



THE ASSOCIATION
MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

Headquarters

DECEMBER 2016

Interview

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BUILDING RELATIONSHIPS,
CREDIBILITY AND CONFIDENCE

ASIA SPECIAL

PROFILE: THE ASIA AND
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ICCA IN SARAWAK

CULTURAL DIFFERENCES

MALAYSIA'S BUSINESS EVENTS
ROADMAP



IS CONTENT CURATION A NECESSITY THAT SERVES ADVOCACY PURPOSE?

Content curation is the practice of finding the most relevant information in a niche and serving it up on your platform for your readers' benefit. Author Florence Bindelle, Secretary General, European Issuers and Vice President, ESAE



FLORENCE
BINDELLE

This month's highlight of your magazine is curation. In membership organisations, content curation is increasingly more important. Why? It serves three purposes.

First, it saves time for your audience as you play the role of the seeker, content filter and only deliver what's relevant. Second, by doing so, you attract, influence and retain your audience (members and other stakeholders). You make yourself useful to social media users who are interested in your area of expertise. Third, it is faster than creating your own content of equivalent quality and at the same time you gratify the original author.

For advocacy purpose many associations become better at using curation to get noticed by influencers in their fields and communicate with their members

For advocacy purpose many associations become better at using curation to get noticed by influencers in their fields and communicate with their members. At a recent Associations Executives session on "*Becoming Association Diplomats: Effective advocacy and lobbying to the EU*", we learned more about the media transformation. Emerging new influencers are empowered through technology. This environment is generating a trust deficit in information. There is a role to play for associations to stay meaningful. Beside one to one meetings and position papers, MEPs, ie the Members of the European Parliament, rely on several channels when forming opinions. We must find new approaches to influence and make more of the content we have: text, blogs, social media, events, etc.

Most often, associations operate in a niche area where there is 'content competition' to be visible

amongst thousands of sources for information. We all want our audience to be able to find our views, trust the information and broadcast the content. Some do it by finding associations with sources that have already established their credibility. Beside the created content, they implement a content curation solution adapted to their industry with a definite strategy direction which helps stay focused on goals.

The content should be kept simple, allowing you to establish an identity and authority. You can leverage on your exclusive knowledge about the field. When re-tweeting, or sharing content that others have posted, adding your perspective will set yourself up for thought leadership and establish your tone on social media. You can pick out the highlights, mention your biggest takeaway or disagree with the author and tell why.



Earlier this month, ESAE has launched its “EU Advocacy Committee” to share lobbying best practices, develop our membership’s advocacy skills and advocate in favor of association leaders’ interest at EU level. Members can express their interest to join until 10th January 2017. You might also want to express an interest to engage in the Events and Communication Committees.

Stay connected to AssociationExecutives.EU and our social media platforms, join our growing membership to learn more about value creation for your organisation and with the peer support you can expect from our Society. 📞

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5 REASONS TO JOIN AN ASSOCIATIONEXECUTIVES.EU COMMITTEE

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2 RELATIONSHIPS & NETWORKING:

Joining a committee helps you build stronger relationships with some of our most talented association professionals. You're guaranteed to make new friends!

3 CAREER BUILDING:

Not just being a member, but becoming involved with AssociationExecutives.EU will help you build your career. After all, it's not about who you know - it's about who knows you.

4 DEVELOPMENT:

The things that you will learn while participating in an committee will directly translate into professional and personal development.

5 SERVICE:

Joining a committee gives you the opportunity to contribute to the growth and future success of your sector.

THE TRICKY C'S: COMMUNICATION, CONTENT, CURATION

Providing our members with relevant and quality information is one of our key tasks as associations. But how do we determine what's relevant? How do we identify the right topics, the best channels and avoid information overload? And - most importantly - how can we create, curate and repurpose content on a tight budget and timeline? Here are some ideas.

Author Benita Lipps

Associations have an important role as information curators on key sector developments



**BENITA
LIPPS**

THE MYTH OF INFORMATION OVERLOAD

Contrary to popular opinion, the information highway is increasingly considered a useful tool, rather than a destructive disturbance. A study just published by the Pew Research Centre¹ shows that the majority of people - 81% of respondents - actually do not consider information overload a problem. On the contrary, 79% say they appreciate the wealth of information available to them.

However, issues do arise when it comes to information access and to information demands posed on us by others. The 'gadget poor' feel the stresses of information more than the 'gadget rich':

Those with multiple access pathways (like home broadband, smartphone and a tablet computer) are less likely to feel burdened by information than those with fewer opportunities to access information. Secondly, 46% of those surveyed agreed that "A lot of institutions I deal with - schools, banks or government agencies - expect me to do too much information gathering in order to deal with them." In other words, people manage information fairly well on their own terms, but are burdened by outside entities that expect too much when it comes to information gathering.

GETTING CONTENT AND CHANNELS RIGHT

How can we use these findings to hone our communication strategies? There seem to be three points worth taking on board:

1. There is no need to fear information overload;
2. It is essential to utilise multiple channels when communicating with members;
3. We should support our members in sector-related information gathering.



Providing **ample access to relevant information** - both generated by the association itself and curated from other sources - should be the fundamental principle of our communication approach. There is no need to limit quantity of frequency - as long as members can access this information on their own terms.

We **cannot rely on one single communication pathway**. Our websites need to be responsive in their design: equally accessible on high-definition screens and on small smart phone displays. We need to be on our members' favourite channels - be that Instagram or Email, LinkedIn or Fax, Facebook or physical magazines.

Last but not least, we have an **important role as information curators** on key sector developments. This means providing our members with the information needed to effectively interact with sector institutions and agencies. This could

include new and upcoming legislation, funding opportunities or highlights of good practice.

PRACTICAL IDEAS FROM THE DAVINCI TOOLKIT

How can we achieve this on tight budgets and timelines? At the DaVinci Institute, we follow three principles that may also be useful to others:

1 Smart Curation

We make use of the wealth of smart online tools to optimise the mining and collection of relevant information. Many powerful search tools - like google alerts, the Feedly rss aggregator or Buzzsumo for most shared social content - are free or freemium.

2 Record, collect, repurpose and reuse

Be it snapshots, video vox pops, meeting minutes or research findings: we re-examine all information for its shareability. Freemium

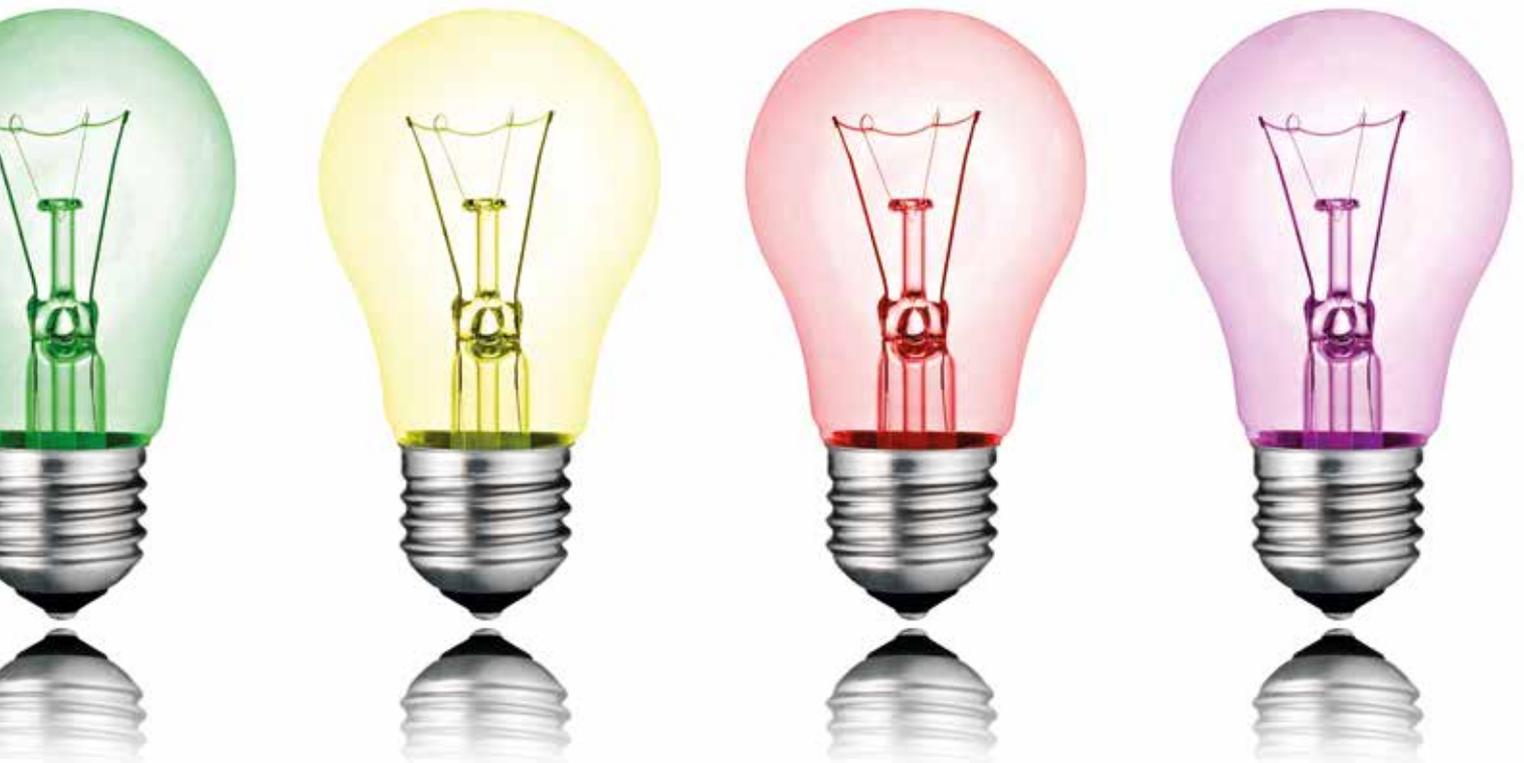
tools like Canva (images), Frameblast (video) or PiktoChart (infographics) help us to quickly transform information into engaging content for different channels and audience groups.

3 An Editorial Approach to Communication

In order to speak with a distinct and unified voice, we set a clear editorial strategy and rely on an editorial calendar for all our projects and networks. Key internal (events, publication dates) and external (European days, key events) dates are noted annually and updated both monthly and weekly in order to be prepared for key stories. 

Benita Lipps is the Executive Director of the DaVinci Institute Brussels (davinci-institute.eu) and a Board Member of Association Executives.EU - the European Society of Association Executives.

¹ Horrigan (7/12/2016) Information Overload: www.pewinternet.org/2016/12/07/information-overload



USING, RESELLING AND REPURPOSING CAPTURED CONFERENCE CONTENT

IS YOUR ASSOCIATION MAXIMIZING ITS SPOKEN WORD CONTENT?

Today's associations must offer multiple learning channels to meet the needs of different stakeholders, but many still seem to struggle with online content, e-learning, webinars, virtual and hybrid meetings. Until recently, the fear has been that face-to-face meetings would be threatened by technology and conference attendance would be reduced if content was captured, virtual participation was encouraged or hybrid events were created.

Nowadays, the aforementioned are the norms of a successful education strategy and essential components of an association's product portfolio and revenue streams. We can confidently argue that face-to-face will never become obsolete - humans are social beings! We need to learn from real people: look them in the eyes, read their body language and interact. However, technology has enabled us to offer alternative means for the sake of convenience, cost and time, as well as for catering the varied learning preferences associated with the association communities of today.

One thing is for certain; an association can no longer afford to ignore the possibilities offered by technology and creativity for delivering its mission of education and further enhancing its outreach. Associations must now ensure that a structured mix between face-to-face and digital learning is in place and work on developing a library of written and spoken content.

Conserving, distributing, enhancing and re-packaging the content produced on your association's conferences and meetings, capitalises your key content asset

REACH NEW AUDIENCES

Conserving, distributing, enhancing and re-packaging the content produced on your association's conferences and meetings, capitalises your key content asset, helps creating new products and revenues and provides first-class education to audiences who were previously unable to participate.

Content that was previously limited to the live format can now be accessed by users from around the world via your association's learning portal. Sessions can be edited to include online quizzes and self-learning aids designed to lead users towards continuing their education and obtain certifications. Selected content

can be translated for reaching new local audiences at a small cost.

The digital highlights of your meeting can be used to create local hybrid events complemented by a panel of local experts aiming at facilitating audience engagement through discussion and learning. Sponsor value can be extended and enhanced as the options are limitless simply by leveraging your association's spoken content.

Technology is the enabler whereas vision, creativity, marketing and the understanding of local needs to create new programmes are the multipliers. Whether



you choose to use technology for educating the audiences who cannot attend your meeting during or after the event, creative solutions can be found.

INCREASE REVENUES: A SUCCESS STORY

The changing definition of the delegate in the digital age has been both a key opportunity and challenge in recent years. Today's conferences are no longer about who attends, but mostly about who engages and delegates increasingly do this via the expected remote features and online data repositories that have been designed to enhance their experience and help them engage with key content before, during and after the event.

MCI has been delivering successful solutions and strategic services for the European Society for Clinical Nutrition & Metabolism (ESPEN) and its congresses since 1999. To ensure that ESPEN's congress kept ahead of the game, MCI proposed an innovative Global Content Dissemination service to capture and distribute congress content to wider audiences.

The objectives were clear: enable the rapid diffusion of knowledge and widen the reach of ESPEN's scientific content, improve delegate engagement and make content available to those unable to attend, but willing to retrieve key content, and at the same time generate additional revenues for ESPEN. As a result, 83% of congress delegates chose to purchase the full access registration including online content access and the new service generated a profit of €83,600 (US\$ 104,500) for the organisation.

The online content capture allowed for greater interactivity with delegates and is recognised by ESPEN as a priceless asset to keep the life cycle of its congress going, as it stimulates further engagement, strengthens its position of trust in the sector and helps reaching wider audiences.

THE FORMULA FOR SUCCESS: THE 4 DS

Your conference has ended, now it's time to start repurposing its content! According to a recent MCI White Paper titled "*Strategies for Tomorrow's Innovative Associations*", the demand from members to create new continuing education and professional development programmes is cited as a top priority by EU-based associations. However, only about 50% of them are currently exploring the full potential of new technologies offerings.

Nevertheless, before the content repurposing process begins, organisations should first identify the following: who needs the content, what type of content, why do they need it, at what time and where to be able to find it. Each organisation will define its own formula for success. Here is ours:

- ① Design a conference content plan including mission and objectives.
- ② Decide the technical platform you will make the content available on. Make it easily accessible and customer friendly and try to add a personal touch to it.
- ③ Define your content marketing goals: target audience (members, non-members, conference attendees, non-attendees, sponsors), expected

revenues, channels for promotion, and type of compelling online and offline content to capture (speakers and thought leaders video interviews, keynotes and general sessions, member stories, journal articles, etc.)

4. Deploy and build ongoing excitement: to ensure your content gets maximum exposure, write post-conferences articles, organise content by type in a library of resources, keep the conversation flowing through online communities, give non-attendees and industry leaders sneak peeks, write regular blog posts and be sure to include call-to-actions.

Using, reselling and repurposing captured conference content can build value to your organisation as well as support organisational recruitment and retention efforts. The audience truly appreciates when an organisation is actively engaged in broader industry discussions as they value the research that has taken place prior to publications. Subsequently, this leads to more industry engagement - from commenting to pure advocacy - as it further expands the conference messaging to a larger audience and amplifies the quality of the organisation's outputs the content has been published on. 

This article was provided by the International Association of Professional Congress Organisers, author Jurriaen Sleijster, CCO, MCI Group. MCI is the global leader in engaging and activating audiences. IAPCO represents today 120 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries. info@iapco.org / www.iapco.org

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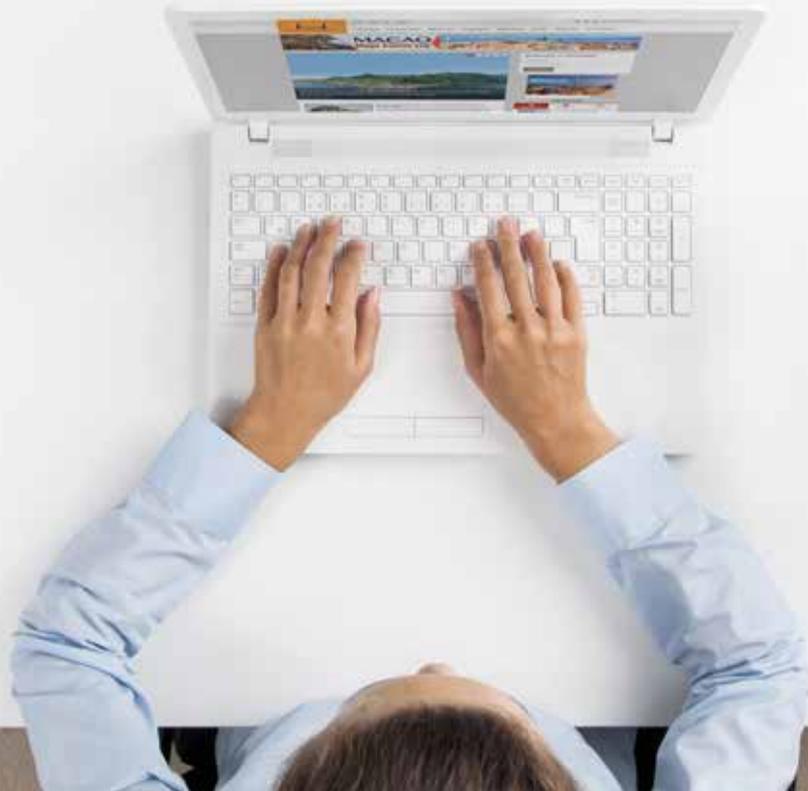
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EUROPE MEETS ASIA

MARCEL A.M. VISSERS
EDITOR IN CHIEF

Given the current shifts around the world, with groups retreating further into themselves, we decided instead to find a way to share the accomplishments of the meetings industry. Today Headquarters magazine Europe joining forces for the first time with Headquarters Asia Pacific. Two magazines in one, for once.

Readers will also notice that while there are substantial differences between Europe and Asia, they also have a lot in common. I would like to discuss these similarities briefly as the year draws to a close.

It is certainly true that Europe has considerable experience in the meetings industry, more specifically in terms of association meetings. Associations rely heavily on meetings industry suppliers and often generate a substantial turnover for destinations as well as a major increase in terms of knowledge and activities. Associations thrive where freedom and openness prevail. Where this is less the case, they look for ways to make themselves heard.

I think Europe can help Asia a lot on this level, by emphasising the importance of associations for the economic development of underdeveloped regions. We in Europe, meanwhile, should look at how Asian associations grow at their own pace, which is still slow admittedly, but also how they promote their own culture in a refreshing and assertive way. The increase of intra-Asian conferences will be the greatest opportunity. Several European congresses are already organised in the Gulf States (the EDF World Congress in Abu Dhabi for example) and in Singapore, Bangkok, Australia and Hong Kong. And one day, Asian conferences will arrive in Europe. I consider this growth. Looking around and developing instead of staring and freezing.

MORE STORIES ON WWW.MEETINGMEDIAGROUP.COM

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POSSIBILITIES BEYOND THE PRESENTATION

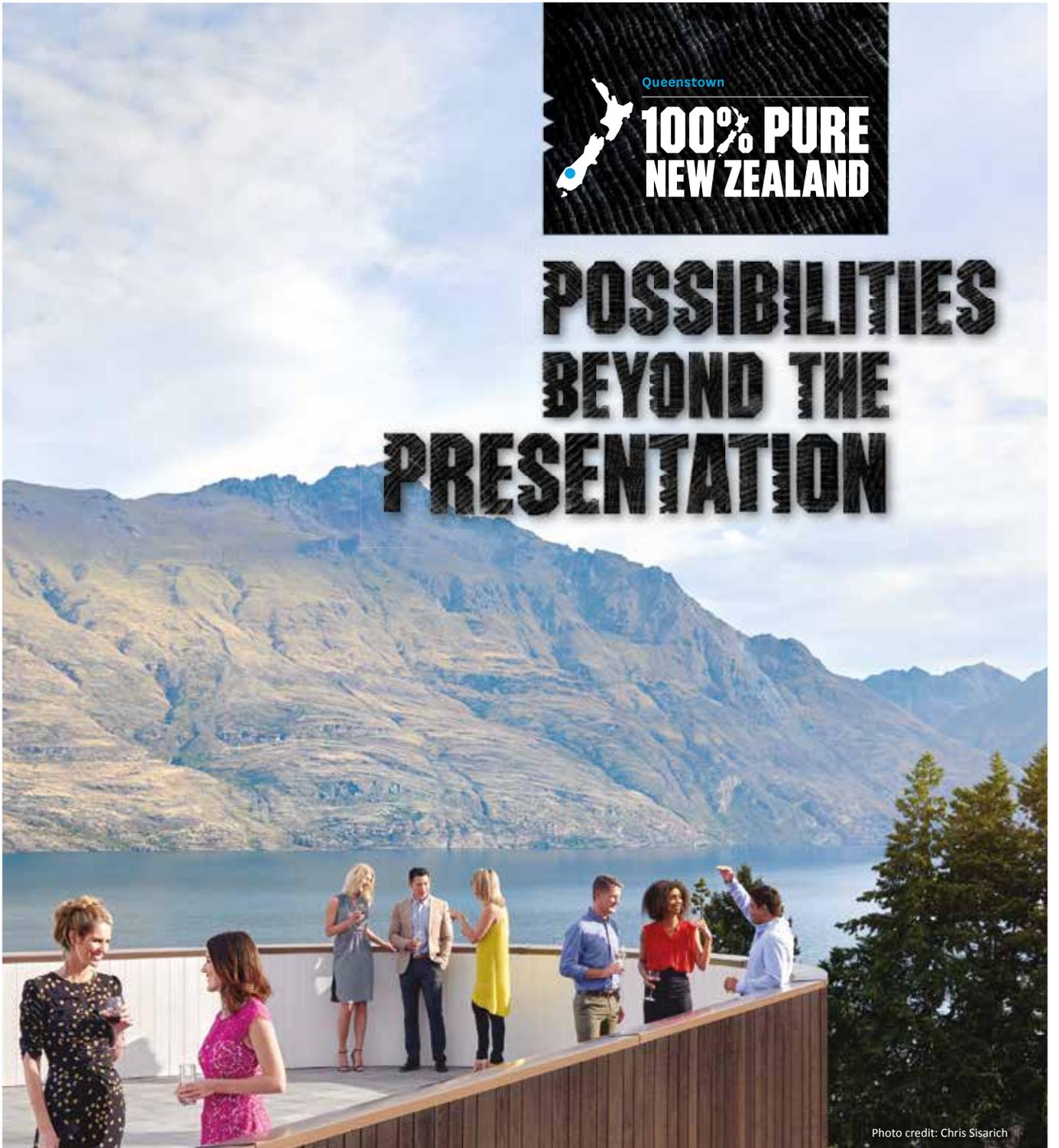


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1

CSR INITIATIVES BRING SUSTAINABLE CHANGE TO LOCAL COMMUNITIES

In an effort to empower and inspire a love of reading among rural children, the Librarians Association of Malaysia (Sarawak Chapter) and the ICCA Congress 2016 drove the 'Bookshare' CSR initiative to yield a total donation of 358 books for five schools and two villages. "A CSR initiative like the 'Bookshare' enables individual conference attendees to help the local community at large and leave a personal footprint among the rural libraries and community centres in Sarawak. This is the purpose of ICCA's CSR policy – making impactful change through small, accessible acts of love," said Jane Vong Holmes, the previous Regional Director for ICCA Asia Pacific.

WWW.ICCA.ORG

5

NEWS FROM AUSTRALIA

Australia is experiencing a hotel building boom with 120 new hotel projects set to increase accommodation by 30 per cent between 2016 and 2021. This year saw Australia pass the 100,000-room mark, and it is forecast that over 4,000 rooms will be added in 2017, and 5,000 rooms in 2018. New properties will range from 500 plus room internationally branded luxury properties to smaller boutique hotels. China Eastern Airlines also commenced new direct flights to Sydney from Kunming and Hangzhou in November and will add direct services from Wuhan to Sydney from 19 January 2017. The airline also commenced four times weekly flights between Brisbane and Shanghai on 17 December.

AUSTRALIA.COM/BUSINESSEVENTS

2

INTRODUCING RADISSON GOLF & CONVENTION CENTER BATAM

Radisson Golf & Convention Center Batam has opened its doors and is one of the first international hotel brands to launch a convention center and golf course in Batam Center. From large corporate meetings to intimate social events, Radisson Golf & Convention Center is set to cater to the needs of any event planner's needs. The hotel's flexible meeting spaces encompass a grand ballroom for up to 1,800 guests. "Economic trends and the global expansion of MICE is a key driver in the hospitality sphere today," said Thomas Hagemann, vice president, Future Openings and Special Projects, Carlson Rezidor Hotel Group, Asia Pacific. "The opening of Radisson Golf & Convention Center Batam is set to redefine Batam's MICE landscape, including Indonesia's domestic markets and neighboring countries like Singapore."

WWW.RADISSON.COM/BATAMID

4

PROGRAMME REVEALED FOR ASSOCIATIONS WORLD CONGRESS 2017 IN VIENNA

The Association of Association Executives (AAE) has revealed the programme for the Associations World Congress to be held 2-4 May 2017 at the Austria Center Vienna. Along with a list of key speakers is a packed programme of streams and sessions designed to offer great education, networking and information for the 300+ association delegates forecast to attend. Alongside the congress will be the International and European Association Awards ceremony, held on the evening of 3 May, which recognises excellence in leadership, development and service across European and International membership organisations. New this year and highlights of the programme include Association success story sessions, a Video and TV Channel Stream, and sessions on Member Engagement, Conference and Events and how to Lead in Your Sector.

WWW.ASSOCIATIONEXECUTIVES.ORG

3

SHOWTIME FOR ICC SYDNEY

International Convention Centre Sydney (ICC Sydney) launched its opening campaign – IT'S SHOWTIME – at ibtm world in Barcelona. The centre's new venues recently executed a full dress rehearsal of 30 events to test the venue, its operations and its people ahead of its December opening. The stage is now set for delegates, exhibitors, keynote speakers, performers and guests to take their place in the world class facilities, which include five star convention and exhibition centres, 8,000sqm of meeting room space, 35,000sqm of exhibition space and a stunning 5,000sqm open air event deck. Australia's largest Grand Ballroom and three impressive tiered theatres, including the 8,000 seat ICC Sydney Theatre, will also be on show.

WWW.ICCSYDNEY.COM.AU

6

AEG ANNOUNCES AEG ADVANTAGE TO THE WORLD

AEG Facilities' reputation as one of the world's most trusted and experienced venue management companies that consistently delivers successful events time and time again, will be the focus of an international awareness campaign targeting convention decision makers. Launched globally, details of the "AEG Advantage" were announced by AEG Facilities Senior Vice President of Convention Centers (Los Angeles), Brad Gessner and AEG Ogden Director of Convention Centres (Sydney), Geoff Donaghy. AEG's global network of world-class convention venues is strategically located around the globe, with each designed to capture the imagination and inspire every event.

AEGADVANTAGE.COM

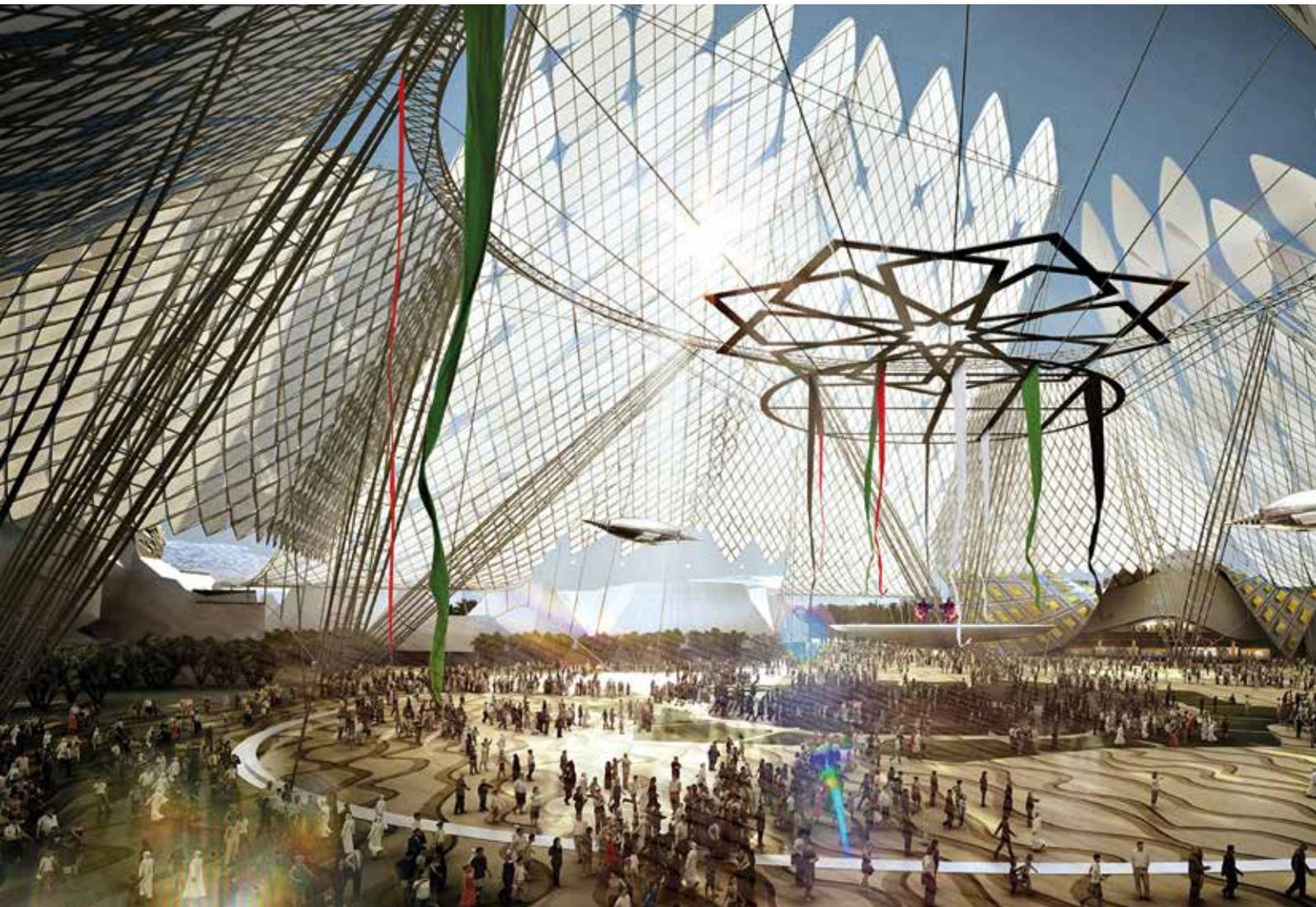


EXPO 2020 DUBAI

GRANTED TO BE AN UNFORGETTABLE EXPERIENCE!

On 27 November 2013, Dubai, the city that over the last 40 years or so has probably best incarnated the progressive spirit of Expos, overtook Yekaterinburg (Russia), İzmir (Turkey) and São Paulo (Brazil) to win the right to host the 2020 World Expo - the first-ever to be organized and staged in the Middle East, North Africa and South Asia (MENA & SA) region.

Author Matteo Pederzoli



Between 20 October 2020 and 10 April 2021, this universal Expo will bring together more than 180 nations and an international audience of 25 million visitors, in what (in typical Dubai superlative style) is already shaping up as one of the greatest shows on Earth.

On a 438 hectare site, that is as large as Disneyland in Los Angeles, located midway between Dubai and Abu Dhabi, and connected to three international airports (including a work-in-



progress brand new third one) and a dedicated transport network, Expo will provide visitors with the chance to see spectacular architecture, merge with global cultures, examine thoughtful and thought provoking exhibitions, and taste food from every corner of the globe. Above all, visitors to the event will witness the very latest in thinking and technology all in one place and at one time.

Carrying the universal theme that applies to all humanity of "Connecting Minds, Creating the Future", Expo 2020 is already at work to prepare for an event that will entice and amaze those who visit, providing a sense of wonder at the ability of people, working together – connecting diversity – to envisage and achieve a better tomorrow. The nations and organisations that take part in Expo, and the millions who visit, will explore the power of connections across the spheres of Opportunity, Mobility and Sustainability – Expo 2020's three subthemes. Accordingly, the master plan of the Expo site, designed by the US firm HOK, is organised around a central plaza, named Al Wasl (meaning "the connection" in Arabic language), enclosed by three large pavilions, each one dedicated to one of the sub-themes.

In addition, Dubai already unveiled The Hyperloop project. The ultrafast transport system that runs passenger and cargo pods at speeds of around 1,200 kmph will serve Expo 2020.

"In today's highly interconnected world, a renewed vision of progress and development based on shared purpose and commitment is key. While a single human mind, an individual country, or a specific community is both unique and remarkable, it is by working collaboratively that we truly advance," Dubai Ruler Sheikh Mohammed bin Rashid Al Maktoum said in support of the bid.

The staging of the world fair and the preparations leading up to it are expected to result in 277,000 new jobs in the United Arab Emirates, an injection of nearly EUR 40 billion into the economy, and an increase in visitors of at least 25 million and up to 100 million. Along with the world's

Between 20 October 2020 and 10 April 2021, this universal Expo will bring together more than 180 nations and an international audience of 25 million visitors

largest Solar Power Project, the world's tallest commercial tower, which is being built in Dubai, was given the name "Burj 2020" in honor of the World Expo 2020. In addition to making sizeable financial investments, Dubai is also keen on giving equal prominence to public relationships via the Dubai Happiness Agenda initiative, which has 16 programmes under four themes that sums up 82 projects to be set in the city with an aim to make the city the happiest by 2020! In parallel, by 2021, the Municipality of Dubai aims to become a world reference for developing Dubai as a pioneer Smart and Sustainable global city.

With little less than four years to opening, the following countries, some of which are traditionally Expo-shy, have already confirmed participation: The Bahamas, Bahrain, Greece, Kenya, Kuwait, Italy, Indonesia, Luxembourg, Maldives, The Netherlands, the UK, Slovenia and Switzerland.

If your organisation is ready to join in and benefit from the Expo public relations boost, start by checking eligibility for the Expo Live Innovation Impact Grants, a EUR 100 million program open amongst others to associations. The initiative aims to create partnerships, incentivize new solutions or scale up existing solutions that could benefit the lives of millions of people around the world. **MC**

Traveling often to Dubai, Brussels-based MCI Special Projects Director Matteo Pederzoli served as Executive Producer and Curator of the World Expo Milano 2015 European Union Pavilion Visitor Experience. MCI has been vetted as official provider for Expo 2020 Dubai.

Experience Extraordinary

There is a place where the ordinary is transformed into the extraordinary. A destination, at the tip of the mighty African continent, where two oceans meet in the shadow of one of earth's seven natural wonders. Here exhibitions are transformed into unforgettable experiences, people and brands grow together, and organisations come alive in the hearts and minds of their markets.

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CREATING RELEVANT CONTENT MAKE IT CUSTOMER-CENTRIC!

In our previous article about how destinations and venues can attract association clients, we talked about doing the right research and asking the right questions. By doing so, you enhance your ability to connect with your potential clients and look at things from their perspective.

The next step is to make that a part of your ongoing organizational culture, not just when you are talking to a client or potential client, but throughout your entire communications process. You need to ingrain a “customer-centric” mentality in your staff, your branding, your social media efforts, your print and advertising programs, and your sales and marketing campaigns.

Being customer-centric simply means re-evaluating all of your messaging content to assure that it is written (or tweeted, or texted, etc.) from the customer's perspective. Too many destinations and venues still try to tout their city or facility by describing its capabilities, its size, its diversity, its location, etc. And, of course, all of this important to convey, but the trick is to convey it a way that is relevant to the customer, not to you.

Here's an example of what I mean:

I went to the home page of the official website of a major European city's convention bureau and it listed 20 “reasons” to hold your next conference, meeting, or event there. The content was great, but most of it was just a list of attractions, museums, entertainment venues, etc.

But what if it had been (even generically) about the meeting planner? What if it had been customer-centric instead of seller-centric. Without changing what the destination had to offer it could have been about what the destination could do to solve the most common problems meeting planners face when deciding on a venue, destination, or meeting partner.

Maybe some content that reflected the meeting planner's questions (no, not just the typical Q & A format) would have been a little more effective. Instead of “we have a vibrant and friendly historical district” maybe it could be more like “your delegates can spend their free time doing something that is truly free-soaking in the history, the culture, and the hospitality of our incredible historic district.”

O.k. So maybe I'm not the best “wordsmith” in the world, but you get the picture. The first phrasing is all about the destination. The second is all about the customer, and his or her needs to sell the destination to potential delegates. That's the type



of content all of your client/customer/potential customer communications has to have.

Here's a simple way to see if your message is customer-centric. Go to your own website and look at your printed promotional materials, and go to the “reasons to use our venue/destination/service” section. Then read your “reasons” to yourself out loud - actually say the phrases or sentences. After you read each one, say to yourself “so what?”

By asking that simple question, you'll be able to tell if your statement is just another in a long list of attributes describing your venue or destination, or if it is a description of what problem you can solve for the meeting planner (the customer).

All this might seem pretty basic, and it is. The problem is, sometimes we get caught up in trying to sell our venues, destinations, and services by simply attempting to impress clients with what or how much we offer instead of the actual value (to the meeting planner) of each of those things. If you don't think you are doing this, try the little “out loud” exercise described above. It can be a real eye opener. Remember that creating relevant content means creating content that is relevant to the only person who counts – the decision maker.



Mark Levin, CAE, CSP currently serves as Executive Vice President of the Chain Link Fence Manufacturers Institute, an international trade association, and as President of B.A.I., Inc., his speaking and consulting firm (mark@baileadership.com / www.baileadership.com)

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OCTAVIO B. PERALTA

BUILDING RELATIONSHIPS, CREDIBILITY AND CONFIDENCE

As Secretary General of the Association of Development Financing Institutions in Asia & the Pacific (ADFIAP), Octavio B. Peralta - better known as Bobby in our industry - has developed over a course of 25 years a network of friends and allies in the association and MICE world. Our most seasoned readers will also know that Bobby has been instrumental in creating and sustaining APFAO, the Asia-Pacific Federation of Association Organizations, which HQ is a strong supporter and partner of. *Interview Rémi Dévé*



OCTAVIO
B. PERALTA

APFAO will be a focal point and will curate knowledge, good practices and information on association governance and management and share these to the association community, not only in the Asia-Pacific region but also worldwide

It thus made sense for us to give more voice to Bobby. After all, there have been some interesting developments in all the organizations he works for and strongly believes in. He tells us below the why, the how, the when!

You've got 2 hats, one ADFIAP one and one APFAO (not counting PCAAE even) - what are the challenges in juggling with the 2?

Actually, I currently wear four hats, ADFIAP and its "mother" organization, the World Federation of DFIs, as well as PCAAE, the Philippine Council of Associations

and Association Executives, and its regional affiliation, the APFAO. This is why family and friends affectionately call me the "Association Man." Certainly, work nowadays is very much demanding and time is always not enough. Then, there's the diversity of constituencies and stakeholders that I have to relate with. The rigors of travel is also becoming a challenge to my not-so-young-anymore body. And finally, bonding time with my family is getting less.

But I hasten to add that I am not complaining because I am blessed both at work and at home. At work, I am fortunate to have a reliable and dedicated



staff consisting of both millennials and boomers, so I get tech-savviness, nimbleness and experience altogether. Time management, delegation, focused responsibilities and, yes, internet and technology help a lot in managing things. At home, I have an understanding wife and son who also provide ideas to my work and advocacies. At times, when resources are available and frequent flyer miles are enough, the three of us travel together even during my work time abroad. In a sense, I can cope and is truly blessed!

How does/did your role in ADFIAP help(ed) you 'build' APFAO?

The short answer would be in building relationships, credibility and confidence. I have been with ADFIAP for 25 years now. Since ADFIAP is a pan Asia-Pacific association with global reach, including with

international multilateral organizations like the United Nations and its instrumentalities, the World Bank and its affiliates as well as international technical assistance bodies like USAID, GIZ, JICA and others, I have built over the years continuing relationships with officers and staff of these institutions who provided me with invaluable insights and expert advice as well as speaking opportunities and/or joint event activities for ADFIAP to be visible and recognized.

These also paved the way for me to link up and develop partnerships with knowledge-based institutions and like-minded associations. All these have helped build credibility which is essential in institution-building. These linkages, visibility and credibility factors have contributed to my confidence in setting PCAAE and then, APFAO.

What do you see the future of APFAO like? Can you share the latest developments of APFAO?

As I envision APFAO to be and, of course, I am not alone with this – there's our big brother and sister, the American Society of Association Executives and fellow APFAO members, Associations Forum, the Australasian Society of Association Executives, the Korean Society of Association Executive and the Philippine Council of Associations and Association Executives – APFAO is to be the "hub of excellence" in association leadership. It means that APFAO will be a focal point and will curate knowledge, good practices and information on association governance and management and share these to the association community, not only in the Asia-Pacific region but also worldwide.



Manila, Philippines



Signing of the 'Hong Kong Charter',
March 24, 2015

In the last APFAO meeting at the side lines of the ASAE Great Ideas Conference in Hong Kong in April this year, APFAO members and an expanded group of supporters have agreed to continue on the work and advocacy of the APFAO and set a simple work plan that included a website www.apfao.org, an e-newsletter (still in the works), compiling events of each member, and dovetailing meetings during conferences where members are present. As in any organization, the APFAO is still evolving as a "federation of national associations" as there are present initiatives, notably in Malaysia and Japan, where associations there are converging as national "associations of associations" similar to the current APFAO members. This means that going forward, the APFAO will expand and grow in membership, reach and influence.

Tell us about what drives you as an association executive.

Love and passion for a job that has been a source of countless friends all over the world, a source of knowledge in a field that has its own science and art, as well as a source of work and livelihood, in this particular order.

Let me explain a bit. I actually became an association executive by chance. I was clueless on how to be an

association executive when I joined ADFIAP 25 years ago. I am a mechanical engineer by education and a development banker by career. I tried self-study which helped but what brought me to the "world of associations" is when, in one of my trips to the U.S. to attend a World Bank meeting, I visited ASAE, bought some books and then became a member. Since then, I related myself with ASAE, became a contributor in terms of volunteer work, and now I am a content task force member of its Great Ideas Asia-Pacific Conference which was instrumental

in expanding my association horizon and yes, the setting up of the APFAO.

Can you share your insights about the differences between an organisation like APFAO and an American Association of Executives or a European one?

The ASAE, to my understanding, is essentially an American organization with international members, components or chapters. I am not familiar with the European counterpart. APFAO, on the other hand, as earlier mentioned, is a federated network of "national associations of associations" whose members are associations and not individuals and does not have components and chapters. It is also Asia-Pacific focused for the time being, not discounting the possibility of having members outside the region that may express interest in joining APFAO, but this is obviously still forward-looking. 

FIND OUT MORE ON

WWW.ADFIAP.ORG

WWW.PCAAE.ORG

WWW.APFAO.ORG

BLOGSITE:

[HTTPS://WWW.ASSOCIATIONMAN.](https://WWW.ASSOCIATIONMAN.WORDPRESS.COM)

[WORDPRESS.COM](http://WWW.ASSOCIATIONMAN.WORDPRESS.COM)



First General Assembly Meeting of the
APFAO, April 10, 2016

ASIA AND PACIFIC SEED ASSOCIATION **LIVING IN A CHALLENGING YET EXCITING TIME**

Founded in 1994, the Asia and Pacific Seed Association (APSA) is the largest regional seed association in the world with more than 600 members from more than 50 countries worldwide.

Interview Katie Lau



HEIDI GALLANT

With its secretariat headquarters in Bangkok, APSA promotes sustainable agriculture through the development, production and trade of quality seeds within, to and from the Asia-Pacific region, and continues to maintain strong links with a number of key international organisations such as the Food and Agriculture Organisation (FAO), CGIAR institutions, the Organisation for Economic Co-operation and Development, and the World Trade Organisation. Heidi Gallant, Executive Director of APSA, provides more insights into what the association means to its members.

Can you tell us more about your members?

Our members represent the entire spectrum of the seed industry in both the public and private sectors, including national seed associations, government agencies, public and private seed companies, and associate members, which represent organisations outside of the Asia region. A majority of our

members are seed enterprises, including breeders, producers, distributors, retailers, exporters and importers. Countries with the highest number of members are China (20%), India (19%), Pakistan (7%), Bangladesh (7%), Japan (7%), Thailand (4%), South Korea (4%) and Chinese Taipei (4%).

How busy is your association when it comes to organising events?

APSA keeps busy year-round organising and participating in meetings, workshops, tours and events. Our main event is the annual Asian Seed Congress (ASC), which is held around November in a different host country every year. The inaugural ASC was held in Chiang Mai, Thailand in 1994, and our latest edition, the 23rd ASC was held in Incheon, South Korea. Next year, our 24th ASC will take place in Manila, in the Philippines.

What is the Asian Seed Congress (ASC) about?

There is a three-day exhibition in which hundreds of trading booths, tables and private meeting rooms are set up, for members to conduct business and market their products and services directly to other delegates and accompanying persons. The ASC is also an opportunity for our National Seed Associations, Special Interest Groups (SIG) and Standing Committees to meet and participate in workshops and technical sessions to discuss important developments in the industry.

We invite expert speakers to give presentations at these sessions; the subject matter varies by group

and their respective areas of interest. For example, this year our Vegetable & Ornamentals SIGs learned about new gene editing breeding techniques such as the CRISPR/Cas9 system. Our seed technology and biodiversity group were given insight into the biological seed treatments market; our field crops group exchanged data and trends for wheat and pulses, and so on.



With the advent of new technologies, globalisation and automation trends in particular, the growth of many conventional industries has slowed down considerably

Any examples of international collaborations?

In late September this year, we led a delegation of mostly Chinese seed operators to India for a hybrid rice study tour in collaboration with the National Seed Association of India. Next year, our vegetable and ornamentals SIG is planning a study tour to France while our hybrid rice group is looking to go to Vietnam, and possibly Australia for a cover crops tour. In February we'll be hosting Solanaceous Round Table discussions in Bangkok, bringing together private and public stakeholders and experts in the trade of chillies, tomatoes, egg plants, potatoes and tobacco.

We also host phytosanitary meetings, which, in a nutshell, involves the movement of seeds across borders – regulations, quarantines, customs et el. We have a very dedicated secretariat and have just relaunched a user-friendly website to help keep track of everything smoother for all of our members.

What do you look for in venues and destinations for your events?

Logistics, infrastructure costs, government, economics and seed industry activity are all factors in determining where to host congresses. Because our headquarters is in Thailand, it's much easier practically to organise congresses here more regularly than other countries. In considering new host countries and potential venues, we look at the facilities at and near the venue, which need to be up to standard. Many of our delegates need to travel many hours via plane to get to the congress destination (especially those flying in from Europe or the Americas) so we can't have them stuck in traffic or on a broken-down bus on their way back to their hotel out in the middle of nowhere, for example.

Convenience is key. We tend to choose venues with great hotel selection within walking distance to



the convention centre. Again, member interest and feedback is also weighed in during the selection process. The situation for each seed industry in each country is unique and each country has something new to offer, so we take this into account too.

What is interesting and challenging about serving APSA?

We live in a challenging yet exciting time. With the advent of new technologies, globalisation and automation trends in particular, the growth of many conventional industries has slowed down considerably. In contrast, the world population and demand for food and thus quality seed are growing rapidly, and though our industry faces a lot of supply challenges to meet the demands ahead, these challenges can also be framed as opportunities.

What do you think are the latest trends in the association industry?

A lot of associations are just starting to utilise "new media" channels, especially social media as options for keeping in touch with their members. A lot of associations have been using the same communication tools for many years and managers are educating themselves on how their members get their industry news so that they can use these same outlets to share association events and happenings. As someone working in the NGO/NPO

space, I would love to see association management being a specialty of a business administration programme at college or university. There are more and more opportunities in this industry as more associations are formed and existing ones grow. The work is also rewarding and challenging.

How do you see the future of APSA?

Our challenge will be to attract young seed men and women to take part in the association's activities. Volunteering time to an organisation can be a big commitment and can take time away from your personal priorities. However, young people need to see how the network they build during this work and the added value on their resume can really benefit their future career aspirations.

APSA has aspirations to grow our membership in a number of countries where we only have a few members and have more interaction with our current members outside of our annual congress. We will be actively engaging our members in countries where membership is high, like India and China, and I expect our upcoming congress in the Philippines to be our biggest and best to date. 

MORE ABOUT APSA
APSASEED.ORG

WHEN ICCA COMES TO TOWN

Everyone loves to be noticed and many cities around the world have wonderful packages for enhancing the visitor experience when coming to town for an international meeting – not least our supplier colleagues in the association congress world who have a hard enough time explaining to friends and family what they are doing attending a conference about conferences, to quote ICCA's CEO Martin Sirk "It is a crowd who are very intense about what they do and look for a specific type of location where deep discussion can happen!" Jenny Salsbury reports

The atmosphere of the 55th ICCA Congress and General Assembly in Sarawak was of a welcome from the whole community, arriving in Kuching from international flights delegates noticed the friendliness and were impressed by the branding for the event around town and also at Kuala Lumpur's KLIA airport.

Having won the right to host event back in 2013 the folks in Sarawak, led by the indomitable duo of Mike Cannon at the Sarawak Convention Bureau (SCB) and Eric van Piggelen CEO at the Borneo Convention Centre, Kuching (BCKK) swung into action to bring an image of the destination to the worldwide industry – such was the passion to tell the Sarawak story that we regularly heard from Mike and Eric that

they were "driven by their teams". It was clear from the start that special efforts had to be made to create awareness for the opportunities that awaited in this hitherto little known corner of Borneo and the plan really got into gear with the creation of the mascot "Brooke" the orang-utan and an all embracing campaign at tradeshows and industry events over the preceding year – thus the call to "Gather the Tribes" began.

PUNCHING ABOVE THEIR WEIGHT

Right from the start Sarawak was keen that the hosting should be an "All Malaysia" effort and the whole country got behind the activities for the bid – the team prepared well and, as Martin

Sirk commented "What Sarawak did that nobody else did was they rehearsed the Q&A section. When the ICCA Board asked their usual nasty questions Sarawak had a person step forward, give a precise, smooth answer and step back. Every question was like that." This well planned confidence shone against the usual confusion as to who should answer and deference to the bid leader or need to check back. Interestingly part of the pledge the Sarawak hosts have given is that they will happily brief any smaller "second tier" city in detail about their campaign and how they won the event against some very well established international conference locations.



Brooke Orang Utang



Congress opening

This sharing was the topic of one of the sessions "The mouse that roared – destinations that punch above their weight" and a new approach to running sessions in the congress programme was evident. Eric de Groot of Netherlands based MindMeetings conducted the discussion in a very snappy style giving four "underdog" destinations – Tasmania, Xiamen, Sarawak and Leipzig – 45 seconds each to make their essential point followed by in depth briefings where attendees selected one corner to join to hear the full story as to how they succeeded against the odds, followed by regrouping and sharing what they'd hear back at the original round tables and a second opportunity to hear another story. ICCA has been carefully introducing a different approach to the panel discussion so with moderated feedback, lists of topics on white boards and input from the "panelists" the basis for a knowledge document or white paper was created to encourage others to take the first steps in punching above their weight.

CREATING A LEGACY

The presence of participative association executives was also something that has been increasing in recent years at the annual event and there were several lively sessions run where the viewpoint was from the client. Clearly creating a legacy was something many associations seek to do. Iain Bitran, Executive Director of the International Society for Professional Innovation Management focused on how innovative destinations could be in facilitating their particular event, as he put it "innovators chase money and money chases innovators". Chris Trimmer, Executive Director of the World Obesity Federation outlined their Healthy Venues

Accreditation programme whereby the organisation creatively works with venues to look holistically at the attendee experience at congresses – not only healthy meals and snacks but also creating options for physical activity after sitting in meeting sessions.

Summing up a session "Associations on Fire" where the goal was to ask all the hard questions and nothing was off the table, veteran moderator Gary Grimmer made the point that "it used to be the question was asked 'where's a nice place to meet' now the question is 'where can we share knowledge' and key to this element is looking at how we connect within communities." The suggestion was that destinations should look at who their local innovators are and form networks to introduce association clients to the specific opportunities related to their industries. "We need open cities" said Iain Bitran and all definitely wanted the supplier trade as partners in the success of their events. New challenges came up – the rise of bogus meetings was one and in a world of meeting choice who is to decide the difference between a bogus event designed to mislead and take money from speakers and simply a poor quality event. The feeling of the rooms was that ICCA has a definite role to play in this arena.

Apart from the imaginative session content the well established keynotes and awards brought new ideas and best practice examples together. Photographer Jimmy Nelson documented unique meetings with insights into remote tribes "Before they pass away" for the Copenhagen Lecture and London won the Best Marketing Award for their prompt and punchy action PR campaign countering Brexit negatives.

The presence of participative association executives is something that has been increasing in recent years at the annual ICCA congress

As always, the social programme created opportunities to have fun and experience the local culture. Recognising Asian contribution to the industry the pioneering spirit Anthony Wong, General Manager of Asian Overland Services (AOS) received ICCA's highest honour, the Moises Shuster Award, during the Farewell Dinner. ICCA President, Nina Freysen-Pretorius said: "Anthony embraced sustainability long before it became commonplace; he has championed quality standards not just in ICCA but in many other meetings and tourism organisations he has been involved in, including PATA. In fact, he was one of the drivers behind ICCA's first move to set up a Regional Office... It is wonderfully appropriate that he is receiving this award in his home country, Malaysia."

Closing the Congress the next destination introduced the Bridge to Prague where the 56th ICCA Congress and General Assembly is to be held on 12-15 November, 2017. www.iccaworld.org

[WWW.ICCAWORLD.ORG](http://www.iccaworld.org)



CULTURAL DIFFERENCES

TRAINING THE NEXT GENERATION

Understanding cultural differences and ensuring effective communication between local and international organisers is just the starting point. Managing professional training in a changing world of congress design comes next and there is a challenge worldwide to adjust training modules to meet these changes. Asian Convention Bureaux have been bringing international training to their local trade in various ways and creatively work with global industry organisations on Asian solutions. *Jenny Salisbury reports*

Active for many years Thailand's Thailand Convention & Exhibition Bureau (TCEB) has developed interesting initiatives. Vichaya Soonthornsaratoon Director of the Conventions Team advised on the MoU initiative with more than 40 universities in Thailand to involve their students in the MICE industry: *"We actively encourage international organisers to use these students as volunteers - they can work on local versions of websites, provide entertainment and support on site at the congress itself. It's a great system, the kids get the experience and the organisers have the enthusiastic support at a value for money price with TCEB acting as facilitator."*

Regional tradeshow IT&CM held annually in Bangkok has proved a catalyst for regional networking and TCEB now joins with IAPCO, UFI and MPI to run

Asian oriented modules of their programmes for attendees from all across Asia including China, Korea, Malaysia and the Thai trade. In Japan, TCEB has set up agreements to share this training with regional convention bureaux including Osaka, Sapporo and Fukuoka.

Jeannie Lim, Executive Director, Convention, Meetings and Incentive Travel of the Singapore Tourism Board (STB) points out: *"Many local associations lack full-time staff and are supported by passionate volunteers who may have differing levels of knowledge and skills necessary to manage association conferences. In this case the local CVB's, PCO's and AMC's are a valuable resource able to provide support for hosting international congresses. With evolving industry needs today, ensuring that local industry members are well equipped to cater to the demands for successful*

It's more than logistics that makes a truly successful event, strategic consultancy is the next level of expertise required

and engaging events is crucial." STB has provided an Asian regional base for North American meeting planning organisation PCMA to begin to offer their style of knowledge sharing.

IMAGINATIVE REGIONAL APPROACH

This imaginative regional approach has positively developed the operational skills and the scene is set for the next stage of the changing world of the actual congress design.





Turning the conversation to training Jason Yeh of Taiwan based GIS states the prime need for PCO's in the region is to "teach their staff how to find the right speakers, speech content and to design a meeting format in order to increase interactive communication" crucially adding "None of the above was required in the past."

IAPCO has worked for many years in the region with a high level of CVB engagement in Thailand, Sri Lanka, Taiwan, Macau, Korea and Indonesia originally providing bespoke training for the local specialist trade, more recently bringing their "EDGE" seminar series to the region. Most recently a completely tailored Edge Seminar was run in Suzhou, China 4-6 July then in Seoul 17-19 November, 2016, while Kuala Lumpur is slated for 18-20 September, 2017.

Commenting on challenges of tailor making bespoke training IAPCO President Jan Tonkin stated: "We are highly respectful of being in the Asian space and the more feedback we get will help us fine tune the programme, PCO's are busy so these courses are shorter and about total immersion." She feels gradual mentoring over time works well together with exchanges through relationship networks like the WPCOA.

Summing up the totally unexpected Suzhou experience Sarah Storie-Pugh of IAPCO Headquarters stated: "In today's world of engagement, IAPCO EDGE seminars are full of interaction, exchange and participant involvement. It was therefore with some slight trepidation, recognising the culture and reticence of many participants from Asia, and specifically China, to stand up and express themselves and be involved in an interactive way, that we approached the seminar in Suzhou with a lively programme. We need not have had any concerns! The participants were totally involved, from the icebreakers to the team quizzes, from the round table deep dive discussions to the open forum Q&A! It was a refreshing experience to

see how knowledgeable the participants were about the requirements to host international meetings." A truly significant attitude shift in the China industry!

POINTS OF DIFFERENCE

Accepted points of difference are below but real change was in open discussion of them from all points of view with the main organisational logistical points "hungrily taken on board!" With such success it is not surprising a second seminar is planned at intermediary level for April 2017.

- Contractual negotiations
- Budget transparency
- Visas
- Timeframes of working
- Governmental involvement
- Restrictions imposed upon organisers

The 56 attendees consisted of 66% PCOs and 34% other sectors including Venues, CVBs and Associations. Bidding, Finance and Framework were the most popular topics.

It's more than logistics that makes a truly successful event, strategic consultancy is the next level of expertise required and these form the basic content in various levels of training offered by the industry bodies.

These need to be overlaid with people skills. "People skills are absolutely vital to produce the perception of a higher level of good service so other training is required around people management" comments Phillipa Seeto. It is very much about having the right attitude with some international exposure echo Jason Yeh, Kitty Wong, K&A and Marcel Ewals, MCI.

"The ultimate skillset is the ability to operate effectively in a multi-cultural environment, IAPCO and ICCA could play a pivotal role in exchange programmes" suggests Marcel, while Jason adds: "An online education platform for the PCO companies would allow more young talent to access the pool of knowledge." 



A NEW DIRECTION

E>ST
BUILDING

CENTRAL
BUILDING

WEST
BUILDING



Our attention turns eastward to the second stage of our redevelopment, the East Building launch in 2017. The fruition of the \$400 million investment will significantly increase capacity and enhance the versatility of the Centre across three distinct, but interconnected buildings along the Riverbank. The East Building replaces the original plenary building (home of the first Convention Centre in Australia in 1987) with a multi-purpose, state-of-the-art facility with plenary capacity of up to 3,500 seats. The redeveloped Centre is set in the heart of the Riverbank Precinct which is rapidly evolving to create a new hub for Adelaide, incorporating 'BioMed City' - health and medical research centres, educational institutions, sport and entertainment facilities. The East Building launch also marks the completion of the entire facility and heralds a 'new direction' and new possibilities for the Adelaide Convention Centre.



MALAYSIA CHARTS NATION'S JOURNEY WITH BUSINESS EVENTS ROADMAP LAUNCH

There is a growing recognition within government and the community that business events make a broader contribution beyond dollars and cents. Business events is a powerful strategy for powering global trade and intellectual engagement. Every government in every country is focused on building knowledge and creative economies. And the business events supply chain is full of knowledge and creative businesses.

The business events industry has been a leading driver of Malaysia's economic transformation across all key sectors. Malaysia Convention & Exhibition Bureau (MyCEB), an agency under the Ministry of Tourism and Culture Malaysia, has mapped out the way forward for Malaysia in business events with the launch of 'Malaysia's Business Events Roadmap: Charting Malaysia's Journey to 2020 and Beyond' recently.

REMAINING ON TRACK

Since its establishment in 2010 to 2015, MyCEB together with its strategic partners won 654 international business events comprising of international association conference, corporate meeting and incentive travel as well as trade exhibition events which will substantially add some RM4.1 billion in estimated economic impact.

In the same period, MyCEB provided support to 1,350 events with the aim of increasing delegate's awareness and attendance, their length of stay and spending in Malaysia. These events, which are already booked for Malaysia, will bring about RM 7.2 billion in economic impact to the country. Early this year, MyCEB commissioned a study to review the health of Malaysia's business events industry through a series of consultative workshops, interviews and engagements with the industry players. The goal was to evaluate current scenarios, identify challenges and gaps, brainstorm solutions and make recommendations.

FUTURE READY

To drive positive momentum through the nation's Economic Transformation Programme (ETP), as a



leading business events destination, Malaysia's Business Events Roadmap plans to stay on track to achieve the government-driven National Key Economic Area (NKEA) targets. The specific convention targets relating to each ministry's NKEA will further incubate sector innovation around NKEA's priority goals and gaps as well as drives a positive change for the country.

This roadmap is developed using key insights from the ground-breaking Destination Marketing Association International (DMAI) global report on the future of destination marketing. In ensuring the business events industry forges ahead, the Roadmap has underlined five key goals.

The five key goals are to significantly increase Malaysia's market share of international conventions and exhibitions taking place in South East Asia; that business events will play a major role in achieving the 2020 goals of every government ministry; Malaysia will have Asia's most professional, successful and sustainable business events industry; significantly

increase Malaysia's direct contribution to GDP, jobs and tax revenue and to help Malaysians expand their global investment, trade and professional networks.

MyCEB assists event planners from the very beginning, connecting planners to state bureaus, DMCs, PCOs, and other industry-related businesses. The bureau identifies potential business and major events leads, facilitates bidding processes, promotes government and industry collaborations, as well as provides events support and marketing services, including consultations on local products and services. [HQ](#)

CONTACT

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DRESS TO IMPRESS AWARDS 2016, KUCHING, SARAWAK

A night full of tribal and jungle colors! And for the first time a splendid catwalk in a décor of a traditional Malaysian longhouse.



Every year at the ICCA farewell dinner, **HeadQuarters** magazines and **ICCA** join forces to create a memorable theme night, when guests have to dress up to the nine. In 2016 the 9th edition took place in Kuching Sarawak (Malaysia). The theme of the night was 'Gathering of the ICCA Global Tribes'. During a catwalk session of about 30 minutes about 9 candidates presented their national dresses. HQ

THE WINNERS OF THIS 2016 DRESS TO IMPRESS AWARDS ARE:

**FIRST CATEGORY:
INDIVIDUAL
PRESENTATION**

CLAUDIA DELIUS-FISHER,
CONGRESS MANAGER,
MESSE FRANKFURT

**SECOND CATEGORY:
COUPLE
PRESENTATION**

MARTIN KINNA
AND HIS PARTNER
CHARLY

**THIRD CATEGORY:
GROUP
PRESENTATION**

THE SOUTH
AFRICAN
DELEGATION



Martin Kinna and his partner Charly



Amelia Roziman, General Manager - Marketing and Sales, Sarawak Convention Bureau, was of great help during the night



Claudia Delius-Fisher, Congress Manager, Messe Frankfurt



LEUVEN MINDGATE OF EUROPE



Leuven, just a stone's throw from Brussels, the capital of Belgium and headquarter of many associations, is both old and new. Vibrating because every year it's conquered by thousands of students, traditional because its history goes way back. And now Leuven MindGate positions the Leuven region as a premier destination for Health, High-Tech and Creativity.

Home to KU Leuven, the oldest university in the Low Countries, the nano-electronics research centre IMEC, around 140 spin-offs, more than 130 high-tech companies and one of Europe's most cutting-edge university hospitals, Leuven has, over the last decades, grown into a knowledge region. Excellence in education is built on and cultivated through excellence in research. The world's leading

anti-HIV drug, refined cochlear implants and Belgium having the highest number of clinical trials per capita in the world are only a few examples of cutting-edge developments.

Leuven calls itself the European centre of innovation and focuses in particular on attracting scientific conferences in the field of health, high-tech and creativity.

Leuven MindGate clusters the many knowledge institutes and technological platforms in Leuven. It's a proof that Leuven offers great business and investment opportunities and it's an inviting location to set up operations. Leuven's knowledge institutes provide a very conducive environment for innovation and high-tech entrepreneurship. They also generate an impressive outflow of state-

of-the-art knowledge that brings with it a myriad of innovative ideas for new and existing companies.

Leuven MindGate creates an innovative and real life science hub that will influence and convince associations in different scientific expertises to organise their conferences in Leuven. At the many high-tech companies in the region, the KU Leuven and one of Europe's most modern and dynamic healthcare infrastructures Gasthuisberg, it will always be possible to find a link with the diverse topics of conferences. Maybe a company visit can be a good option for the social programme? Or one of the more than 1.000 professors or 4.500 PhD students at the KU Leuven can be the local host of your conference?

LEUVEN IS CLOSE BY AND READY TO HOST YOUR ASSOCIATION CONFERENCE.

Leuven, the capital of the province of Flemish Brabant is very well situated. Brussels Airport (Zaventem) is the nearest airport (only 25 kilometre).

The direct train link will take you to Leuven in just under 15 minutes.

Leuven has 20 hotels, offering 1.100 beds in total. The biggest 4 star hotel Novotel has 139 rooms and many hotels have modern conference facilities. You can find budget accommodation in e.g. Ibis Budget Hotel or have yourself some more luxury in Martin's Kloosterhotel or Pentahotel in the centre of the city. The largest auditorium in the city has 814 seats (Pieter De Somer, KU Leuven), but there is also the historical Irish College of Leuven where the 17th-century chapel houses a wonderful auditorium with 220 seats, featuring all the modern touches, such as simultaneous interpreting.

After a successful conference the gala dinner can be organised at the Faculty Club and will not fail to make a lasting impression on the delegates. Faculty Club welcomes you in the magnificent restored, ancient buildings of Leuven's béguinages,

classified as a UNESCO World Heritage site.

All the different congress facilities, hotels, tourist attractions and authentic restaurants and bars are on walking distance because the centre of Leuven is compact. This makes the city easy to explore and one of the most important issues for conference organisers today: Leuven is known as a safe destination, where it's cosy and green. 

FOR MORE INFORMATION ON LEUVEN FOR ASSOCIATION MEETINGS AND LEUVEN MINDGATE

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3RD ASSOCIATION GRAND BALL A NIGHT TO REMEMBER

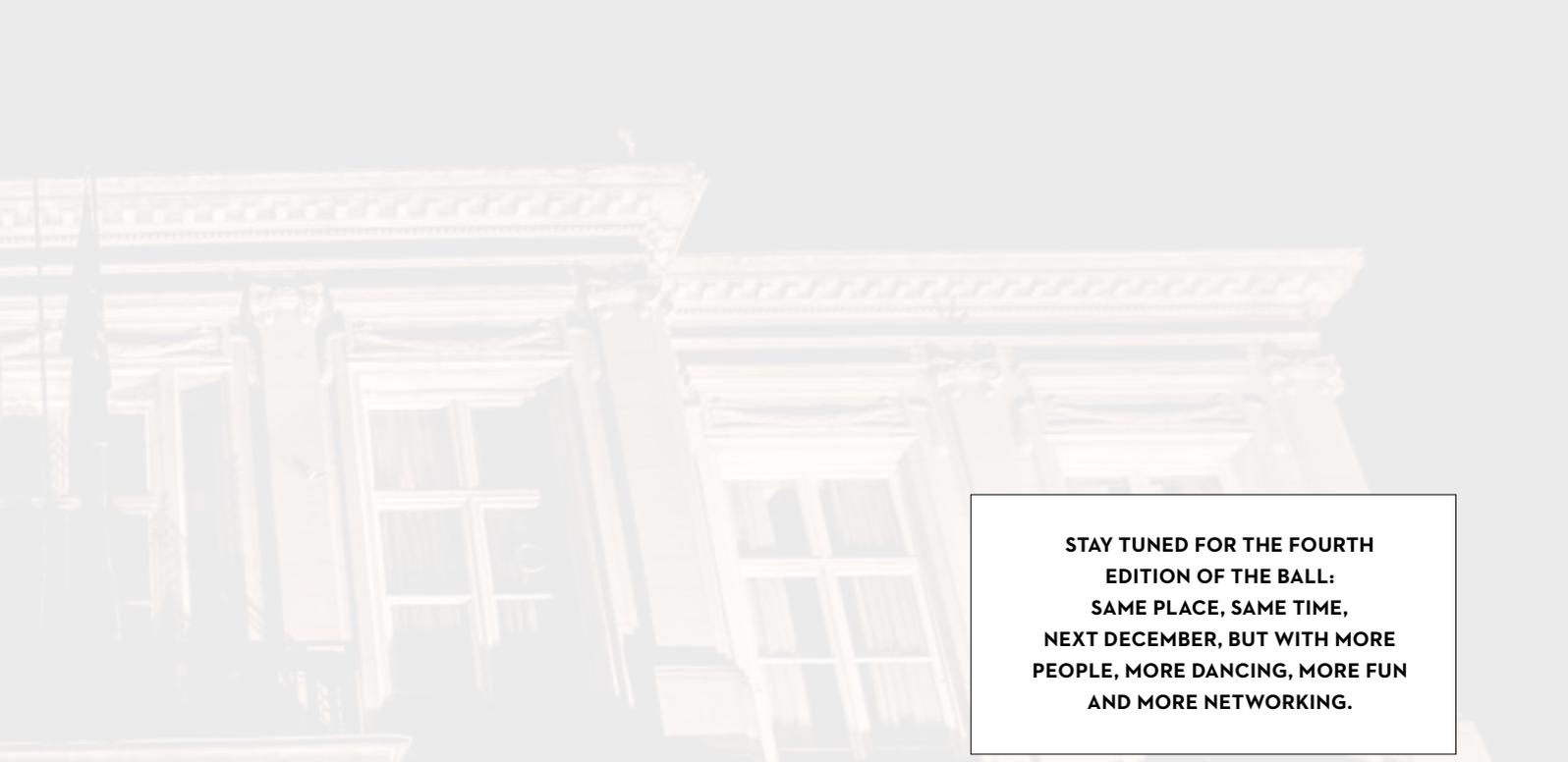
The edition of the Headquarters/Association Grand Ball took place at Château Sainte-Anne, in Brussels, 20 December 2016. In partnership with Monaco, France, IMEX Group, Helsinki and Finland, it was a night to remember, full of networking and fun, attended by the *crème de la crème* of association executives.



Gisèle Jamain, Manager of the Events and Promotion Department, Atout (centre) France and Laurence Papouchado, Deputy Director, Monaco Convention Bureau (right)



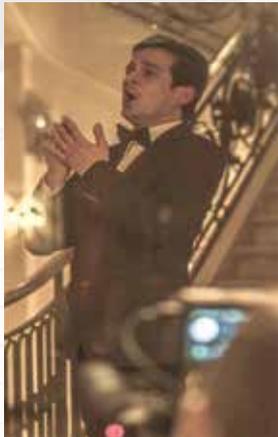
Olivia O'Connor, Marketing Executive, IMEX Group (front) and Natasha Richards, Advocacy & Industry Relations Manager, IMEX Group (right)



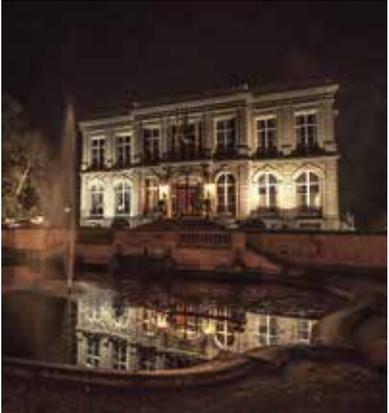
STAY TUNED FOR THE FOURTH EDITION OF THE BALL: SAME PLACE, SAME TIME, NEXT DECEMBER, BUT WITH MORE PEOPLE, MORE DANCING, MORE FUN AND MORE NETWORKING.



Marcel A.M. Vissers, editor in chief



Johanna Grönberg, Helsinki Convention & Events Bureau/Visit Helsinki (left) and Mervi Toivonen, Senior Business Events Specialist, Finland Convention Bureau (right)



PLEASE CONTACT US FOR THE NEXT EDITION IN DECEMBER 2017
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