

# HEADQUARTERS

ASIA-PACIFIC

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**Marcel A.M. VISSERS**  
Editor in Chief

## A historic initiative for Asia-Pacific?

It's quite amazing what a call for action in an editorial can achieve!

Last April I received a message from Octavio B. Peralta (a.k.a Bobby) from Manila. Amongst other things he is the Secretary General of the Association of Development Financing Institutions in Asia-Pacific.

He wrote: *"I read your editorial on 'Is APSAE only a Dream?' in the latest issue of Headquarters Magazine Asia-Pacific, with keen interest. I am currently the President and CEO of the Philippine Council for the Advancement of Association Executives (PCAA - [www.pcaae.org](http://www.pcaae.org)), the national umbrella organization representing the profession ([www.adfiap.org](http://www.adfiap.org)). With regards to the 'APSAE', it may interest you to know that at the sidelines of the inaugural ASAE Great Ideas Conference 2015 held in Hong Kong last March, four existing national associations – the PCAA, the Korean Society of Association Executives (KSAE), the Australasia Society of Association Executives (AuSAE) and the Associations Forum – signed the 'Hong Kong Charter' which, among others, has laid the groundwork for the 'Asia-Pacific Federation of Association Organizations', the 'APSAE-equivalent'."*

This initiative is an historic one as its aim is to eventually form an 'Asia-Pacific Federation of Association Organizations' and then a global federation which could lead to a world congress of association executives. More importantly, it represents a platform where Asia-Pacific association leaders and executives can exchange knowledge and know-how to build efficient and sustainable associations.

Together with this news I also received a message from Johannesburg reporting on progress with the creation of an African Association of Executives. All these initiatives can only be applauded because they contribute to developing the associative sector across the globe, which in turn is a major driver of our economy.

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Cécile Caiati-Koch



Rémi Dévé



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## WHERE INFRASTRUCTURE MEETS INNOVATION

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**EXPERIENCING ‘THE MELBOURNE EFFECT’**

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

[www.themelbourneeffect.com.au](http://www.themelbourneeffect.com.au)

**MALAYSIA MOVES FORWARDERS**

The international community of freight forwarders and its related sectors will make Malaysia its base for six days in October 2017 when they descend on Kuala Lumpur to participate in the International Federation of Forwarders Associations (FIATA) World Congress 2017. Held annually, the FIATA World Congress is a world-class platform for logistics industry leaders from across the globe to gain insights to industry challenges

and put forward sustainable solutions. The 2017 edition will attract some 1,200 participants – besides freight forwarders (air, sea and land), there will be port and airport authorities and operators, government agencies, and related freight associations – for an estimated economic impact of RM10 million (€2.6 million).

[www.myceb.com.my](http://www.myceb.com.my)



**INTRODUCING AZERBAIJAN**

Azerbaijan is actively strengthening its position in the meetings world, which is proved by the establishment of Azerbaijan Convention Bureau, the first national convention bureau in the region. Azerbaijan hosting the first European Olympic Games in June 2015 is determined to become a strong meetings industry player capable of organizing large-scale events. The brand-new Baku Convention Center, which hosted the 3,000 delegates of the 48<sup>th</sup> Annual Meeting of the Asian Development Bank in May, has just been completed. The venue can accommodate up to 3,500 people.

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This year’s report includes the results of an online survey of 439 organisations in the U.S. and Europe; qualitative findings from focus groups in Brussels, New York City and Washington, D.C.; an update on social media trends in China; case studies from around the world, and insights into the impact and future of social media. And the results are clear... Associations are exploring new platforms and showing greater confidence in their abilities to use social media effectively. You can access the full report at:

<http://kellencompany.com/socialmediastudy>



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## Profile

# THE CONSUMER GOODS FORUM (CGF)

Officially founded in December 2009, the Consumer Goods Forum (CGF), a non-profit organisation, is known as an industry-leading collaborative that brings together some 400 CEOs and senior management members from global companies that collectively generate a total of EUR 2.5 trillion in sales. With its headquarters in Paris and its regional offices in Washington, D.C., Singapore, Tokyo and Shanghai, the association has staged some of their flagship events in Asia Pacific, such as the 57<sup>th</sup> annual Global Summit (Tokyo, 2013) and the 14<sup>th</sup> Global Food Safety Conference (Kuala Lumpur, March 2015). We asked Tetsu Tomonaga, Managing Director of the Tokyo office, to tell us why, among other things.

*Interview Katie Lau*



Tetsu Tomonaga

### Could you briefly describe the history and goals of the Consumer Goods Forum?

With its origins dating back to 1953, the Consumer Goods Forum in its current form was created in 2009 in Paris. We are the only global body that represents the consumer goods industry. We have an unusual mission for a trade association: we work with our members at a pre-competitive stage so that they can improve their business efficiency while driving positive change for the planet and its people.

We have four focus areas: food safety, social and environmental sustainability, health and wellness, end-to-end value chain and standards. We develop the best global standards in each area for our members. We develop free actionable toolkits so that they can implement our commitments and resolutions. We offer them thought leadership and networking opportunities thanks to about

30 meetings, working groups and events we organise per year.

Our events are usually attended by around 3,000 delegates every year, ranging from global CEOs to technical experts.

### Please describe your organisation's presence in Asia Pacific.

The Consumer Goods Forum Tokyo office was set up in 2008, when we were still called CIES (The International Committee of Chain Stores, a global trade association focused on fast-moving consumer goods (FMCG) retail) with many members based in Japan. When the CGF was officially created in 2009, Asia was already a key FMCG region in terms of growth and

becoming significantly important for all our members.

We have since organised some of our flagship events in the region, including the 57<sup>th</sup> annual Global Summit in Tokyo in 2013, and the

## THE CHOICE OF DESTINATIONS IS BASED ON WHICH WILL ADD THE BEST VALUE FOR OUR MEMBERS AND THE INDUSTRY

14<sup>th</sup> Global Food Safety Conference in Kuala Lumpur this March. It was our first-ever edition outside of Europe and the USA and the second most successful of all with more than 900 delegates from around the world. We also organise local events like Japan Day and Food Safety Days in China. In addition, for 2017, we are planning a new regional conference with a global reach, mainly targeted at general managers and senior managers who run day-to-day operations.

Since 2014, we have placed permanent staff in Shanghai to manage the Chinese market, under the supervision of our Tokyo office.

**How do you pick the destination for your events? What qualities/requirements do you look for in venues and destinations?**

Our events are steered by our CGF team and by committees composed of our members. The choice of destinations is based on which will add the best value for our members and the industry. For instance, we held the Global Food Safety Conference in Kuala Lumpur this March because the region is important for the food industry. We are organising our 60<sup>th</sup> Future Leaders Congress in Rio de Janeiro because emerging markets such as Brazil are critical for the future of the FMCG sector.

**Your events are attended by CEOs and senior management professionals. What are the challenges involved in catering to this kind of delegates?**

Our audience are experts, so we have to provide them with forward-thinking, thought-provoking and unique insight, which means we are very selective in choosing speakers for our events. We only invite world-class pundits – either from our industry or from other relevant sectors that can add value and inspiration. In addition, our delegates really value personal networking. Therefore, we arrange opportunities for targeted qualitative networking. We ensure they meet the right people, either

in terms of customers, prospects, key stakeholders and thought leaders.

**What is the most memorable CGF event for you?**

Our annual Global Summits are always memorable. That's where the world's best professionals in our industry meet to debate the latest trends, innovations, and design its future. This June, the 59<sup>th</sup> edition of this members-only event would take place in New York. A total of 1,000 global CEOs and their teams would convene for a series of panels, inspiring keynotes, thought leadership and top-to-tops networking opportunities. What our delegates like about this flagship event is that it's not a tradeshow. There's nothing transactional about it.

Then there's Global Food Safety Conference, just held in Kuala Lumpur this March. Again, it's not a tradeshow but a top global event for about 1,000 food safety experts where they can meet for business networking and keep abreast of key strategic and operational issues about food safety. The next edition will be held in Berlin in March 2016.

In addition, our Future Leaders Congress is always very stimulating and energising: it gathers future leaders of the FMCG industry for three days of interactive workshops, store checks and networking. About 140 delegates receive tips on leadership, strategy and operations from CEOs. The 60<sup>th</sup> edition will take place in Rio de Janeiro in October.

**Do you have a favourite country or destination for your events?**

I really enjoy Singapore as it offers an easy access and a lot of convention facilities suitable for events of the right scale for us.

**As the General Manager of CGF in the Asia-Pacific region, how do you find your job?**

I had worked in the retail industry for 37 years with 17 years' working experience in Asia before joining the CGF. I love the job because I can make the most of my experience. In addition, it is a lot of fun for me to work with fellow Asian people who are keen to create a new society. The biggest challenge is the size of the region: it is so big and there's a wide variety of cultures. I have to travel long distances and set customised approaches to better understand different cultures.

**Any plans in the pipeline?**

The CGF has seen a healthy growth in its membership and its events have attracted more and more delegates. We are focusing on providing even more exclusive value and content to our members, bringing the best of our global industry to our members in different regions, and facilitating better communications externally and with our members about the successes of our industry.

[www.theconsumergoodsforum.com](http://www.theconsumergoodsforum.com)





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

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

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

## TOP 10 CITY RANKING

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

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



## ICCA'S CRITERIA

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

## TOP 10 COUNTRY

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

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

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

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

[www.iccaworld.com](http://www.iccaworld.com)



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

CONFERENCE HIGHLIGHTS:

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

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# NIKKI WALKER

## Helping associations grow and perform

The global vice president of MCI's association management & consulting division, Nikki Walker has been helping associations for the last twenty years. A fascinating speaker, a woman of strength and passion, a citizen of the world as she likes to call herself, she explains her background, the challenges she's had to face, and gives her insights about the latest trends in the association community.

### How would you present yourself to the people who don't know you?

In the professional world, I jump right in with the fact that associations are in my DNA! I have been helping associations around the world grow, perform, articulate and deliver their value proposition, ensure their relevance, develop strategy, master trends and the changing rules of engagement, for the last twenty years!

I am passionate about associations and so privileged in my world as a consultant and head of a global association management business to learn about many different professions and industries. Each client that we work with takes me on a new voyage of discovery – of quick assimilation of the profession or industry, the key market factors in the field, the opportunities or challenges, the issues the association is grappling with. My job (and that of my team around the world) is to come up with solutions either as an external consultant or as a management partner. Working with so many different professions and industries, I am always learning!! Which I consider key to a happy and challenging life!

### You've been working in Dubai for 4 years now – what took you to Dubai?

There were multiple reasons. Firstly, I consider myself a global citizen. I was in Brussels for some 15 years prior to moving to Dubai and have lived and worked in many countries outside of my native

England since 1981, apart from the fact that I travel extensively around the world with my job. Dubai offered another opportunity to continue learning and to discover first hand a different culture, a new way of life and religion, and to break down many preconceptions! It is amazing to live in a dynamic, fast growing part of the world. And I love the sun!

Then, there were our clients and their needs. Initially I led MCI's global AM&C division from our Brussels office where I also served as managing director. Having helped many associations grow in Europe, we were being asked by our clients to help them develop new markets. Many of our global associations (and particularly those headquartered in the USA) were targeting the emerging economies as their future growth markets and areas of expansion. As clients started to demand more and more expertise from MCI in emerging economies like the Middle East, Asia, the BRIC countries we needed to reinforce our competencies in key offices in these markets such as our regional hubs in Singapore or Dubai or the key national markets like India and China. Plus I was going around the world advocating the huge opportunities for associations in these high growth markets – what better way to speak with authority and illustrate those opportunities than by actually living and experiencing them.



Nikki Walker



Nikki fully clad in abaya and shayla, talking at the 2<sup>nd</sup> Saudi Conferences & Exhibitions Forum Association Day (November 9-11, 2014)

And, based on a white paper that we had published regarding associations and global markets, we had been working with the authorities in Dubai to help them gain a better understanding of the role international associations could play in the region's development (economic, infrastructure, knowledge acquisition, standards, competitiveness, etc.) and the importance of being able to offer associations legal incorporation. My moving to Dubai further supported those early conversations that eventually led to the creation of the Dubai Association Center, with key government stakeholder entities.

**In what way(s)/why is Dubai attracting international associations? What's the purpose of the Association Centre and what is MCI's role in it?**

Since its creation, Dubai has done an amazing job at marketing itself and placing the destination very clearly on the world map – both as a tourism and as a meetings destination. It is also very western-friendly and open – less conservative than some of its neighbours. I often refer to it as

New York in the desert. Dubai has been very successful at attracting international associations' meetings. Its location "in the middle" of the world, with two thirds of the global population being less than an 8 hour flight away, has proven time and time again

to result in a notable peak in associations' congress attendance. Dubai is also a recognized regional hub, easily attracting professionals from North Africa, the Levant, and the GCC for any type of educational programme – workshops, trainings or conferences.

These were some of the factors that influenced the creation of the Dubai Association Center as a regional hub for international associations from which they can grow their brand, influence, membership, education/professional development programs, revenues and more. International professional and trade associations are now legally able

to incorporate and conduct business in the region through a licence from the DAC, including opening a bank account and hiring their own staff or working through us – MCI is the official strategic partner to the DAC.

**ASSOCIATIONS MUST FIND NEW WAYS OF ENGAGING THEIR STAKEHOLDERS AND TARGET AUDIENCES. MEMBERSHIP MUST BE ON "MY" TERMS - LET ME CHOOSE.**

**Do you think Dubai will become a kind of Brussels, in terms of HQs of international associations?**

The region offers great growth potential for associations. There is huge demand from government agencies, companies (private and public sector) and individuals for knowledge acquisition, certification, training, ongoing professional development and skills acquisition, adoption of globally accepted standards, accreditation and more to fulfil their development ambitions and expansion. Over time Dubai will become a serious hub for international associations. Brussels set up its special legislation for international not-for-profits in the early 60s. Dubai did

not even exist then. With everything that Dubai has achieved in its modest forty years, another forty could see hundreds of associations start up and grow across the region! These will include local and regional associations as well as regional headquarter offices of international associations. Since the DAC started proactively communicating its offer to associations (both internationally as well as locally) in 2014 it has licensed 12 associations, with another 50 in process.

**According to you, what are the latest trends in the association world?**

Relevance in a changing world, the rules of engagement, different member models, value, return on investment, demographics, social media, new business models, revenue diversification, leaner quicker governance, increased and diverse competition, customer centricity, segmentation, being the trusted authority and aggregator of content in the world of information overload, are amongst the topics that associations are grappling with. Technology and social media in particular, have changed the world order for associations demanding that they adapt and find new ways of working.

If I had to sum it up with one word it would be “engagement”. Associations must find new ways of engaging their stakeholders and target audiences. Membership must be on “my” terms - let me choose. Customers and the larger professional community/ industry segments are as important as members. The younger generations are not interested in the governance models of the past. Value and ROI is defined by the target audience (not the association) and segmentation is imperative.

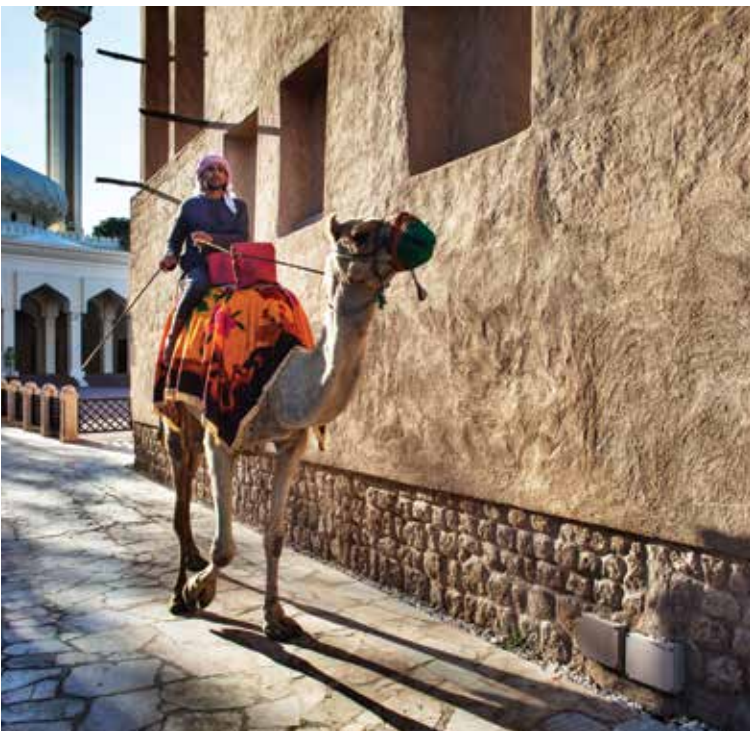
**Obviously, the association market is rapidly evolving in the Middle East at the moment. Do you foresee it will be the turn of Latin America and Africa next?**

Latin America has a rich history of associations, particularly Argentina with its European heritage and influence. It is considered the “mother” of the association model in Latin America: many associations were founded in the late 19<sup>th</sup> century entrenched in academia and science, and there is still today a predominance of medical and scientific associations. Brazilian associations are much younger, with thousands of professional and trade

bodies having been established since the 1990s, some of which are very strong and large today. Plus there are a number of pan-regional federations (+/-250) uniting the many national bodies across the region. Associations and the role they play in providing education and exchange of knowledge are very well understood, and affiliation to a professional association is widely practiced.

The region is on the radar of many international associations, and particularly those based in the USA. I had anticipated much greater interest and acceleration some five years ago but inflation and the economic constraints of the past few years have delayed this focus. But I still believe Latin America will be the next growth area!

Africa needs help with capacity building and many international associations are providing education, technical skills development and knowledge transfer, through grants from international aid funds or on a mission-based pro-bono model. The key to the development of the association business in Africa is solving the financial model.



# NEW MEMBERSHIP MODELS AND ORIGINAL FOUNDATIONS

## How current options reinforce association fundamentals



Joel Fischer

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

*Text Joel Fischer, Union of International Associations*

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

### **RADICAL OVERHAUL**

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

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

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

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

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

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

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

### **AMBITIOUS GOAL**

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

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



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

### STRUCTURAL CHANGES

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

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

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

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

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

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

[www.uia.org](http://www.uia.org)

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

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

*New Industry-Driven Model Allows Broader Member Engagement*  
AHLA Press Release, 19 June 2013  
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*Introducing a New Membership Model,*  
AIGA News 1 Aug 2012  
Richard Grefe  
AIGA website



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## Case Study

# 6<sup>TH</sup> INTERNATIONAL INFRASTRUCTURE INVESTMENT AND CONSTRUCTION FORUM IN MACAO

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

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

### AT THE VENETIAN MACAO

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

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

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

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

### COOPERATION IS KEY

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

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

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

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

### CONTACT

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

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

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

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

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

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

### THE CONVENTION CENTER

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

### HYATT REGENCY HOTEL

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

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

### HYATT PLACE HOTEL

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

Further information about the project:  
[www.thecircle.ch](http://www.thecircle.ch)

### For more information on Switzerland for association meetings

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# ADELAIDE CONVENTION CENTRE TAKES INTERNATIONAL CENTRE STAGE

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

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

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

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

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

## EVER-FLEXIBLE CENTRE

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

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

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

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

## KEY TECHNOLOGIES

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

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

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

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

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