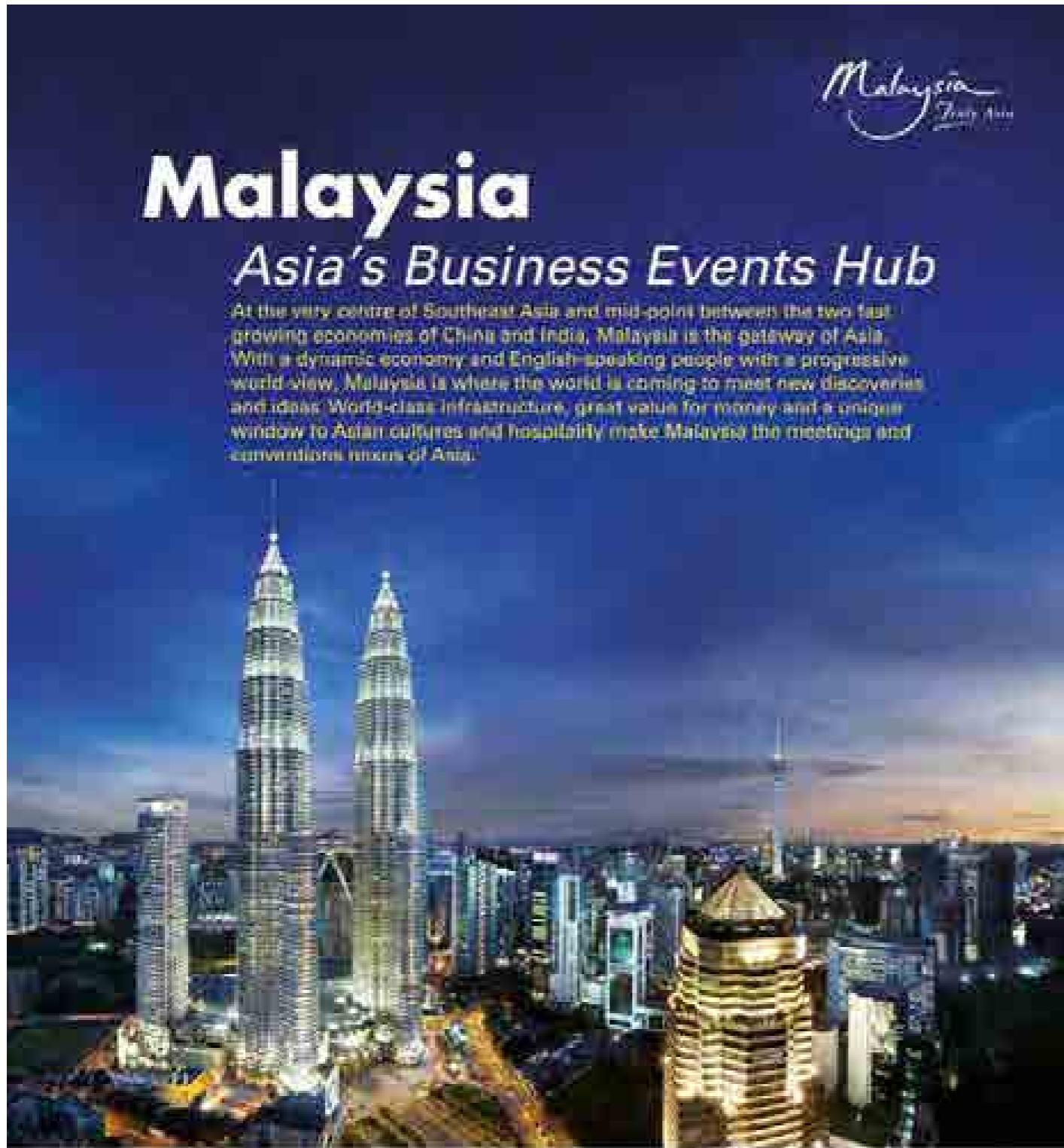
Established in 2001, the *visitBerlin* Berlin Convention Office (BCO) offers competent support at the organisation of conventions, meetings and incentives. Customers benefit from the experienced team, a broad network of contacts and the free-of-charge agency and reservation services for hotel allotments. The BCO website provides thorough information about Berlin as a meeting and convention destination.

[CONVENTION.VISITBERLIN.COM](http://CONVENTION.VISITBERLIN.COM)



HEIKE MAHMOUD,  
VISITBERLIN





Malaysia  
2017-2018

# Malaysia

## Asia's Business Events Hub

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



# MALAYSIA CONTINUES TO PROVE ITS STRENGTH IN HOSTING INTERNATIONAL MEDICAL CONGRESSES

The latest bid win of the 18<sup>th</sup> Congress of Asian Society for Vascular Surgery (ASVS 2017) which will take place in Kuala Lumpur in November 2017, is a strong testament of Malaysia's capability in the medical, healthcare, research and education industry. In fact, Malaysia has been applauded as the strong contender in those fields, being ranked as the third best out of 24 countries by an American publication, the International Living, in 2014.

### THE INDUSTRY EXPERT - MADE IN MALAYSIA

The winning bid of ASVS 2017 was initiated and spearheaded by one of the Kesatria, Professor Dr. Hanafiah bin Harunarashid - a well-known vascular and endovascular surgeon.

Professor Dr. Hanafiah bin Harunarashid was recently conferred as the first Malaysian and the youngest recipient to receive the prestigious International Surgical Award for 2015 at the Royal College of Surgeons Edinburgh, Scotland. He has played an instrumental role in winning the hosting of the ASVS 2017 and generating leads for two international specialist medical conferences; the International Surgical Week (ISW) 2020 and Annual Meeting of the Asian Society for Cardiovascular Surgery (ASCVS 2018).

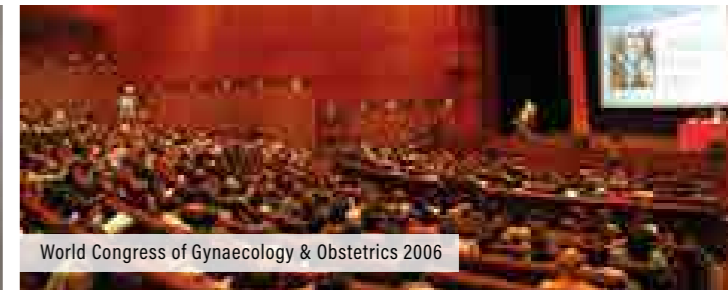
Malaysia is, in fact, no stranger to hosting international medical conferences. Kuala Lumpur has been the host city to the ASEAN Federation of Cardiology Congress 2014 (AFCC) and the International Meeting on Advanced Spine Techniques 2015 (IMAST 2015). This year, Malaysia will be hosting the Asian and Oceanian Congress of Neurology (18<sup>th</sup> - 21<sup>st</sup> August) and the Congress of Asia Pacific Association of Allergy, Asthma, and Clinical Immunology (17<sup>th</sup> - 20<sup>th</sup> October).

### EXCELLENCE IN HEALTHCARE - MALAYSIA HAS IT ALL

Malaysia has been the preferred destination for medical education and research as well as healthcare treatment due to the highly qualified medical specialists, high technology medical devices, inter-



PROFESSOR DR. HANAFIAH BIN HARUNARASHID



World Congress of Gynaecology & Obstetrics 2006

national credentialed safety and quality services, low exchange rates, and the affordable medical cost around the regions. The country's diversity and rich cultural traditions, together with a peaceful and politically stable environment, good climate, friendly and English-speaking population are among other factors that have made Malaysia popular.

### KESATRIA 1MALAYSIA PROGRAMME

The Malaysia Convention & Exhibition Bureau (MyCEB), an agency under the Ministry of Tourism and Culture, first launched the Kesatria 1Malaysia programme in 2012 to help develop the business events industry, which is one of Malaysia's key economic growth sectors as identified by the Economic Transformation Programme (ETP) roadmap.

The programme encourages leaders of key industry sectors, who have previously hosted large scale international events, to voluntarily assist in identifying and engaging other potential local hosts to bid for and stage international conventions. The Kesatria Malaysia's appointed leaders role is to promote the

benefits of hosting international conventions to their industry peers.

To date, through Kesatria programme, Malaysia has successfully secured 29 international conventions attracting 49,000 delegates and generating an economic impact of USD114.91million.

# 49,000

THE NUMBER OF DELEGATES GENERATED THROUGH THE KESATRIA PROGRAMME

FOR ENQUIRIES, PLEASE CONTACT MALAYSIA CONVENTION & EXHIBITION BUREAU (MYCEB)

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# DUBAI PIONEERING THE ASSOCIATION COMMUNITY IN THE MIDDLE EAST

**It's no secret. Dubai has a long-term plan for pretty much everything. With a vision to reinforce the destination's position as a global centre across a number of fields, it is also leading the way when it comes to welcoming international associations in the Dubai Association Centre or hosting international association conferences in one of its state-of-the-art meeting venues. Rémi Dévé reports**

### PROSPECTS FOR GROWTH

I have attended quite a few association famils in my career, but, to be honest, none of them were as targeted as the one I was invited to early March by Dubai Business Events. The goal was clear: with as many as 25 international associations present, the idea was for them to discover what the benefits were, either of organising an event in Dubai or setting up an office in the Dubai Association Centre.

The least I can report is the fact that the screening had been done flawlessly. There was a genuine interest in Dubai from each participant. At the "Going Global: Prospects for Growth" session organised by the Dubai Association Centre, there were some highly informative and stimulating discussions, as well as networking opportunities created to connect with local associations and entities for potential partnerships and to share best practices.

Dubai and the UAE have a strong objective of transforming into a knowledge society

### RIGHT PLACE

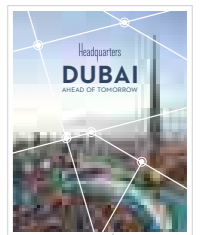
It's easy to see that there will be a real ROI to the trip. Karine Coutinho, Deputy Managing Director of EFMA, which promotes innovation in retail finance by fostering debate and discussion among peers, was really



interested in what Dubai could offer: "We're looking to relocate our Karachi office. We're thinking Dubai is a right place - with the many incentives the Dubai Association Centre offers, it makes ir for our organisation to do business and attract new members."

Dubai Business Events Director Steen Jakobsen goes even beyond: "Dubai and the UAE have a strong objective of transforming into a knowledge society and they know it will be knowledge, creativity and innovation driving the future. We try to support that overall agenda for the country and the city by driving international conferences and meetings that can help support Dubai's growth and development as a knowledge hub." HQ

Read more about Dubai as a knowledge hub in the Dubai loose supplement of this magazine.



TO LEARN MORE ABOUT HOW TO ACCESS SERVICES RELATED TO BUSINESS EVENT DEVELOPMENT, DESTINATION EXPERTISE, CONVENTION PLANNING, ATTENDANCE BUILDING AND ONSITE EVENT SERVICING,

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## NANTES SUSTAINABLE, CREATIVE, KNOWLEDGEABLE

**Located in the west of France, Nantes is an unmissable destination for association events, an eco-congress city that excels in hosting world events. The city revels in originality and boosts inspiration - that is certainly an added value for event organisers and delegates alike!**

Boasting first-class accommodation in 8,650 hotel rooms, within easy reach by air and less than two hours away from most European cities, the birthplace of Jules Verne was once named "the loopyest city in France" in a Sunday Times article. Everything here is amazingly creative, bustling and vibrant: Nantes boasts stunning venues, a giant elephant walking down the streets and you can even organise a gala dinner among huge odd creatures!

In 2015, the Nantes Convention Bureau opened, part of the Nantes Saint-Nazaire Development Agency, the economic and international development agency for the metropolitan area. The Nantes Convention Bureau aims to promote and bring together the local MICE players, and to make this world-class destination more visible and attractive. Since 2010, Nantes and La Cité Nantes Events Center have been invested in the success of international association events, adopting a Charter for hosting meetings with a view to making life easier for association planners.

Awarded European Green Capital 2013, Nantes ensures that social and environmental responsibility underlies all the commitments set out in the Charter. Sustainability and collective engagement are two overarching values that are constantly demonstrated towards event organisers and delegates.

### A COMPETITIVE AND INNOVATIVE REGIONAL CAPITAL

The economic prosperity of Nantes and the Pays de la Loire region comes from the traditional industrial and maritime sectors, with a booming of new high-tech industries over the last decade.

Today, the territory is a centre of excellence for a large number of key industries such as digital economy, culture and creativity, mechanical industries, health and biotechnology, sustainable development...

These industries are anchored around European and international clusters such as: Atlanpole Biotherapies (biotechnology/health), EMC2 (materials)... Nantes and its region are also home to leading international companies such as Airbus, Armor, Eurofins, LU, STX Europe and Vivalis.

In addition, 2,200 researchers and 54,000 students from all over the world make up a highly-recognised network of higher education schools and institutes.

### AN INTERNATIONAL CONGRESS VENUE

La Cité Nantes Events Center is situated at the heart of the city, opposite the high-speed train station, only two hours from Paris and 20 minutes from the international airport. The venue provides an ideal setting



for all types of events from 200 to 4,000 participants, with state-of-the-art equipment in line with environmentally-friendly practices. La Cité Nantes Events Center is also the only French convention centre with the AIPC 'Gold' Quality Standards.

In 2016, La Cité will host, among many other events, the 8<sup>th</sup> Rilem International Conference on Mechanisms of Cracking and Debonding in Pavements, the 26<sup>th</sup> Annual Meeting of the Society of Environmental Toxicology and Chemistry - SETAC Europe, the European Scientific Association For Material Forming, and the AIPC Annual Conference 2016. 



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# A TALE OF TWO CITIES

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A tale of two cities makes Istanbul like no other.



## THE WORLD MEETS IN ISTANBUL

Recent events haven't deterred meeting planners to choose Istanbul for their next event. The Turkish destination's latest wins include prestigious medical and IT-related congresses, a testament to the destination's booming and vibrant determination to be a world leader in the meetings industry.

*Rémi Dévé reports*

The largest city in Turkey, Istanbul constitutes the country's economic, cultural, and historical heart, with its commercial and historical centre lying on the European side and about a third of its population living on the Asian side of Eurasia. Divided by the Bosphorus Strait, it's a metropolis rich in 8,500 years of fascinating history.

A UNESCO World Heritage Site, Istanbul is also a leading meeting destination with unique venues, capable of hosting up to 30,000 delegates at once. There are four separate but integrable meeting and exhibition clusters in the city, from the Airport District, the Congress Valley to the Golden Horn and Asian side - in total Istanbul boasts seven convention and three exhibition centres, and 100,000+ beds in more than 194 five- and four-star hotels and 103 more to open.

Easily accessible from around the world, Istanbul is well served, with Turkish Airlines and its network of more than 280 direct flights - it even flies to more countries than any other airline in the world.

# 30,000

THE NUMBER OF DELEGATES  
ISTANBUL CAN ACCOMMODATE

A knowledge hub leading the way in many fields of endeavour, the city has over the last decades seen expansion in such fields as the medical sciences, general science, industry-specific sectors, economics, transportation, architecture and design. Medical congresses even occupy the first place out of all the convention held in the city, with the recent hosting of the Association for the Study of the Liver and its APASL Meeting (4,000 delegates) or the European Group for Blood and Marrow Transplantation (4,000

delegates). 2016 will also see the European Society of Cardiology and the World Congress of Neurosurgery (8,000 pax) come to Istanbul.

The Turkish destination has also recently won the bid to host the International Conference on Information Integration and Web Based Applications and Services (IIWAS) & The International Conference on Advances in Mobile Computing and Multi Media (MOMM) for 2017. As Ismail Khalil, President and Founder of Web Applications Societ, put it: "Istanbul is becoming more and more the knowledge and technological hub of Turkey with over 53 universities, 5 techno parks accommodating more than 663,000 students and 28,000 professors which makes Istanbul an ideal destination that combines culture and history with the latest technological facilities in a perfect and harmonious manner." <sup>10</sup>

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## HEADQUARTERS MOVING FORWARD

**MARCEL A.M. VISSERS** EDITOR IN CHIEF

The Headquarters as you know it is gone forever. Its Scandinavian layout has been completely revamped, as you will have realised by now, and with it we have tried to bring in new content and new ideas to you, our beloved association readers. We hope you like it - we surely have put in a lot of efforts in it.

We inaugurate today series of fresh articles and exclusive interviews; our partnership with ESAE has been consolidated and we have put even more emphasis on destinations wishing to welcome you. Don't hesitate to send us your feedback - we'd be happy to know what you think!

As to fresh ideas, Rotterdam has launched a new initiative to literally show the way to convention delegates. Maybe this is not really earth-shattering news at first sight but at closer inspection it's definitely an inspiration for other cities. What did they do?

International business visitors travelling to Rotterdam via Schiphol Airport can now consult an instruction video, produced by Rotterdam Partners, that explains how to connect to the train at Schiphol. It's a useful tool that shows visitors every step of the way from their arrival at Schiphol until they exit the station in Rotterdam Centraal. The video, created by students of Hogeschool Inholland, was launched last March during the annual 'Masterclass Rotterdam'.

These 'Masterclasses' (and their learning value) are recurring events in Rotterdam and definitely worth mentioning in their own right. Rotterdam Partners runs the Masterclass for everyone who is not a professional convention planner and who, as a member of a national or international association, might be considering organising an event himself. Now that's an initiative that begs to be repeated elsewhere.

In Rotterdam the emphasis is on the city's economy and this is definitely the right vision. It's a well-known fact that conventions can improve the image of a city. Rotterdam sees itself as a high value knowledge hub capable of making a major contribution to the city's economy. Now here's an approach that should inspire other cities to understand that conventions are nothing less than major drivers of the local economy.

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

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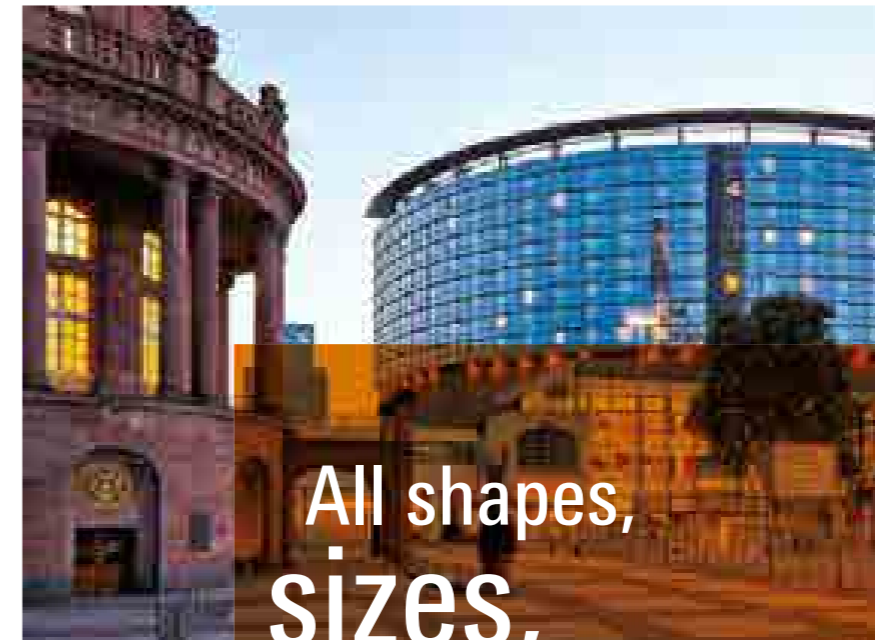
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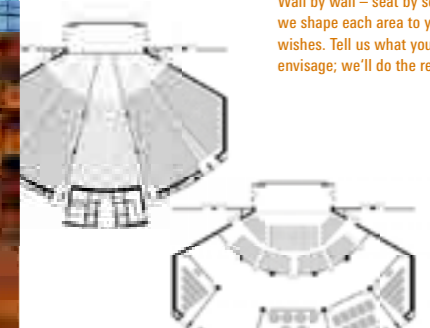
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MULTIFUNCTIONAL: HARMONIE HALL IN THE CONGRESS CENTER.

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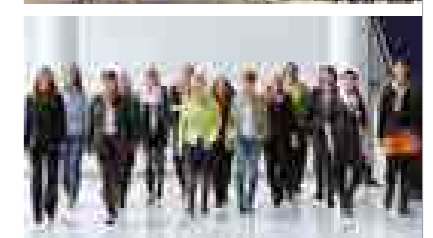
Skills learned in childhood with toy blocks and miniature houses, we practice daily: construct, combine, adjust, assemble. Each time something different; for each conference something new.

Messe Frankfurt's 578,000 m<sup>2</sup> events area is chock-a-block with options – chock-full of components from which to assemble the exact convention you have in mind. Not child-sized blocks but large, flexible spaces and a service team that has already constructed, converted,

adapted and individualized more that you'd perhaps believe. In five different, freely combinable locations and nine exhibition halls where your conceptions can be realized in grand style. And if the blocks at first don't seem to fit, our team can fix that too.

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1

### NEW CONVENTION CENTRE FOR QUITO, CAPITAL OF ECUADOR

The building of the Metropolitan Convention Center in Quito, capital of Ecuador, was officially announced in 2015 and is due to open at the end of 2016. The new facilities will help develop the meetings industry in the Ecuadorean city, providing a modern, flexible and efficient environment to host events. This industry is one of the fastest growing sectors over the last years. The Metropolitan Convention Center will have an approximate area of 24,000 m<sup>2</sup> and will be able to host 6,250 delegates. The new venue is being built with the support of AECON and ADC, shareholders in the Mariscal Sucre International Airport Project. The Centre is situated within an allocated area of 11.4 hectares, located in the former Quito Airport.

[WWW.QUITO.COM.EC](http://WWW.QUITO.COM.EC)

4

### EUROPEAN CITIES MARKETING'S VERY FIRST ACADEMY IN JOHANNESBURG

Like its big sister the ECM Summer School, the ECM Academy is the bridge for worldwide professionals to a successful career in the meetings industry. The first edition of the ECM Academy took place in Johannesburg, 19-21 February 2016, with 74 participants coming from African convention bureaux, convention centres, tourism boards, hotels, travel agencies and event agencies. The ECM Academy featured an exceptional line up of speakers, including Jonathan Cohen (Azimuth Marketing Communications Ltd), Nina Freysen-Pretorius (ICCA), Barbara Jamison (London & Partners), Amanda Kotze-Nhlapo (South Africa National Convention Bureau), Anja Loetscher (Geneva Tourism & Conventions), Christian Mutschlechner (Vienna Convention Bureau), Esmare Steinhofel (ICCA Africa), Marcel Vissers (MIM and Headquarters Magazines), Anne Wallin Rødven (InspirAR) led by course leader Pier Paolo Mariotti, CMP CMM (EURAC Convention Center).

[WWW.EUROPEANCITIESMARKETING.COM](http://WWW.EUROPEANCITIESMARKETING.COM)

2

### INTRODUCING XIAMEN

Xiamen is a major city on the southeast coast of China, endowed with educational and cultural institutions supported by the overseas Chinese diaspora. In 2006, Xiamen was ranked as China's second "most suitable city for living", as well as China's "most romantic leisure city" in 2011. Since 2007, the development of the local meetings industry has been included into the city development strategy. The destination's main conference venue, Xiamen International Conference & Exhibition Center (XICEC), is located at the south-east coast of the city, easily accessible by public transport. It covers an area of 197,000 m<sup>2</sup>, with indoor exhibition halls accommodating up to 3,500 booths. In addition, it also offers over 20 meeting rooms, four-star hotels and catering services.

[ENGLISH.VISITXM.COM](http://ENGLISH.VISITXM.COM)

5

### NEWCASTLEGATESHEAD MEDICAL RESEARCH ATTRACTS EUROPEAN ASSOCIATION

NewcastleGateshead is set to host the international European Thyroid Association (ETA) in September 2018 – an event secured on the back of the destination's strengths in science and healthcare as well as its historic links to the development of Thyroid hormone replacement therapy. The Association will see 900 delegates from across Europe descend on NewcastleGateshead for their 41<sup>st</sup> Annual Meeting. Prior to this, the British Thyroid Association will hold its 64<sup>th</sup> Annual Meeting at the Centre for Life in May 2016. The British Thyroid Association's special commemorative meeting marks the 125<sup>th</sup> anniversary of the discovery of Thyroid hormone replacement therapy.

[WWW.NEWCASTLEGATESHEAD.COM/CONFERENCES](http://WWW.NEWCASTLEGATESHEAD.COM/CONFERENCES)

3

### NEUROIMMUNOLOGY IN JERUSALEM

The 13<sup>th</sup> ISNI international congress of neuroimmunology will be held in September 2016 in Jerusalem. The congress chair, Professor Dimitrios Karussis of the Jerusalem University, explained why ISNI has chosen Jerusalem for the event: "Situated on the crossroads of three continents, Israel is easily accessible from all corners of the globe and blessed with Mediterranean weather. Israel is one of the few countries where the ancient and modern meet and is the centre of three great religions. Israel has a rich spiritual, economic, and social history, and is home to many institutions of higher education, some of the world's finest hospitals and research Institutions and numerous cultural and professional organisations." In 2018 ISNI will organise its congress in Brisbane, Australia.

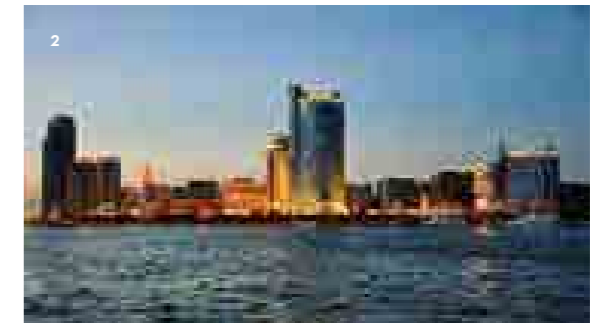
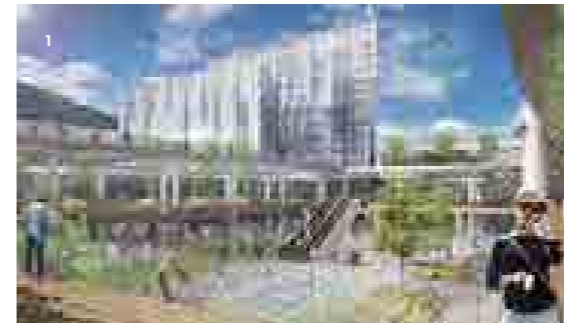
[WWW.ISNIWEB.ORG](http://WWW.ISNIWEB.ORG) / [WWW.JERUSALEMVCB.COM](http://WWW.JERUSALEMVCB.COM)

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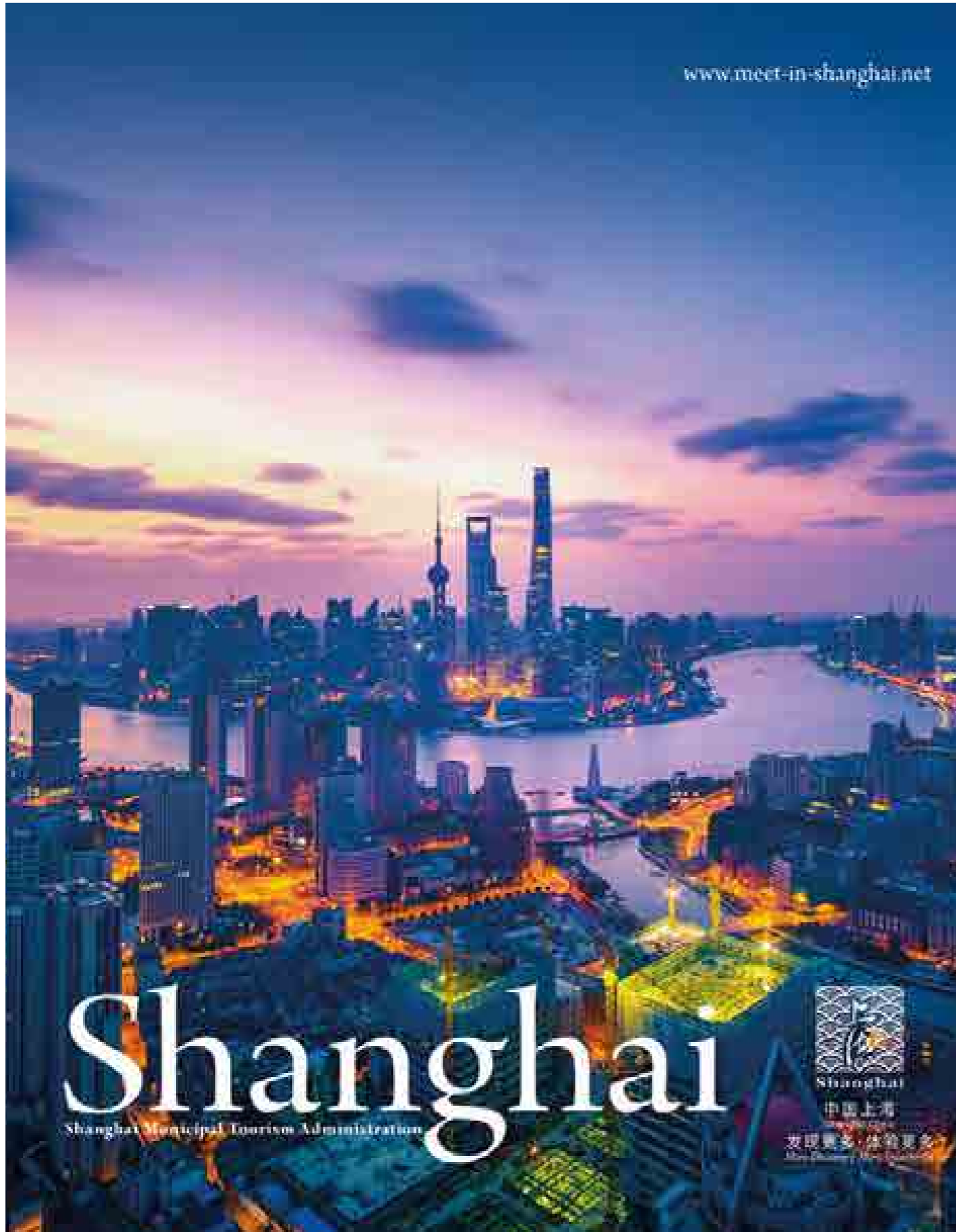
### ASSOCIATIONS NETWORK LAUNCHES AFRICA ASSOCIATIONS CONGRESS

Launched by Associations Network, the Africa Associations Congress will take place 8-9 November at the Kenyatta International Conference Centre (KICC) in Nairobi. Sponsored by the KICC, Hilton and IHG, the congress will cover all areas of member engagement, marketing, events and governance. Day one will feature a conference with breakouts and day two will be a full day of workshops. Other supporters of the event include the Chartered Institute of Marketing and the Institute of Association Management. The congress will attract heads of membership organisations from national and regional associations in Africa, pan-African associations and international associations from outside Africa, as well as heads of events, membership organisations, directors, VPs, heads of departments and managers from small to large organisations.

[WWW.ASSOCIATIONSNETWORK.ORG](http://WWW.ASSOCIATIONSNETWORK.ORG)



Damian Hutt (R), Executive Director of Associations Network with Jeffers Miruka (L), President of the Africa Society of Association Executives



www.meet-in-shanghai.net

# EUROPEAN PARTNERSHIP FOR ALTERNATIVE APPROACHES TO ANIMAL TESTING

## SPEARHEADING THE FUTURE

**The European Partnership for Alternative Approaches to Animal Testing (EPAA) is an unprecedented voluntary collaboration between the European Commission, European trade associations, and companies from seven industry sectors. Jonathan Crozier, Communication Manager, explains how untypical the organisation is.**



**JONATHAN CROZIER**

**HQ: Could you present the European Partnership for Alternative Approaches to Animal Testing?**

The EPAA was created in 2005 as a Public Private Initiative between services of the European Commission and industry stakeholders. Its vision is the replacement, reduction and refinement (3Rs) of animal use in regulatory requirements through better and more predictive science.

Its mission is to

1. promote the development, validation and implementation of alternative approaches
2. enhance the acceptance, harmonization and mutual recognition of tests by regulators at national, European and international level
3. foster knowledge sharing among the partners on the implementation of 3Rs
4. Provide a mechanism for dialogue and communication with key stakeholders on developments that effectively contribute to animal welfare.

The first two terms were completed and EPAA partners decided to renew the partnership for another five years in 2015. In 2016, the EPAA partners are working under the lead theme "Science-based regulation".

To date, 35 companies and 7 industry sectors are represented within EPAA, along with 5 Directorates-General of the European Commission.

***We understand you're no "typical" association. Can you explain why?***

Indeed, EPAA is not a typical association, it is a completely voluntary partnership between different actors. Therefore, all the decisions undertaken by EPAA are consensus-driven and we put a lot of effort to make sure our recommendations and documents reflect previously agreed positions and based on sound science.

For this we also work very closely with stakeholders through our Mirror Group. This advisory body consists of NGOs representing animal welfare, patients and prominent scientists.

One of the strengths of EPAA is that it is cross-sector structure, bringing together actors working under different legislations and context. ▷

One of the strengths of EPAA is that it is cross-sector structure, bringing together actors working under different legislations and context



#### **What do you find most challenging as an organisation?**

Since the creation of EPAA many new actors have entered the field of 3Rs and progress has been achieved. The challenge for EPAA, which is a small organisation, is to find its ideal niche to spearhead the future and make the biggest contribution possible. We select areas where our specific cross-sector, cross-organisation set up can bring the most.

Therefore, EPAA concentrates on 3Rs for regulatory acceptance and this year particularly on "science-based regulation".

#### **Where does the future of EPAA lie?**

The partners of EPAA have decided to prolong EPAA with a new 5 year mandate. During this period EPAA will focus on closer co-operation with regulators at global, European and national levels striving to promote international harmonization of regulatory testing requirements. The unique range of partners and participants in EPAA including industry, regulators and animal welfare groups give it the ability to act as a forum for cross-sector dialogue, EPAA can reach out to Member States and help provide a coordinated EU voice. Through the involvement of the EU Commission and global companies, EPAA has the potential to liaise with the wider international community.

#### **What kind of events do you organise? Can you explain your requirements?**

EPAA typically organises 3 kinds of events, in addition to participating to selected external events: scientific workshops for our project teams, topical workshops on a broader theme and an Annual Conference as our flagship event.

Our project teams meet in scientific workshops which typically gather 20 to 50 expert participants. For instance, in 2016 EPAA is organizing a workshop to promote the adoption of non-animal alternatives in Rabies vaccine batch testing.

Regarding the topical events, they usually address a lead theme, gathering several sectors and representatives from various fields of expertise. For instance, in 2016, EPAA is organising a workshop on "Science-based regulation" with approximately 30 participants from all over Europe.

The Annual Conference takes place in Brussels around November/December, gathering between 100 and 200 participants. The European Commission partners usually host this event, even though the 2015 issue was held at the European Parliament in Brussels. The Conference is a half day or a full day event with the aim to report to the EPAA members and external stakeholders on the year's activities and milestones.

# 35+7

THE NUMBER OF COMPANIES AND INDUSTRIES REPRESENTED WITHIN EPAA

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

Throughout the past decade, we have witnessed an increased number of Public-Private Partnerships to address complex scientific and regulatory challenges. It is positive to see that most of the major funding programs in Research and Innovation rely on public-private cooperation gathering industry stakeholders, representatives of the Academia and regulators.

In addition, online communication and social media are also becoming increasingly important in the association world: most of the Brussels-based associations involved in European affairs have a Twitter feed, LinkedIn profiles and sometimes even more contents are offered (YouTube videos, micro-blogging, etc.) to ensure effective 2-way communication with users and the public. 

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INTERVIEW

TED

## ANTICIPATING THE ATTENDEE'S NEEDS

A global set of conferences run by the private non-profit Sapling Foundation, under the slogan "Ideas Worth Spreading", TED, for Technology, Entertainment, Design, has long been seen as the innovating conference *par excellence*. TED was founded in 1984 as a one-off event, while the annual conference series began in 1990. TED's early emphasis was technology and design, consistent with its Silicon Valley origins, but it has since broadened its focus to include talks on many scientific, cultural, and academic topics. Katherine McCartney, Director of Operations, tells HQ more about what TED is about and her role in running the conferences. *Interview Rémi Dévé*





**KATHERINE  
MCCARTNEY**

**Everybody knows about TED conferences. But how did they start?**

TED is a nonprofit devoted to spreading ideas, usually in the form of short, powerful talks (18 minutes or less). TED began in 1984 as a conference where Technology, Entertainment and Design converged, and today covers almost all topics — from science to business to global issues — in more than 100 languages. Meanwhile, independently run TEDx events help share ideas in communities around the world.

Twice a year, a group of interesting and impactful people gathers for the week-long TED experience — which attendees have described as *"the ultimate brain spa"* and *"a journey into the future in the company of those creating it"*. It's a winning formula of brilliant, curious minds and groundbreaking

content in an immersive and focused environment. It's comprised of many industry leaders and a lot of names you would be familiar with.

**What's the story behind them and their relocation from Long Beach to Vancouver for instance?**

We had moved the conference from Monterey to Long Beach back in 2008 and by 2013 we knew it was time to move again. I looked at 40 destinations and shortlisted 3, my strong recommendation was Vancouver. I am confident saying we are in Vancouver for the foreseeable future with the main conference. Other TED Conferences are held in different cities — an example, TEDWomen is in San Francisco — and TEDGlobal changes locations often.

Vancouver was selected in 2013 to hold TED2014 (and of course subsequent TED's in 15 and 16) because the city "works" for us. The conference centre is across the street from 3 five-star hotel properties, and, due to its excellent location on the waterfront, the area is its own microcosm within the city making it super efficient and easy for our attendees. The situation also sits on the skirts of a couple of the city's well-known areas for dining and entertainment. Not to mention the spectacular backdrop of mountains and ocean to the LEEDS Platinum certified conference centre.

**What is your role in TED? How did you get involved?**

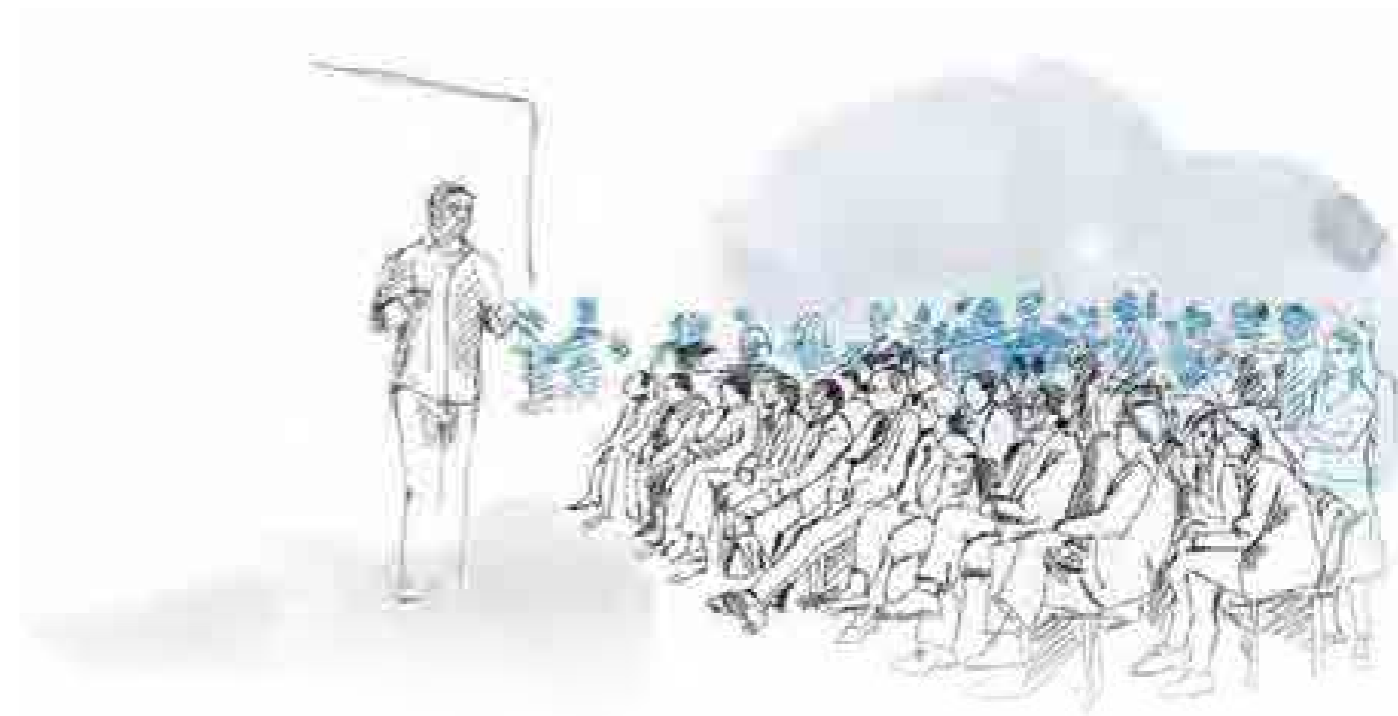
Back in 2001 I heard that Chris Anderson had just purchased TED. I had worked with him on a project back in 1999 and so I gave him a call, because I was interested in producing the conferences for him. We met, and 15 years later here we are.

We had a couple of months before we would arrive at TED2002, to open registration for our full conference TED2003 in Monterey California. We transitioned from the previous owner to what TED is now. I am responsible for the Conference Operations for all conferences out of the main head office — TEDWomen, TED, TEDGlobal, and odd retreats, summits.

As Director of Operations I am responsible for destination, the venue selection, contracting, and then operations of the conference which includes the technical production, stage and building theatres, building temporary structures etc.

**Can you talk about TEDx and TED-like events?**

The TEDx programme lets individuals, organisations and communities worldwide hold local, independent TED-like events. To date, more than 13,000 TEDx events have been held in 150 countries. The



Twice a year, a group of interesting and impactful people gathers for the week-long TED experience — which attendees have described as *"the ultimate brain spa"* and *"a journey into the future in the company of those creating it"*.

individuals are typically fairly extroverted and interested in ideas. They produce the events without any assistance from TED other than a library of tools they have access to. We do put their talks online and when you view them at TED.com it will always indicate where that talk came from (ie TEDxSydney).

**How challenging is it to find good speakers?**

Curation of the speakers is handled out of the New York office by the Curation team. They have many ways of finding speakers, including suggestions from our own attendees, the TED staff, and the general public can always go online to nominate a speaker on www.ted.com under "Participate". Having said that we have a great curation team who are always researching any number of avenues to find great speakers.

The curators at TED find great conference topics by brainstorming with a larger team and floating ideas. Concepts are collected throughout the year as to what might work for a conference "theme" and a small subgroup usually determine what the theme topic will be — that's how we stay on top of the game.

**How do you cope with TED's popularity? Is it a challenge or an honour? Are there a lot of copycats out there?**

TED is by far one of the best conferences as it relates to anticipating the attendee's needs. I think we do such a great job to allow spaces for attendees to work and connect with others, while still being part of the overall conference. We run a very tight programme with a lot of elements to it.

I think we want them to think of TED as being a unique experience they can't get elsewhere and that we continue to raise the bar, be creative, be experimental, be leading edge with our mission and how we portray that to the conference experience.

Is it an honour — absolutely. TED is very popular and any type of copycatting that goes on (and we are aware there is a lot) just reminds us we must be doing something right.

**TED FAST FACTS**

- Number of conferences a year → **3**
- Number of TED conferences held until now → **32**
- Number of TEDGlobals → **2005, 2007, 2009, 2010, 2011, 2012, 2013**
- TEDIndia → **1**
- TEDAfrica → **1**
- ... and one in Rio de Janeiro

# NAVIGATING THE LABYRINTH OF SUSTAINABILITY TAX REGULATION AND INCENTIVES

**It's clear to see that governments and cities around the world are introducing more sustainability taxes, legislation and incentives. The key question though is - what role do associations play to support members to navigate this increasingly complex regulatory environment?**

## INCREASING INTERNATIONAL REGULATION

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development (which included 17 Sustainable Development Goals) and in December 195 world leaders signed the UN Climate Treaty. Both agreements were focused on galvanising private and public collaboration to accelerate transformative change, and unleash the investments needed to lead our world towards a low carbon, resilient and sustainable future.

As key instruments in making this change happen, governments will be increasingly implementing sustainability incentives and tax programmes. For example, KPMG in their Green Tax Index – analysed 23 countries and highlighted 200 tax incentives and penalties of relevance to corporate sustainability.

## THE ROLE OF ASSOCIATIONS

Industry associations have a great opportunity to develop programmes to help their corporate members cut through the complexity of different sustainability policies and economic instruments around the world.

They can fulfil a need to advise businesses on how to improve performance, implement long-term sustainable tax strategies and understand and communicate the total tax contribution they make to society.

## KNOWLEDGE AND AWARENESS GAP

Research highlights a clear gap in knowledge and awareness, and that business is not yet maximising the opportunities. EY in their Sustainability Tax Survey gauged the level of involvement of corporate tax departments with their companies' broader environmental and sustainability initiatives. Of the 223 Senior Executives that responded only 28% of tax directors believe their company has a sustainability strategy or is developing one.

Only 16% of companies that have an environmental sustainability strategy said their tax or finance departments are actively involved. Furthermore only 17% of respondents said their companies were aware of and use available incentives to reduce costs related to environmental sustainability initiatives. 37% were unaware of any such incentives.

Industry associations have a great opportunity to develop programmes to help their corporate members cut through the complexity of different sustainability policies and economic instruments around the world



## CLOSING THE GAP

At MCI we see that associations have an opportunity to develop member initiatives in four key areas:

- 1. Tax Incentives:** Help members to identify and take advantage of subsidies, grants, credits, taxes and other incentives; develop strategies that optimise the impacts of carbon, climate change and resource scarcity on their tax position; and prepare for future policy developments.
- 2. Risk Management:** Run programs to help members understand their sustainability compliance obligations, and their current exposure to environmental taxes and regulations; help them to assess risks and optimise their tax position from a sustainability perspective.
- 3. Advocacy:** Engage members and with them proactively communicate with policy makers to create and advocate for good sustainability tax legislation and incentives.
- 4. Collective Action:** Create events and programs to bring together chief financial officers, tax directors, procurement and chief sustainability officers to brainstorm challenges, share best practices and innovate together to gain the most benefit from tax-related sustainability opportunities.

## TRANSFORMATIONAL CHANGE REQUIRED

As environmental and social challenges gather pace, future business value depends on carving competitive advantage out of complex and unpredictable risks. Associations have a key role to play to support their members to navigate this labyrinth of risks, align with the UN sustainable Development Goals and build capabilities for business to become more transparent and sustainable. [HQ](#)

This article is a contribution of MCI Group Sustainability Director Guy Bigwood. 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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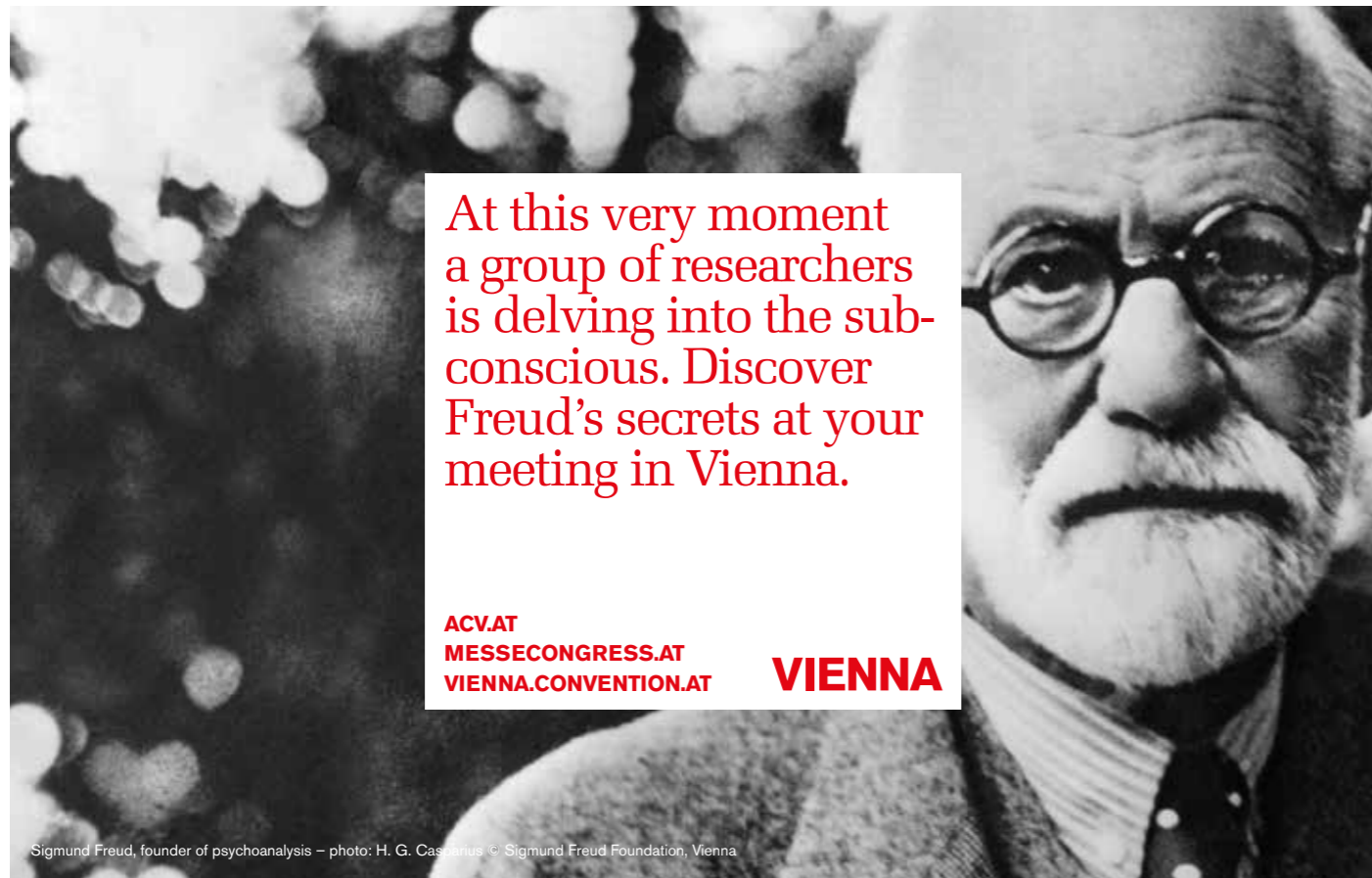
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## AT A LATER DATE THE ASSOCIATION MAY NOT SURVIVE

**Association executives are visionaries, leaders with implacable enthusiasm and an ability to race forward with the essentials: membership development; policy positions; service delivery; interactive and social communications; engaging effectively with the Board of Directors; and proposing events, conferences, scientific symposia or major congresses.**

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



**At this very moment a group of researchers is delving into the subconscious. Discover Freud's secrets at your meeting in Vienna.**

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Sigmund Freud, founder of psychoanalysis – photo: H. G. Casparius © Sigmund Freud Foundation, Vienna



**PHILIP  
SPRINGUEL**

### BEST PRACTICE AT THE FOREFRONT

At the European Society of Association Executives (ESAE), now also known as Association Executives.EU, we bring best practice training to the forefront. We offer our members the privilege of receiving and sharing essential skills, and networking experiences that help prevent the embarrassing prospect that they will fail and leave the association vulnerable to extinction.

Associations come into being because individuals or groups determine that they must pool their resources to address a pressing subject. Thus, there is a passion for the cause, a drive and a desire to be heard, but there is unfortunately little initial focus on establishing structures to address critical management issues. In businesses, there are structures necessarily in place to ensure the profitability and technical compliance of the organi-

Well, these same executives often have a disdain for technical details, believing that things will take care of themselves, or be resolved at a later date. That's fine, but an untrained or ill-advised approach may create unexpected and embarrassing costs to the organisation that may threaten its very existence.

sation. Aspects related to keeping the business running are taken care of on a regular basis, not 'at a later date': accounting and reporting; profit and loss; tax administration. But as Véronique De Hertogh rightly says in her article about VAT for associations in this edition of HQ, associations are completely different from corporate companies. But unlike corporations, associations may not survive misdiagnosing the very real implications of poor VAT management over time.

It is critical that the association have business-like structures in place to address technical matters. Professional Congress Organisers (or PCOs) can play an important role for your events, but when budgets don't yet allow for that, association managers must have either or both the skills and professional advisers to ensure there are no errors that will doom the association 'at a later date'.


Association managers must have either or both the skills and professional advisers to ensure there are no errors that will doom the association 'at a later date'.



▷

### FACING ONE'S WEAKNESSES

My experience with association leadership has taught me that despite my passion and experience, I must have the courage to reveal that I have many weaknesses, many technical areas that I am not an expert in. So I ask questions, I seek training; I risk embarrassment now because I prefer not to face existential embarrassment to my organisation later.

I take this opportunity again to entreat you to join ESAE, where executives and managers are encouraged to ask questions, network, share experiences and obtain training. AssociationExecutives.EU allows you to dress down and learn in a mutually understanding peer-to-peer environment. Don't simply take note of this advice as a to-do 'at a later date', join AssociationExecutives.EU now, while there is still time to sign up to attend our most important best practice event, the European Association Summit in Brussels. 

VISIT THE BRAND-NEW WEBSITE  
[ASSOCIATIONEXECUTIVES.EU](http://ASSOCIATIONEXECUTIVES.EU)

### THE EUROPEAN ASSOCIATION SUMMIT IN BRUSSELS

For the fourth consecutive year, visit.brussels is organising the European Association Summit (EAS) in Brussels on 31 May, 1 & 2 June. The event has become an unmissable opportunity to share information and knowledge, and network with other international associations.

This annual peer-to-peer education and networking forum is being organised in collaboration with the European Business Summit (EBS) and the leading partners in the sector: ESAE (European Society of Association Executives), FAIB (Federation of European & International Associations Based in Belgium) and UIA (Union of International Associations).

This year the overarching theme of the sessions will be the common challenges faced by associations and the solutions to be implemented. The event thus allows the spotlight to shine on the most creative and innovative ideas that may serve as examples for other associations to follow.

New technologies, risk management, human resources, communications, financing, and governance are some of the topics that will be broached during the EAS. The selection of cutting-edge topics coupled with the skills of the chosen speakers should make for a most stimulating debate. Putting the realities of the field in perspective actually allows international associations to reflect on concrete cases while simultaneously expanding their network of professional contacts.

Confirmed speakers include **Silke Schlinnertz**, Head of Operations, Communications & Events, Euroheat & Power, **Elissa Myers**, Executive Director, Academy for Eating Disorders, **Paul Finglas**, President & Managing Director, European Food Information Resource, **Malgosia Bartosik**, Deputy CEO, European Wind Energy Association, and many more.

MORE INFO ON  
[VISITBRUSSELS.BE](http://VISITBRUSSELS.BE)

## BEAUTY AND CHALLENGES OF VAT FOR ASSOCIATIONS

**Associations are confronted with a lot of challenges: management, administration, staffing are completely different from corporate companies. But one main challenge an association is usually facing can easily go under the radar: VAT.**

TEXT Véronique De Hertogh, Project Manager, FERMA



VÉRONIQUE  
DE HERTOGH

If you say the word to association representatives, you will immediately notice interesting body language: embarrassed grin, questioning gaze, frowns of disapproval or even expressive disgust. VAT is such a complex topic that no one really understands all of its consequences except if you're a specialist in the matter.

Associations are mostly facing VAT issues when they decide to organise events and more specifically events taking place in other European countries or even worldwide. How will they manage that important aspect when knowing how much impact it

will have on the financial situation of their event? Might this issue even threaten the "well-being" of your event? Then let's have a quick overview of how VAT can affect all aspects of your congress, convention or meeting. Registration fees, cash flow, final results - everything will be impacted by VAT.

### MANDATORY

First of all, there are some basic rules associations need to be aware of:

Whether an event (entertainment and cultural performances - including sports events, right to attend exhibitions, conferences, meetings or seminars) is organised by a private company or a non-profit organisation, VAT is mandatory and payable in the country where the event takes place if the organiser:

- Charges a fee to delegates of the event
- Charges a fee for exhibition space, depending on the local regulation

This implies that if an association organises an event, an exhibition or a conference in a different EU Member State than the one they are registered in, they must consider the need to register for VAT and apply the local VAT rates and rules. By following the regulations in place, the association will be entitled to recover VAT. VAT is also recoverable for events where no fees are charged.

Invoices are the documents that determine the amount of VAT to be reimbursed by the tax administration. Because an event is subject to the 'Place of Supply' rule, invoices shall be issued according to the law where the event actually takes place. In order to recover VAT, invoices received and issued will need to follow the local regulations. The first challenge that the association will come across is the complete lack of standardisation. Rates, rules, exceptions - all differ from one country to another. ▷

Associations are mostly facing VAT issues when they decide to organise events and more specifically events taking place in other European countries or even worldwide

▷ **ONE TO THREE YEARS**


Associations will also be responsible for the filing of all the required declarations and reports. This is usually done on a monthly basis. Invoice from suppliers will hit your accounts before you may actually charge VAT to your "end users" (delegates) and, as most suppliers are local, the "reverse charge" or tax shift will not apply. Here comes your first cash flow challenge...

Your delegates will be charged with VAT that is not recoverable. For instance, in a country where the VAT rate is 20%, registration to the event is 1000€ without VAT and 1200€ with VAT. This is a significant distortion of price, which might have an impact on the participation of the delegates.

Going back to VAT recovery: if the association follows the regulations, they will end up with a positive balance. However, the time to recover VAT varies from one country to another from one to three years! And here comes another cash flow challenge and an unavoidable impact on the final financial result of your event. Even though your budget might show a positive income, part of it will be blocked for numerous months.

Most associations will have this difficult VAT matter handled by their PCO, or Professional Congress Organiser, who is used to working with VAT consultants. However, they should be aware that PCOs usually opt for the easiest solutions, which are

not always the best solutions for the association itself. In the worst-case scenario, such as a major litigation, VAT recovery will be even more delayed. Therefore, having your own independent VAT consultant, rather than the one recommended by your PCO, is certainly worth considering.

VAT remains a significant issue to be handled in the most effective way. Nevertheless in view of its consequences and impact, raising awareness and basic knowledge are crucial. Trainings are organised on a regular basis by international VAT consultants and may open your mind to this much-debated topic. 



This article was contributed by Véronique De Hertogh, Project Manager, FERMA (Federation of European Risk Management Associations). More info on FERMA at [www.ferma.eu](http://www.ferma.eu)

# ONCE UPON A TIME

This new section explores how things were done back in the days.

This vinyl was recorded at the Congrès de Montpellier, in June 1976, which gathered CEO's of several small and medium French companies. If you were not able to attend the conference, then you could listen to the presentations in the confort of your living room.

The premises for how we do things online now, if you will.



Want to share some memories of past - if not ancient - congresses? Do you have old pictures, cassettes, VHS tapes in your attic? Don't hesitate to take a picture of them and send it to [remi@meetingmediagroup.com](mailto:remi@meetingmediagroup.com). We'll be happy to share them!

# THE EVERGREEN ESSENCE OF EXPO(S) AN INTRODUCTION

To celebrate the launch of the brand new Headquarters, we have tried to give you, our readers, association planners and executives, some food for thought. Designed as a series of articles, it will focus, this year, on World Expos. As you will read, the connections between associations and Expos are numerous and varied, starting with a bidding process. But what's in it exactly for associations? Can you combine your own events with Expos? Could the latter create business opportunities and constitute an open door to new members? And what about the scientific programmes of Expos?



World's fairs originated in the French tradition of national exhibitions, a tradition that culminated with the French Industrial Exposition of 1844 held in Paris. This fair was followed by other national exhibitions in continental Europe and the United Kingdom. The best-known 'first World Expo' was held in The Crystal Palace in Hyde Park, London, in 1851, under the title "Great Exhibition of the Works of Industry of All Nations".

Since their inception, the character of world exhibitions has evolved. Three eras can be distinguished: the era of industrialisation (1851-1938); the era of cultural exchange (1939-1987); and the era of nation branding. From Expo 1988 in Brisbane onwards, countries started to use world exhibitions more widely and more strongly as a platform to improve their national images through their pavilions. Apart from cultural and symbolic reasons, organising countries (and the cities and regions hosting them) also utilise the world exposition to brand themselves. For instance, Spain used Expo '92 (Seville) and the 1992 Summer Olympics in Barcelona in the same year to underline its new position as a modern and democratic country and present itself as a prominent member of the European Union and the global community.

A world's fair, world exposition, or universal exposition (Expo) is a large public exhibition. Having been held since mid-19<sup>th</sup> century, Expo is the largest cultural, historical and educational Olympiad in the world. These exhibitions vary in character and are held in varying parts of the world.

Since the 1928 Paris Convention Relating to International Exhibitions came into force, the Bureau

International des Expositions (ie the International Exhibitions Bureau) has served as the international sanctioning body for world's fairs. BIE-approved fairs are of three types: Universal, International, and Specialised. They usually last from three weeks to six months. Each World Expo carries a central theme, the guiding principle of which is to be of "universal concern to all of humanity".

Most recently, the universal expo themed "Feeding the Planet, Energy for Life" took place in Milan, Italy from May to October of last year, with 21.5 million visitors and 148 Official Participants including Countries, International Organisations, Civil Society Organisations and Corporations. The next world's fair - Expo 2017 - will be held in Astana, Kazakhstan, from June to September of next year. The Expo 2017's official theme is "Future Energy", and it aims to create a global debate between countries, non-governmental organisations, companies, industry associations and the general public on the crucial question: "How do we ensure safe and sustainable access to energy for all while reducing CO<sub>2</sub> emissions?"

The BIE is an intergovernmental organisation created to supervise international exhibitions, with the purpose to oversee the calendar, the bidding, the selection and the organisation of world exhibitions; and to establish a regulatory framework under which Expo organisers and participants may work best together. Current BIE membership includes 170 countries. [BIE](#)

This article was written in collaboration with MCI Special Projects Director Matteo Pederzoli, the Executive Producer and Curator of the Expo Milano 2015 European Union Pavilion Visitor Experience.

# VAT ASPECTS OF EVENTS ORGANISED BY ASSOCIATIONS

**Non-profit organisations or associations, in Europe and outside Europe, below referred to as “NPO”, holding events (training, seminar, conference, annual congress and such) in a place situated in a country of the European Union have to deal with VAT (indirect tax) issues.**



NPOs often focus on the scientific aspects of the event and entrust a Professional Congress Organiser (or PCO) with all the logistic and management activities essential for and specific to the achievement of events (management of registrations, catering, invitation, meeting rooms, flight, hotel accommodation, transfer, etc.).

However, VAT obligations are relevant to the NPO itself and non-compliant ones may face a risks exposure involving payment of VAT (between 15% and 27%), administrative penalties (up to 30% of the VAT) and late payment interests.

## LOCAL VAT ON REVENUES - VAT LIABILITY AND REGISTRATION

The most frequent incomes generated by events are the followings:

- *registration fees*: the registration fees paid by the participants giving them the right to attend the scientific sessions as well as access to the exhibition grounds (mainly commercial companies exhibiting their products) and in general to the venue of event;
- *rental of exhibition stands* to commercial companies;
- *Sponsorship* and advertising.

Each revenue generated by the organiser has a specific VAT treatment.

Your organisation should pay attention to possible mandatory **VAT registration and VAT liability** in the EU country where the event physically takes place.

Right of admission (i.e. registration fees) to events such as conference, seminar, congress etc. is subject to VAT in the country where the event effectively takes place indeed. Re-invoicing of catering services, hotel accommodation costs, guided tour, etc. is also subject to local VAT (at its own VAT rates).

Your organisation should therefore basically **be VAT-registered in the country and charge local VAT** - unless your event could fall into the scope of educational activities exempted from VAT<sup>1</sup> in accordance with country-by-country local regulations<sup>2</sup>.

## VAT IN YOUR RELATIONSHIP WITH A PCO

Proper invoicing is necessary whilst one performs a supply of service. Since a PCO does not bear the financial risk entailed in NPO's events, the invoicing process between a PCO and a NPO must be consistently implemented. The invoices regarding registration fees and other related congress fees must be issued in the name of the NPO although payments could be received, managed and/or followed up by a PCO on behalf of a NPO.


<sup>1</sup> Young people's, school or university education and/or vocational training  
<sup>2</sup> The local regulation generally requires a prior recognition by their own educational authorities or comparable ones.

Your organisation should pay attention to possible mandatory VAT registration and VAT liability in the EU country where the event physically takes place.

Financial reconciliation is not sufficient and by no means satisfies the legal requirements based on European VAT legislation. As a result, your organisation should be aware of the VAT treatment of operations and the flow of invoicing with the PCO.

## INPUT VAT LEVIED ON COSTS

NPOs, which are VAT registered in the country where the event takes place, are basically allowed to recover input VAT incurred for the purpose of the events. The right of recovery is however not absolute. VAT levied on some exhaustively-listed expenses is not recoverable or only to a certain extent [ex. catering, accommodation, etc.]. Furthermore, local VAT erroneously charged by (local) suppliers is totally irrecoverable.

Your organisation should bear in mind the VAT amount linked to the costs. Ascertaining whether input VAT is or not a permanent cost (i.e. a loss) is a key factor to estimate as well as to accurately determine the surplus derived from events. 

## CHECK-LIST

- Check whether or not the event falls into the scope of educational activities (exempted from VAT) as determined by the local rules of the country where the event takes place;
- If case the event cannot be VAT exempted, proceed with the local VAT registration;
- Check whether or not a local reverse charge is applicable to the registration fees charged to local participants;
- Check the local VAT rate applicable on each cost or revenue item re-invoiced (registration fee, catering, etc.);
- Scrutinise thoroughly the relationship with the sub-contractor in charge of logistic and management activities for the organisation of the event (i.e. PCO).

This article is a contribution by EUROPEAN VAT DESK. Should you have any questions regarding the VAT treatment of your event, write to [info@vatdesk.eu](mailto:info@vatdesk.eu), call +32 2 351 26 00 and check out [www.vatdesk.eu](http://www.vatdesk.eu).

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## BEYOND BUSINESS CONVENTIONS IN CHIANG MAI OFFER UNIQUE OPPORTUNITIES

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

All kinds of events are catered for in Chiang Mai, with knowledge areas covering a wide scope of topics, from biology and medical, to engineering, agriculture, energy, environment and natural resources

To name just a few events in 2015, the 3<sup>rd</sup> International Congress on Pathogens at the Human-Animal Interface was hosted in the city in August and the 16<sup>th</sup> 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; May is set for the 7<sup>th</sup> Asia Pacific Lung Cancer Conference 2016 (600 delegates); July will welcome the 3<sup>rd</sup> Asia Pacific Glaucoma Congress (600 delegates) and the 2<sup>nd</sup> World Irrigation and 67<sup>th</sup> International Executive Council in November (500 delegates).

ASEAN, Asia Pacific and world events are all catered for in Chiang Mai, with knowledge areas 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 science courses and programs, it's clear to see that Chiang Mai has become a trusted convention destination. ▷



Chiang Mai International Exhibition and Convention Centre

▷ Chiang Mai International Airport is undergoing rapid expansion in response to a sharp increase of travelers. 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.

There's no doubt that the gem in Chiang Mai's convention crown is the Chiang Mai International Exhibition and Convention Centre (CMECC), one of the largest of its kind in Southeast Asia, with 521,600 sqm of total space. The three main interconnected halls have a combined space of 8,000 sqm, and are able to accommodate up to 10,000 guests.

## 10,000 PAX THE MAXIMUM CAPACITY AT CHIANG MAI INTERNATIONAL EXHIBITION AND CONVENTION CENTRE

In October 2015, CMECC welcomed 1,500 guests to the 10<sup>th</sup> 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 opportunities for pleasure. With 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, while those looking for chic modern accommodations and luxury spas need not go so far.

To elevate your convention in Chiang Mai or in other Thai destinations to a higher success, Thailand Convention and Exhibition Bureau (TCEB) is offering support with its "Convene in Paradise" promotional campaign. 

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This place is Cape Town International Convention Centre. And to experience it is to experience extraordinary.



CTICC

# URUGUAY AND PUNTA DEL ESTE SCORE WELL

**As in most countries where the meetings industry is only just taking off someone has to stand up with a loud voice to get things started. The man who does that in Uruguay is Arnaldo Nardone, former ICCA President. Last year he was appointed General Manager of the new convention centre in Punta del Este, which will be inaugurated in June this year. What can we expect to happen there? Marcel A.M. Vissers reports**

### WHY IN PUNTA DEL ESTE?

Uruguay is an unusual country. The North has a definite colonial touch. It's very green and fresh air is in abundant supply. In the South there's classy Punta del Este with its permanent flow of healthy ocean air and lush green surroundings. And in between both lays Montevideo, the country's capital city, which seems to be vegetating and perishing very slowly. Although at first sight this city has everything to make it desirable there is unfortunately not much going on. Maybe it's better not to dig too deep into this and just wonder why?

Nevertheless, it looks like Uruguay might be getting ready to score a few points soon. Arnaldo Nardone believes the country's at a turning point. The construction of the new convention centre is expected to have a boom effect on the country.



The house of the famous Uruguayan painter Carlos Vilaro has been transformed into a very intimate and attractive centre.



Punta del Este Convention & Exhibition Center

Though Punta del Este has always been a big name in the tourism business it tends to suffer from the seasonality effect. It's in season for only a few months of the year. The rest of the time it's rather quiet and its infrastructure just sits there.

The arrival of the new convention centre could change all this. Conventions are not tied to seasons. Much to their advantage they can be held in the low season. They are an ideal tool to fill up the calendar with activities and keep hotels busy. Commissioning a new convention building with eye-catching architectural design often creates new perspectives for a country. It stimulates entrepreneurship and boosts the local economy. We are looking forward to the opening of this new venue which is expected to be inaugurated in June. Let's take a moment to discover what it will look like.

### PUNTA DEL ESTE CONVENTION & EXHIBITION CENTER

In June this year, Punta del Este will be opening its new Convention and Exhibition Center. Located in a unique and natural area, a few minutes from the city centre, and designed by the famous architect Carlos Ott, it will offer a maximum capacity of 4,000 delegates, plus an exhibition centre of 5,600 sqm – plus delegates will have the choice between 5 five- and 24 four-star hotels. With a highly professional team and top level technology, the new convention centre will offer everything needed to turn an event into a unique and unforgettable experience.

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# AUSTRIA CENTER VIENNA

## 520<sup>M2</sup> OF ADDITIONAL MEETING SPACE

Five new meeting rooms on a single level right next to the main entrance open up new perspectives for events at Austria Center Vienna.



© IAKW-AG, Marius Höfingner



Dr. Susanne Baumann-Söllner

© IAKW-AG, Andreas Hofer



© 200M VPat

As from fall 2016, the Austria Center Vienna will boast five new meeting rooms on the same level as the main entrance. This represents the latest step in the strategy of adding even more networking and meeting spaces at the nation's largest conference centre. The new spaces join the Business Lounge and neighbouring Café MOTTO which opened on the other side of the entrance area last year.

### UP TO 4,000 PARTICIPANTS

Large-scale international conferences – the Austria Center Vienna's most important customer segment – add value for the capital, but they also help support the local scientific and research community.

Conferences with between 3,000 and 4,000 participants that set up their industry exhibitions in the entrance hall are increasingly calling for additional hospitality zones for sponsors and extra space for satellite symposiums. If required, the five new meeting rooms can be partitioned to create eight individual spaces, making them the ideal complement to the existing rooms and halls.

Exclusive hospitality zones for sponsors and spaces for satellite symposiums right next to the main entrance.

"From September the new spaces will allow us to offer a separate multipurpose area right next to the exhibition facilities," explained Head of Sales Michael Part. Relaxation zones flooded with natural light between the meeting rooms will also help to create a pleasant, friendly atmosphere and bring additional light to the entrance hall in the process.

### EXTENDED CHOICE OF ROOMS

"Feedback from our customers regarding these new areas shows that we are moving in the right direction. They have already been reserved by various large-scale conferences and will also give international meetings a range of new options," confirmed Susanne Baumann-Söllner, Managing Director of the Austria Center Vienna. The new facilities are also geared towards the local market as a venue for meetings with up to 1,000 participants.

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**CCD** THE CONVENTION CENTRE DUBLIN

# TAIWAN TO HOST 2021 ROTARY INTERNATIONAL CONVENTION

Taipei was selected as the host city for the 2021 Rotary International Convention (RIC), an annually rotating global event. It is expected that 36,000 Rotarians, including over 10,000 global attendees, will join the Convention.



Rotary 2021 inspection

MEET TAIWAN, the flagship MICE promotion project led by the Taiwanese government, continues to reach for higher goals and devotes much effort towards inviting international organisations to Taiwan. As a testament to the Program's efforts, Taiwan will be the host country for the 2021 Rotary Convention. Supported by the Taiwan Rotary Club Association, the event promises to be the largest international convention Taiwan has held in twenty years.

"The comprehensive facilities, convenient accessibility of the venues and over ten 4- and 5-star hotels located along the MRT Wenhu and Bannan lines were key factors in the selection of Taipei as the host city to the 2021 Rotary Convention. Taiwan is considered an eco-friendly and convenient destination for overseas visitors", Walter Yeh, Executive Vice President of TAITRA, Taiwan External Trade Development Council, said.

To support the bid for the Convention, MEET TAIWAN made tremendous efforts, provided professional strategic consultations, and collected endorsement letters from central and local government administrations for the Taiwan Rotary Club Association. To capitalize on the enormous

## ABOUT MEET TAIWAN

Since 2009, the Taiwan Bureau of Foreign Trade, Ministry of Economic Affairs continues its active promotion of Taiwan's meetings, incentives, conferences, and exhibitions (MICE) industry. To gain more global coverage for Taiwan's MICE industry, the MEET TAIWAN project began in 2013 and will continue to 2016. Backed by considerable government support, MEET TAIWAN focuses its long-term objectives at improving the quality and efficiency of Taiwan's MICE services, strengthening the international image and competitiveness of Taiwan's MICE brand, and developing Taiwan into an important destination for global MICE. Highlighting Taiwan's advantages, the Project markets Taiwan's MICE brand to both domestic and foreign organizations, emphasizes its international brand benefits, and attracts more international MICE events to be held in Taiwan.

FOR MORE INFORMATION, PLEASE VISIT [WWW.MEETTAIWAN.COM](http://WWW.MEETTAIWAN.COM)

business opportunities associated with the 2021 Rotary Convention in Taipei, MEET TAIWAN will work with travel agencies to offer over 30 custom itineraries for international visitors so they may make the most of their stay in Taiwan. HQ

Taiwan's MICE Promotion Program (MEET TAIWAN)  
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# BELFAST WATERFRONT

## A TASTE OF THINGS TO COME

**2016 is Northern Ireland's Year of Food and Drink and it promises to serve up something truly spectacular that will more than whet business travellers' appetite and encourage them to return time and time again.**



### STARTERS

For starters, Belfast offers the perfect balance of a rich culture, vibrant nightlife, delicious cuisine and diverse attractions. Northern Ireland's capital city is making a name for itself as the perfect business tourism destination thanks to an investment of over a billion pounds over the past decade. Today a new vibrant and inspirational meeting place eagerly awaits delegates.

### MAIN COURSE

Even with the city's engaging and exciting attractions, it's the main course that adds a whole new dynamic to Belfast's offering.

An extensive expansion programme to Belfast Waterfront, Northern Ireland's only purpose built conference centre, has seen its event space double to 7,000m<sup>2</sup>. Opening in May this year, the new facility will deliver a brand new event experience for up to 5,000 delegates.

Event planners will be spoilt for choice with multipurpose halls spanning over 2,500m<sup>2</sup>, a 2,000-seat auditorium, a 380-seat studio, 17 meeting rooms for ten to 200 delegates and exterior terraces with spectacular riverside views, as well as enhanced communications technology.

### EXTRA HELPINGS

Extra helpings of flexible space have already enticed many associations to consider Belfast as a host city.

Dr. Frank Amoneit, Managing Director of Euro Fed Lipid, explains: *"Belfast Waterfront's new expansion put Belfast on the table as a confirmed host city for the 16th Euro Fed Lipid Congress in 2018. In addition, the city's overall package of facilities, a good spread of hotels nearby the venue and an extensive network of flights made Belfast an attractive destination for our annual conference."*

Likewise, the venue's expanding offering influenced the decision making process for the Association of Breast Surgery at The Royal College of Surgeons. Lucy Davies, Association Manager, adds: *"The Association of Breast Surgery is looking forward to holding its Conference & AGM in the new Waterfront facilities in 2017. The ABS Conference & AGM is held around the UK and the expanded facilities will enable the Association to use Belfast for the first time."*

Euro Fed Lipid and the Association of Breast Surgery are not alone in choosing Belfast Waterfront. The venue has already secured over 30 international

and national events for the next three years, generating 70,000 delegate days and bringing in over £34 million for the city.

### ... AND DESSERT

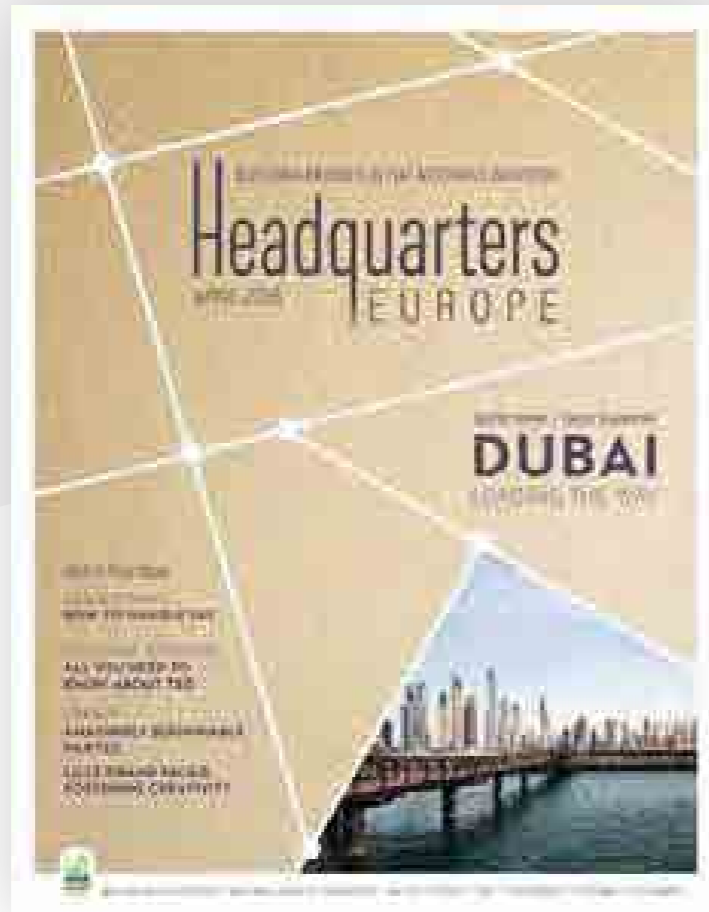
Finally, for dessert, event planners and delegates will have the entire city at their service - all 333,000 service providers - to help create lasting memories. 🍷



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## SWITZERLAND CONVENTION & INCENTIVE BUREAU PRESENTS FOUR GLOBAL CONGRESSES IN GENEVA

This year again Geneva will welcome global events, taking place at Palexpo, Geneva's main exhibition and congress centre.

### 17<sup>TH</sup> EFORT CONGRESS

The European Federation of National Associations of Orthopaedics and Traumatology (EFORT) is the platform organisation linking Europe's national orthopaedic associations. Taking place this year 1-3 June, the EFORT congress promotes the exchange of scientific knowledge and experience in the field of prevention and both the conservative and surgical treatment of diseases and injuries concerning musculo-skeletal health. The event is expected to bring 7,000 participants to Geneva.

### 22<sup>ND</sup> OHBM ANNUAL MEETING


From the 26<sup>th</sup> to the 30<sup>th</sup> of June, Geneva will welcome the Annual Meeting of the Organization for Human Brain Mapping (OHBM Annual Meeting), a cutting-edge, must-see and be-seen event for professionals who want to keep abreast of industry

changes, new technologies and fresh ideas. With an expected attendance of 3,000, the meeting will feature a combination of exciting scientific programmes and social events, all tailored to the city.

### SIBOS ANNUAL CONFERENCE

For one week every year, Sibos brings together some 9,000 business leaders, decision makers and topic experts from a range of financial institutions, market infrastructures, multinational corporations and technology partners. With nearly a dozen conference tracks, hundreds of speakers and conference sessions, about 200 exhibitors, and multiple networking events, Sibos is the place to discuss business strategy, build networks and collectively shape the future of the financial industry. It will take place from the 26<sup>th</sup> to the 29<sup>th</sup> of September, for the third time in Geneva, after 1993 and 2002.

### 6<sup>TH</sup> EAPS CONGRESS

Serving as a nexus for the wealth of knowledge provided by three leading paediatric societies, the 6<sup>th</sup> Congress of the European Academy of Paediatric Societies (EAPS 2016) promises to build on the reputation of previous highly successful meetings. 3,000 paediatric professionals from around the world will gain unparalleled access to the best scientific research programmes from the 21<sup>st</sup> to the 25<sup>th</sup> of October. 

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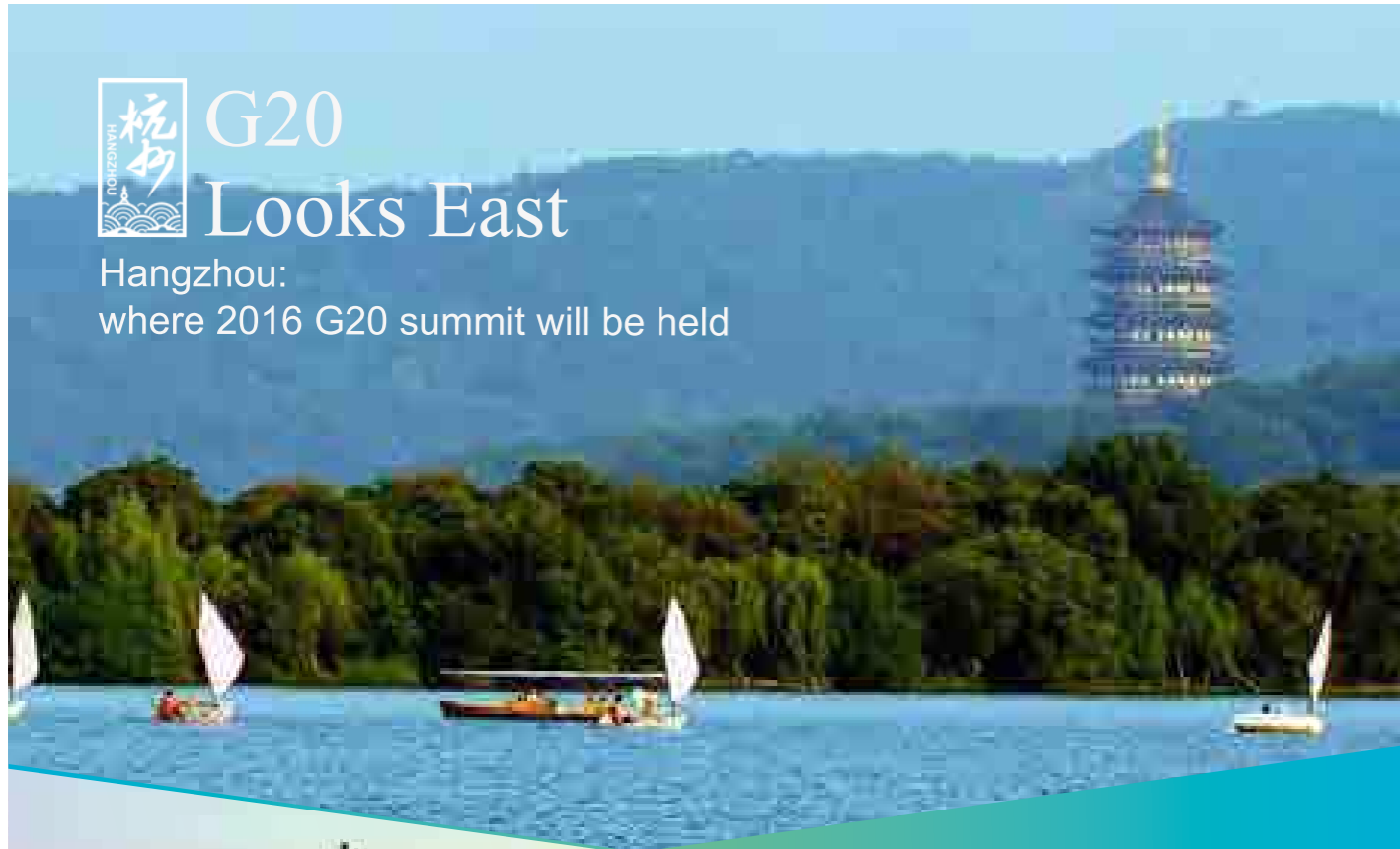
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MEETINGS



# G20 Looks East

Hangzhou:  
where 2016 G20 summit will be held



As a center of wealth and innovation, Hangzhou, capital of the Zhejiang province in China, will host the 2016 Group of Twenty (G20) summit. President Xi Jinping said: "Hangzhou is a city that embraces a unique style, a combination of history and modernity." President Xi looks forward to greeting all World leaders at West Lake next September.

## Paradise on Earth

Hangzhou is picturesque, praised as paradise on earth for enchanting culture and history, two World Heritage Sites — the incredibly beautiful West Lake and the Grand Canal — along with lush rolling hills, spectacular pagodas and temples, and fragrant fields of tea. It is the happiest city in China and no other city in the world today can meet the high demands of the MICE industry as well. The city offers high standard public facilities- enjoy the first hour public bikes ride for free. The entire city offers free wifi service, get connected to i-hangzhou.

## The New Option for the MICE market

Considered one of the top ten places to visit in 2016 by Travel + Leisure, Hangzhou is a new MICE destination in China. Top international chain hotels and many noteworthy local chains have been established here for a number of years. For outsize conferences, exhibitions, and conventions, in Hangzhou there are Hangzhou Olympic Center (under construction), Hangzhou Peace Conference & Exhibition Center, Zhejiang World Trade Center, Zhejiang Exhibition Hall, and Leisure Expo Garden Exhibition Center. Experienced MICE service teams are easily available in Hangzhou to help make every event or meeting memorable and professional.



# THE EXPERTISE. THE NETWORK. THE CONFERENCE. THE HAGUE.

**The Hague is well known around the world. Located in the south west of The Netherlands, it is the seat of the Dutch government and home to the country's Royal family. It is loved for its beautiful location right at the sea and its rich culture represented by a multitude of museums and historical buildings. However, the city has more to offer.**

In the last two decades, The Hague has transformed into an international knowledge infrastructure, based on enormous intellectual and human capital.

The International Court of Justice, located within the Peace Palace, is a manifestation of the values of peace and justice that The Hague stands for. From the second Peace Conference in 1907 and onwards, numerous top-profile meetings on political and social issues have taken place in the many historical venues of The Hague. This accumulation of knowledge and expertise has shaped The Hague as the International City of Peace and Justice. World leaders rely on its infrastructure to hold their conventions - and every single time the city delivers.

Peace and Justice is not the only area in which The Hague offers in-depth knowledge and an outstanding network. The city leads in a number of economic clusters: Security, Information and Technology, Energy and Renewables, as well as Legal and Finance. The many global companies which are situated the Hague, as well as event organisers who choose the city as their destination, benefit from the drive towards innovation and knowledge development in these fields.

The infrastructure of The Hague enhances this expertise and ensures a well-organised and pleasant stay. Multiple locations can be chosen for hosting an event. The World Forum, an easily accessible congress centre situated in the heart of the international

district, successfully hosted the largest summit in the history of the Netherlands. The World Forum is located in the neighbourhood of several high-class hotels and restaurants. Only a few minutes away the Diner Thuis can be discovered: In the homely atmosphere of "The Hague's best kept secret" business meals or all-day meetings can be held. If desired, groups can cook a multi-course menu themselves while being guided by a professional chef.

The Hague leads in a number of economic clusters: Security, Information and Technology, Energy and Renewables, as well as Legal and Finance.

These two venues are but a glimpse into the highly developed network of venues, restaurants, hotels and service providers in The Hague. This network operates to make sure that your event receives all the attention and the visibility it deserves. We invite you to organise your next conference in our city and enjoy the inspiration, the expertise and the elegance of The Hague.



The Hague skyline with the famous Mauritshuis museum in the foreground.

TO FIND OUT HOW THE HAGUE CAN BE THE PERFECT HOST FOR YOUR NEXT EVENT, SEND A MAIL TO [INFO@THECONVENTIONBUREAU.COM](mailto:INFO@THECONVENTIONBUREAU.COM) OR CALL: + 31 (0)703 618 888.

# LONDON

## THE CAPITAL OF CUTTING EDGE

London leads the world in the tech, finance, life sciences and creative sectors. A vibrant business event destination, the city sits in sixth place in the ICCA convention city rankings. Associations that stage their events here have access to the most inspiring venues, influential ambassadors and world-famous attractions, as well as unrivalled air and rail connectivity.

London & Partners, the city's official convention bureau has the expertise to help associations maximise the experience.

To discover the capital of cutting edge, visit [conventionbureau.london/cutting-edge](http://conventionbureau.london/cutting-edge)



LONDON  
& PARTNERS

## ASSOCIATION MEETINGS CONFERENCE @ THE MEETINGS SHOW **KEEPING YOUR MEETINGS ALIVE**

**A conference specifically created to address the needs of association meeting professionals is once again organised in London in June 2016. The Association Meetings Conference takes place on the eve of The Meetings Show on Monday 13<sup>th</sup> June at Church House, Westminster and is free to attend for those attending The Meetings Show as a hosted buyer.**

The Meetings Show offers buyers the opportunity to source from more than 600 exhibitors from over 55 international destinations, and provides one of the most flexible hosted buyer programmes in the industry. The hosted buyer programme provides buyers with several attendance options; one or two day stays, complimentary travel, accommodation for up to two nights, access to hosted buyer lounges and invitations to networking functions.

The Association Meetings Conference's content has been created by Linda Pereira, Conference Chair and Executive Director, CPL Events. Sessions are split into two streams; Stream A is designed for event organisers working within associations, whilst Stream B has been created to fulfil the needs of PCOs, AMCs and CVBs working in the association sector.

The conference is titled *The Big Conversations You Need to Have to Keep Your Meetings Alive* and will cover key topics - including technology, attracting a younger audience, marketing and creating a buzz, content verses commercialisation and creativity.

*Meetings: the most boring part of my job...* will be the opening keynote presented by Alessandro Cortese, CEO at the European Society for Radiotherapy and Oncology and then the afternoon's keynote will be presented by Phil Allen, CEO Customer Value Management GmbH and Paul Bridle CEO of Excellence Squared and Leadership Methodologist. Their session Understanding Value and Delivering on it will involve an open discussion of why having a firm marketing strategy in place will be the difference between meeting expectations and producing an outstanding success.

Other key sessions include: *Commercialising Event Portfolios* - presented by Paloma Cid, Group Manager of the Institution of Engineering and Technology and *Winning Sponsorship Model: From Identifying Sponsors to*

*Delivering on your Promise* - presented by Sarah Wiggins, VP Sales GSMA. In the afternoon a distinguished panel of international and domestic destinations will be chaired by Paul Kennedy MBE to facilitate a discussion on *Getting the Most out of Destinations*.

**The Meetings Show is the premier event for the UK inbound and outbound meetings industry, taking place 14-16 June, 2016 at Olympia, London.**

BUYER APPLICATIONS  
AND VISITOR REGISTRATIONS  
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[WWW.THEMEETINGSSHOW.COM](http://WWW.THEMEETINGSSHOW.COM)



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# IMEX IN FRANKFURT 2016

**'HOW TO REMAIN RELEVANT': SOLUTIONS REVEALED AT ASSOCIATION DAY**

**Around 300 association executives from 40 countries will be developing solutions to the vital industry question - 'how to keep your association relevant' - at Association Day at IMEX in Frankfurt this year.**

Open to all levels of association executive, Association Day offers a free afternoon of education, taking place the day before the show at the Sheraton Frankfurt Airport Hotel. Charles Leadbeater is set to address the issue of relevancy in his keynote address. As a leading authority on innovation and creativity, he has advised companies, cities and governments across the globe and is regarded as one of the top management thinkers worldwide.

The comprehensive programme of discussions, presentations and networking allows attendees to gain valuable insights from peers and expert speakers about the ways that associations are tackling this issue, including demographic, financial and technological perspectives. A number of the sessions have been designed and will be co-delivered by leading industry associations including ICCA and ASAE: The Center for Association Leadership and the programme has been developed in conjunction with the International Association of Facilitators.

As a result of a new partnership between the Association Management Companies Institute (AMCI) and IMEX, AMCI will for the first time hold a co-located educational programme, 'Association Management Companies - A Focused Look at Challenges & Solutions!', on the morning of Association Day. The programme is aimed at existing AMCI members and potential members.

Carina Bauer, CEO of the IMEX Group, commented: *"This year's collaborative programme has been developed in response to issues raised by participants at last year's event - how to remain relevant. Association Day 2016 is a unique opportunity for these dedicated professionals to come together with their peers and share experiences on such a vital subject. We're confident that attendees will take away valuable new knowledge and benefit greatly from their experience at Association Day and also at the IMEX show itself, with its extensive range of suppliers, education and networking opportunities."*

There are a wide choice of suppliers to meet at IMEX in Frankfurt, with many established exhibitors having increased their stand space including Croatia, New Zealand, PromPeru, San Francisco and Serbia - and hotel groups - ATA Hotels, Hilton International, Preferred Hotels and Trump Hotel Collection. A packed programme of over 180 education sessions explore current industry hot topics, with a particular focus this year on the sharing economy.

Host sponsors of Association Day are the Marriott Frankfurt and Starwood Hotels & Resorts and its supporting sponsors are Business Events Australia, Vienna Convention Bureau, Jerusalem Conventions & Visitors Bureau and Your Singapore.

**IMEX in Frankfurt takes place at Messe Frankfurt from 19 - 21 April 2016.**



# 2<sup>ND</sup> ASSOCIATION GRAND BALL A NIGHT TO REMEMBER

The second edition of the Headquarters/Association Grand Ball took place at Château Sainte-Anne, in Brussels. 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.

SET THE DATE FOR THE THIRD EDITION OF THE BALL:

**20 DECEMBER 2016.**

SAME PLACE, SAME TIME, BUT WITH MORE PEOPLE, MORE DANCING, MORE FUN AND MORE NETWORKING. 🍷





# 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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