



THE ASSOCIATION  
MAGAZINE

INNOVATIONS FOR ASSOCIATIONS

# Headquarters

MAY 2017 - N°77

**THE POWER OF  
INNOVATION**  
TRANSFORM OR  
GO BUST

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TRANSFORMING INNOVATION INTO SKILLS  
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EUROPEAN ASSOCIATION FOR  
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ECM: TIME FOR DESTINATION MARKETING  
MEETINGS + MILLENNIALS

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HEARNINGS

# FRANCE: A FORCE TO RECKON WITH

**They say France is always a good idea! Its gourmet cuisine, rich heritage, excellent transport network and stunning landscapes make it the number one tourism destination in the world with 83 million visitors welcomed in 2016. Text by Urvashi Yadav**

This highly successful tourism eco-system also ensures France's popularity as a MICE and congress destination, it's ranked 5th in the most recent ICCA (International Congress and Convention Associations) ratings. French destinations like Paris, Provence, Côte d'Azur, Lyon, Bordeaux or Toulouse-Pyrénées have this ability to innovate backed by investments and new infrastructures. Towns and cities in Brittany, Normandy, Loire Valley, Alsace and others are also becoming the rising stars of the industry.

## **MULTIPLE ELEMENTS COMBINE TO MAKE 'FRANCE BRAND' A SUCCESSFUL MICE DESTINATION**

Firstly, it's the sheer size of France's economy! Being Europe's second largest economy and the fifth largest in the world comes with its own perks. Combine that with being ranked sixth in the world for gross domestic expenditure on Research & Development and it's no coincidence that France is home to 71 knowledge hubs, making it the top-boss in the field of healthcare, technology, aerospace and energy. Global pioneer in health, Paris will host in September 2018 the Annual Congress of the European Respiratory Society (22,000 delegates).

France is also a leader in modern infrastructure by constantly upgrading and adapting to the ever-changing needs of this industry. Yet again it has set the bar high by investing in Europe's largest Convention Centre due to open in November 2017, managed by Viparis within the Porte de Versailles exhibition Complex. The French hotel industry has over 13,000 hotels to choose from that have adopted the international classification system. All these venues are easily accessible thanks to 11 international airports, trains with 28 high-speed stations and direct rail services with 9 European countries. Back this up with an internationally recognized pool of talented professionals and you have a winner on your hands!

## **FRANCE'S TOP HITS**

All these concerted efforts have materialized into tangible success. It has the world's largest digital incubator at Halle Freyssinet in Paris which can accommodate over 1,000 innovative startups, Toulouse is set to become the European Capital of Science in 2018 when it will also host ESOF (EuroScience Open Forum), France is ranked 5th in the world for medicinal products and technologies, it's a world leader in vaccines and Europe's leading player in veterinary medicine, it has a thriving aerospace industry boasting 4,500 companies offering a wide range of products, innovation clusters and specialist training institutions and it has the world's largest trade show for the aerospace sector, the Paris Air Show, to name just a few.

So, for sophisticated event infrastructure, innovation and strong involvement in specialist sectors 'Be Inspired Be in France.'



The Paris Convention Centre : a 5,200-seat plenary hall connected to 72,000 sq.m of exhibition space

## **SAVE THE DATE**

### FRANCE MEETING HUB

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More info: [GISÈLE JAMIN](mailto:gisele.jamin@atout-france.fr)

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# LE COUVENT DES JACOBINS RENNES CONVENTION CENTRE AN EXCEPTIONAL SETTING FOR YOUR EVENTS

**Housed in a former 14th century convent, Le Couvent des Jacobins Rennes Convention Centre combines elegant architecture and contemporary spaces with all the requirements of a 21st century conference centre. Due to open in January 2018, the new convention centre is expected to further boost Rennes' appeal as a MICE destination. Text by Katie Lau**

**LE  
COUVENT  
DES  
JACOBINS**  
RENNES  
CONVENTION  
CENTRE

Located in the old town of Rennes, the capital of Brittany in northwestern France, Le Couvent des Jacobins is easily accessible (five minutes from the station by metro) and just a short walk from the unmissable attractions across the city. The diversity of cultural sites, shops, restaurants and bistros around the conference centre charm visitors from around the world in search of authentic Breton experiences.

To guarantee an unparalleled meeting experience, the spaces in Le Couvent des Jacobins are equipped with the latest technologies from acoustics and visuals to soundproofing and ultra-high-performance video broadcasting equipment.

The modular rooms have also been designed to enhance every event, however original it may be. They can be adapted to different meeting sizes and

set-ups thanks to their mobile partitions, modular screens, as well as retractable stages and seating.

Offering a total of 4,000m<sup>2</sup> of exhibition space, Le Couvent des Jacobins features two auditoriums, one seating 1,000 people with dual acoustics (conference and concert) and the other seating 400, housed in the former church. There are also 25 committee rooms seating 40 to 400 dotted around the historic building and its modern extension. This historical setting with exceptional architecture, unique in Europe, opens the door to a world of possibilities for unforgettable events.

Rennes is also much more than just a picture-perfect tourist destination, having emerged in recent years as a prominent player in cutting-edge technology, automotive industry, agri-food, sustainable

development, new modes of transport, medicine and research. Just 90 minutes from Paris by train, Rennes is well connected to the heart of Europe with its own airport offering direct flights to major French and European cities.

Rennes is a forward-looking and welcoming city ideal for studying, working and starting a business. So why not hold your next meeting in such a magical setting in a city where tradition meets modernity?

## RENNES CONVENTION BUREAU

Destination Rennes has also formalised a hosting contract with 35 commitments compiled by whole range of private and public stakeholders in Rennes to support applications for conferences, symposia and conventions.



© Destination Rennes / Artefacto



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# NANTES: A SUSTAINABLE, CREATIVE, KNOWLEDGEABLE DESTINATION THAT WILL ALWAYS AMAZE YOU

**Located in the west of France, Nantes is an unmissable destination known for its perfect combination of sustainability, creativity and knowledge. This inspiring, fast-growing city on the French Atlantic coast will help you get the most value for your events.**

With a booming economy and a thriving cultural scene, Nantes is one of the new up-an-coming European destinations. The birthplace of Jules Verne was once named "the loopest city in France" in a Sunday Times article. Everything here is amazingly creative, bustling and vibrant: it's not unusual to see a giant mechanical elephant walking down the streets and you can even organise a gala dinner among these huge odd creatures!

Within easy reach by air and less than two hours away from most European cities, Nantes boasts first-class accommodation in 8,800 hotel rooms and stunning venues such as La Cité Nantes Events Centre.

## A WORLD-CLASS INTERNATIONAL CONGRESS VENUE

Situated at the heart of the city opposite the high-speed train station, La Cité Nantes Events Centre is only two hours from Paris and 20 minutes from Nantes' international airport. The venue, the only French convention centre with the AIPC 'Gold' Quality Standards, provides an ideal setting for all types of events from 200 to 4,000 participants with state-of-the-art equipment in line with environmentally-friendly practices.

## A GREEN, COMPETITIVE AND INNOVATIVE REGIONAL CAPITAL

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

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



## A NETWORK OF HIGHER EDUCATION AND RESEARCH ESTABLISHMENTS:

Over 5,000 researchers in 200 laboratories ● 70 research teams ● 54,000 students

## KEY SECTORS THAT CONTRIBUTE TO THE REGION'S EXCELLENCE:

Biotechnologies and healthcare ● Agri-foods ● Sustainable development ● Wood and eco-construction ● Complex compound and metal materials ● Information and communication technologies ● Marine sciences (marine renewable energy) ● Creative and Design/Cultural industries ● Aerospace ● Digital economy

## LA CITÉ NANTES EVENTS CENTER

### KEY FIGURES:

3 auditoriums with 450 800 2 000 seats ● 6 000 m<sup>2</sup> of multi-purpose areas ● 30 meeting rooms ● Catering for up to 3,430 people ● Innovative technical services with in-house teams: 46 specialised activities ● An adjacent 4-star hotel with 105 rooms ● An eco-responsible venue ● 1<sup>st</sup> French convention center to achieve AIPC\* Quality Standards Gold certification\* (International Association of Convention Centres)



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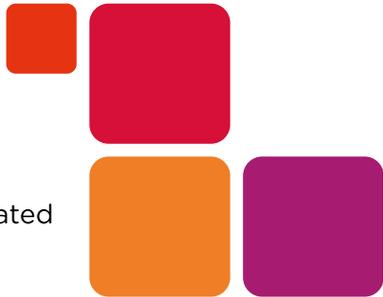
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# INTERNATIONAL ASSOCIATIONS CONFIDENT OF **THAILAND AS A GLOBAL CONVENTION DESTINATION**

**Thailand's reputation as a global convention destination has reached new heights after three umbrella organisations selected the country to host their events in 2017. Their choice represents a vote of confidence in Thailand's proven commitment to association development.**



Thailand's ever-improving infrastructure and services, easy accessibility, and offering of popular MICE cities such as Phuket and Chiang Mai prove to be a winning combination for meeting planners. In 2016 alone, Thailand won more than 20 bids to host international conferences from 2017 through 2020, covering diverse topics from medicine and engineering to music and graphic design.

This year will see Thailand welcoming prestigious events from three globally recognized convention associations. Firstly, International Congress and Convention Association (ICCA) will support ICCA Thailand Seminar 2017 in Bangkok on July 5, which is aimed at enhancing Thai associations' capacity in bidding. It represents the fifth year of ICCA support for the seminar of ICCA Thailand since it was first organized in 2013, resulting in the growing number of Thai associations joining ICCA-supported seminar every year.

Martin Sirk, CEO of ICCA, said, "I therefore applaud the innovative work that TCEB and our other Thai ICCA members are doing in the field of skills and capacity development, and how they are facilitating and encouraging the growth of a dynamic association community in Thailand."



The next one is Professional Convention Management Association's (PCMA) Global Professionals Conference for Asia-Pacific region, their first conference in Southeast Asia. The event, which will take place in Bangkok from August 28-31, will bring together global senior-level representatives of regional convention bureaus and conference centres. Sherif Karamat, Chief Operating Officer of PCMA, said, "For the 2017 PCMA Global Professionals Conference – APAC event, PCMA strives to inspire, connect and innovate the business event community globally. Bringing this intimate educational program to Bangkok is of strategic importance for our participants. With world-class venues supporting a thriving economy, Thailand is a leader in state-of-the-art services attracting business events from all over the world."

Following the PCMA is the Union of International Associations (UIA) 2017 Asia-Pacific Round Table, an education forum to be held in Chiang Mai from September 21-22, where around 100 representatives of major international associations can discuss and share their experiences and challenges in membership, corporate communications, and more. Clara Fernandez, UIA's External Relations Manager, said, "Since the Round Table event in Bangkok in 2015 was memorable for all

participants, we will come back to Thailand this year in September with UIA Associations Round Table Asia-Pacific 2017, this time to the beautiful city of Chiang Mai. Many association representatives will join Round Table attracted by the education programme and the opportunity to network with colleagues from all over the world." "Also, by holding UIA Associations Round Table Asia-Pacific 2017 in Thailand, UIA wants to support and underline the impressive rate of activity which Thailand shows in the world of international associations."

To ensure the success of your events, Thailand Convention and Exhibition Bureau (TCEB) has developed the Thailand CONNECT Welcome Package to provide international delegates exclusive privileges during their time in Thailand. For event organisers, TCEB is proud to introduce a new "Convene in Paradise" promotional campaign to offer financial support for mega conferences and offshore meetings: up to 1 million baht for conventions with a minimum attendance of 1,000 international delegates.



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## TECHNOLOGY: LONG LIVE MAGAZINE.LIVE!

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

HeadQuarters magazine

Ten years ago, my two best staff members stepped into my office and declared: "**Paper is dead, long live the digital publication**". I stopped to think for a moment about radio which had been declared dead when television arrived and how that never really happened. Radio is definitely more alive than ever today because radio makers decided to go after more reach with a product offer adapted to different age groups and more specifically the young. And those very same ten years ago **Tyler Brulé** delivered another coup in the world of editing when he launched '**Monocle**', a brand new printed magazine that hit the stands worldwide. It was an incredible success that didn't slow down in the years that followed. Most definitely not.

At that time, I decided to make magazines better still... prettier layout... better editorial content. I didn't avoid the digital route. I rather gave it the role it is best suited for: to complement the traditional printed message.

Today, my thinking has evolved as the result of a discovery that I have made. Digital has a magical ring to it but that's all because it's not really convenient to read. One tended to think that it was enough to put a PDF of a magazine online. I hope you can forgive me that I have done the very same thing in the past! But it is not easy to read, it tends to get boring rather rapidly and it's far from reader friendly.

With the new technology that I have discovered I am considering reducing the number of printed copies of my magazine and compensate for this with a more appropriate distribution strategy. Also, I plan to increase the number of digital versions that I publish in order to appeal to a larger public within an association. More specifically the younger generations. This new technology is called: magazine.live.

The **University of Leuven in Belgium**, in partnership with a specialised digital media company, has carried out research to better understand digital reading behaviour. As part of the **Digital Reader Engagement project**, they have measured what happens in the body when people are reading a digital publication. Sixty readers of leading newspapers were equipped with advanced IMEC body sensors. Body temperature, skin conductance and blood pressure were tracked very accurately. Simultaneously eye movement was tracked with the **MIT Pupil tracker** and all user interaction data were stored.

Using the findings of this research a digital magazine was designed that by far surpasses the traditional digital PDF magazine. Headquarters will be the first association magazine to use this new digital reader technology.

**OFF WE GO!**

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**VANCOUVER TO HOST THE 21ST INTERNATIONAL CONGRESS OF PARKINSON'S DISEASE AND MOVEMENT DISORDERS, JUNE 4-8, 2017**

Over 4,000 medical professionals from 80 countries are expected to attend the 21st International Congress of Parkinson's Disease and Movement Disorders when the group meets in Vancouver, June 4 - 8, 2017. Based in the West Building of the Vancouver Convention Centre, congress attendees will primarily be physicians, clinicians, researchers and nurses who focus on this sub-specialty of neurology.

Having this meeting in Vancouver has influenced the focus of the conference. This year's theme is "Pathophysiology"—the mechanics of why people develop Parkinson's disease and other movement disorders. This focus reflects the research that is currently being conducted in Vancouver and Canada, providing an enhanced opportunity for local researchers to share their work with their international peers.

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4

**FRASERS HOSPITALITY EXPANDS IN MIDDLE EAST AND AFRICA TO TAP INTO BUSINESS AND TOURISM GROWTH**

As part of its global growth strategy, Frasers Hospitality Group, a division of Frasers Centrepoint Limited, is expanding its global presence with eight new properties in the Middle East and Africa. The new properties will increase Frasers Hospitality Group's global footprint to more than 1,500 units across both regions.

The recent launch of Fraser Suites West Bay, Doha marks the first of eight properties to open, making it the group's second operating property in Qatar and the fifth in the Middle East. The group's operating properties in the region - Fraser Suites Diplomatic Area Bahrain, Fraser Suites Seef Bahrain, Fraser Suites Doha and Fraser Suites Dubai - all enjoy an average occupancy rate of over 75%.

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

2

**SPCVB INTRODUCES MEXICAN BUYERS TO SÃO PAULO WITH THE SUPPORT OF EMBRATUR**

The São Paulo Convention & Visitors Bureau (SPCVB), with the support of the Brazilian Institute of Tourism (Embratur), concluded another stage in their partnership with the Guadalajara Convention and Visitors Bureau to promote a visit to Sao Paulo by Mexican buyers and events organisers.

The visit was part of the planned initiative by the international division of SPCVB, supported by Embratur, which includes Mexican guests in its program to attract event professionals to WTM Latin America with the aim of promoting Brazilian destinations. The promoter of WTM, Reed Exhibitions, assisted by including the group in its special hosted buyers program.

In 2016, the São Paulo and the Guadalajara signed a mutual cooperation agreement to develop opportunities between the cities of São Paulo and Guadalajara. The agreement is aimed at taking advantage of the similarity of these destinations.

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

5

**AN ITALIAN EVENING IN LONDON AND BRUSSELS**

Convention Bureau Italia, Italy's marketing body founded in 2014 and now representing more than 1 300 meeting industry operators throughout Italy, continues to grow its range of services for members and international meeting planners.

With the support of ENIT, the Italian National Tourism Board, CBI organised two workshops in March - one in London and one in Brussels, which welcomed representatives from various prominent European and International Associations based in each city. During the two events, association representatives were given the opportunity to meet various Italian suppliers representing different areas of the country in order to discover more about Italy as a perfect MICE destination.

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

3

**ICC SYDNEY AWARDED AUSTRALIA'S BEST INFRASTRUCTURE PROJECT**

International Convention Centre Sydney (ICC Sydney) has been named Australia's best infrastructure project at the Infrastructure Partnerships Australia's National Infrastructure Awards overnight.

Geoff Donaghy, CEO of ICC Sydney, said the venue was already performing extremely well for Sydney, New South Wales and the nation, having delivered almost 200 events and welcomed more than 300 000 people through its doors since it opened 20 December 2016.

"ICC Sydney is a new \$1.5 billion events precinct that has been specifically designed to welcome more events and patrons to Sydney while providing the best possible experience for them whilst here. We've already received fantastic client feedback about both the venue and the service delivery of our team."

[WWW.ICCSYDNEY.COM.AU](http://WWW.ICCSYDNEY.COM.AU)

6

**13TH PHARMACEUTICAL MEETING PROFESSIONALS SUMMIT 2017 TO BE HELD AT THE HILTON PHILADELPHIA AT PENN'S LANDING**

The 13th Pharmaceutical Meeting Professionals Summit will be held on November 6-7, 2017 at the Hilton Philadelphia at Penn's Landing. This interactive summit attracts 200+ senior-level meeting professionals working in the pharmaceutical, biotechnology and medical device industries and acts as their annual gathering to learn, engage and network.

With well over 60% of the 2016 audience representing meeting planners and with 57% of them having more than 10 years of experience in the events industry, this is the ideal forum to learn from and meet with industry veterans to understand current trends, innovation and effective strategies for optimizing medical meeting operations.

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# THE POWER OF INNOVATION AND HOW TO HARNESS IT

**There is no doubt that innovation drives economic development and growth. Any business needs to innovate in order to survive and stay relevant. However, innovation cannot exist without experimentation. An inept execution of an innovation can lead to costly setbacks. Florence Bindelle, Secretary General, European Issuers and Vice President of European Society of Association Executives (ESAE), tells HQ how to do it right.**



FLORENCE  
BINDELLE

## ***Must associations innovate?***

---

In today's business environment, clients can access most services and products anywhere from their home thanks to the internet. Therefore, companies compete on a global scale, and if you don't innovate, your business will be left behind and perish. The same constraints apply to associations. They should ask themselves "How can we do this better?" in order to adapt and anticipate their members' needs. Innovation delivers far-reaching benefits to the association's team members. It will keep you relevant, adaptive, and ahead of the game.

***In general, associations are not too very much interested in innovation, especially the profit-making ones. Do you think this statement is true? Do you think associations are innovative enough these days?***

---

Most associations research ways on how to use innovation to stay competitive and retain membership

attention. Therefore, they are looking for the latest innovative tools in their fields of activity such as organisation of events, utilisation of communication tools, and relationships with members. The appetite for innovation varies according to the sector of the association, its activities and its governing bodies. I believe that professional associations tend to be more innovative than trade associations. To be innovative you need an entrepreneurial spirit and take risks in some cases, and you also need to invest.

---

***What kind of innovations do you think have been the most successful over the last five years for associations?***

In general, I think associations have taken advantage of the new technologies that have helped them reinforce their communication, for example, through websites, social media, webinars and live streaming of events.

---

***What kind of innovations will AssociationExecutives.eu and EuropeanIssuers aim for in the future? Do you think innovation goes hand in hand with new technology developments?***

Yes. In the old days, most associations issued newsletters once a month. Nowadays information is a resource anyone can access thanks to the Internet but the speed of the dissemination is crucial to remain relevant. Therefore, you need to have accessible tools and processes in place to follow that path. Obviously, innovation goes hand in hand with technologies that allow information to circulate more quickly. But other types of innovation are linked to services offered to members: training and professional certification, conferences relying more on interactive workshops and networking sessions instead of plenary keynote speeches. In addition, innovation is also thinking about modernising your governance, your business models, revenue streams, etc.

---

***Your association is using social media to promote education among association members and increase the number of memberships and the quality of services. Are the Internet and social media still considered innovative nowadays?***

The Internet and social media have become common practice for most associations and cannot be considered innovation as such. New tools such as the developments of specific applications to meet special needs is going to be the future trend. This is an area we are working on. Everyone nowadays expect to receive the right information in real time. That's why we developed a customised notification system within our new website.

---

***What kind of new innovative products does your association, EuropeanIssuers, provide to your members?***

We are about to launch an app that will meet both regulation and provide secure information for the user. More to come in the near future. Watch us. We are also thinking of bringing some innovation to our governance bodies but at this stage it is still a work in progress.

---

***It seems innovation can be a double-edged sword. How should associations minimise the risks of innovation?***

To make the right choices, associations CEOs should go through an in-depth analysis and not underestimate the needs of their members. They also should evaluate if there is any resistance or appetite from the Board and staff regarding making changes. This means avoiding missing opportunities to improve the value of your services to your members as well as maintain a certain level of innovation, which allows you to maintain your position in your sector.



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### 3 CAREER BUILDING:

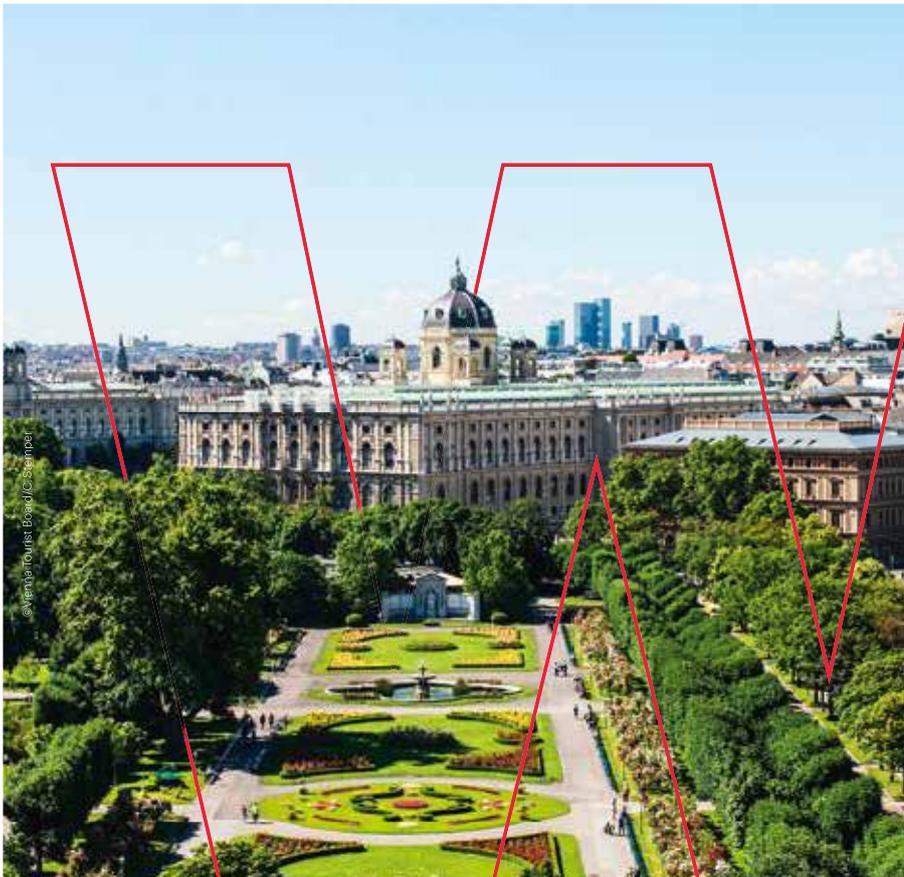
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# INNOVATION FOR ASSOCIATIONS

**Already in the 1980s management studies recognised that there is no executive task 'more vital and demanding than the sustained management of innovation and change' (Tushman, Nadler, 1986). Indeed, this could not ring more true for today's business environment. But is it a question for executives only? And how far-reaching would innovative practise need to be in order to become attainable as well as sustainable? Let us take a look at the concept of innovation from the point of view of the not-for-profit sector and associations in particular.**



**CHRISTOPH  
RAUDONAT**

## WHY INNOVATION?

Innovation stands high on everyone's agenda these days. We all struggle to come to terms with what we need to do to implement more effective ways to generate income, increase and better serve membership while running our organisations more efficiently. In other words, move away from predominantly 'administrative' behaviour towards more 'out-of-the-box' thinking. Innovation helps us to 'make things better', somehow...

Following current thinking of experts in business and academia, innovation enshrines a variety of aspects

that are almost never replicated in real life but mostly stay in seminars, text books, LinkedIn discussions or other fancy media out on the internet.

One author describes innovation as turning an idea into a solution that adds value from a customer's perspective (Skillicorn, 2016). Another believes it is 'the implementation of creative ideas in to generate value, usually through increased revenues, decreased costs, or both' (Baumgartner, 2016). The list goes on. However, asking industry specialists about the mistakes made around innovation, everyone tends to agree that we all talk more about it than actually do anything with it. Usually because of lack of the very ideas, resources or plain laziness.

Innovation means change. Organisations, much like the people that run them, are creatures of habit. How to innovate if the structure of the organisation is rigid and not open to change?

## INNOVATING HOW?

Particularly in the association and social sectors, organisations tend to be more reactive than proactive, in part because of the way decision-making is set

up. We all know the drill, annual meeting, members come together and decide about the past year and the year following, in the mean time we try and maintain status quo, get along with our boards and committees, and launch membership surveys to tick the box of collecting valuable data to add value to membership without a real plan of actually using the data outside a strategic brainstorming session.

When talking about innovation in your professional circles are you discussing innovation from a product level? Increasing and/or changing membership benefits, content delivery and – speaking of 'delivery' – technology?

These are all good areas to innovate and tackle the generational challenge of motivating millennials to join our ranks in the association world. At least in the field of technology, we would certainly never stop innovating judging by the rate of development of both hard- and software. How else would you try to lure the shy kid hiding behind a mobile screen, stereotypically perceived to only be interested in themselves with that vague idea of wanting to make 'an impact'?

However, innovation for associations goes much further than the mere renewal and change of technological



platforms or tackling generational issues. It is not so much about what you do but why you do it.

### INNOVATING WHAT?

In other words, innovation starts at home. We need to open the discussion with everyone in the organisation about how we can get better at finding, testing and implementing great ideas we already have.

Framing the challenges correctly is key to innovation and the question of what it is we are trying to achieve is central to digging the right path. A scenario often employed in real life because of the assumption that the largest income flows would come from the low-hanging fruit is to grow membership for increased income. The entire team is mobilised to think about how to add more value to membership. But the actual question should probably be: if you wanted to increase income, why bother with investing in membership alone?

Innovating your culture is an investment in the long-term of your association. Of course, strategy is important and innovating single processes within your organisation will help you make the quick wins to convince critics that change is good and help you reach strategic short-term goals. It is, however, culture that drives most of the unconscious decisions that

permeate an innovation organisation (Foley, 2016). Big ideas take time and resources. Big ideas may fail on their way to realisation. A culture that nurtures and protects creative and diverse thinking can enable strategies we would call 'outside of the box'.

Such thinking is unfortunately too often confused as being a luxury when our organisations 'need solutions now'. However, nothing should stop us from continuously analysing our associations' (and members!) actual needs and thus build a road towards becoming an innovation organisation. Focus is key and with it our use of language. As social organisations, associations have grown accustomed to express gratitude for volunteer engagement often with superlatives in order to keep these volunteers committed. What happens, however, at the same time is that with us calling smaller ideas breakthroughs, we lower the bar and begin struggling with too many small initiatives instead of the big disruptive ones.

### FOCUS INNOVATION

Innovation is good but only if it serves a clear purpose and there are techniques available to expedite cultural adaptation towards innovation. Set clear and simple goals that are understood at all levels. Start with what comes easy to the organisation to win over potential critics and instil the sensation of success. Determine

your long-term mission and support it with a vision. Think about investing in mandatory 'creative thinking sessions' at your events.

Let us try and remember: Innovation is the fundamental way our organisation adds constant value to our stakeholders and thus their stakeholders and so on. Or in the words of George Bernard Shaw: The reasonable man adapts himself to the world, the unreasonable one persists in trying to adapt the world to himself.

This article was provided by the International Association of Professional Congress Organisers, author CHRISTOPH RAUDONAT, Business Development & Association Director, ICS Events, on behalf of IAPCO Vice President, Mathias Posch, ICS Events. IAPCO represents today 115 professional organisers, meeting planners and managers of international and national congresses, conventions and special events from 41 countries.

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# TRANSFORMING INNOVATION INTO SKILLS: THE CHANGING ROLE OF ASSOCIATIONS IN THE AGE OF ONLINE LEARNING

**More than 100 years ago, two Belgian visionaries established the Union of International Associations (UIA) to serve as a central repository for the world's information, to radiate knowledge to the world and to construct peace as well as universal cooperation. The mission to become a hub of knowledge and to hold meetings in order to spread innovation can be generalized to most international associations. But today there is more that associations can do: develop and equip their members with the necessary expert skills to excel in the modernization of their field of specialization.**



ROLF  
REINHARDT

The idea of entering the training business is not new to larger associations. At a roundtable hosted by the UIA in 2011, a participant proposed that opening an online academy would create a prosperous third income stream after membership and conference fees. At that time, however, an online academy seemed to be a big project that could only be realized by those associations, which had the necessary budget to invest. This situation has changed significantly: it is now possible for most international association to design and realize their own educational programs, from the development of curricula to certifying learning achievements.

Since most associations today do not have any particular expertise in the field of training, their role starts primarily by identifying and facilitating the experts in their network who can serve as instructors. Together with these experts, they can develop a strategy for an educational program with the definition of goals by answering the following questions: What knowledge, skills and competences do we want to train? Is online education an adequate means? What credibility would a certification have in the market? Should the academy be open only for members or for a wider audience? Would a modular concept such as hosting courses on other sites be a better start? It is recommended that a working group should be launched together with the members since some of them might already have the necessary experience.

Once the learning strategy is in place the biggest challenge is to create learning resources; in this case associations with a lack of financial means have to be creative. In September 2016, the Headquarters magazine featured the streaming of conferences under the title "Virtual and Hybrid Events in the post Brexit Age." In a nutshell, the magazine featured new ways of collaborating online, broadcasting of conferences and remote participation in "hybrid events." These types of events provide a great opportunity to create

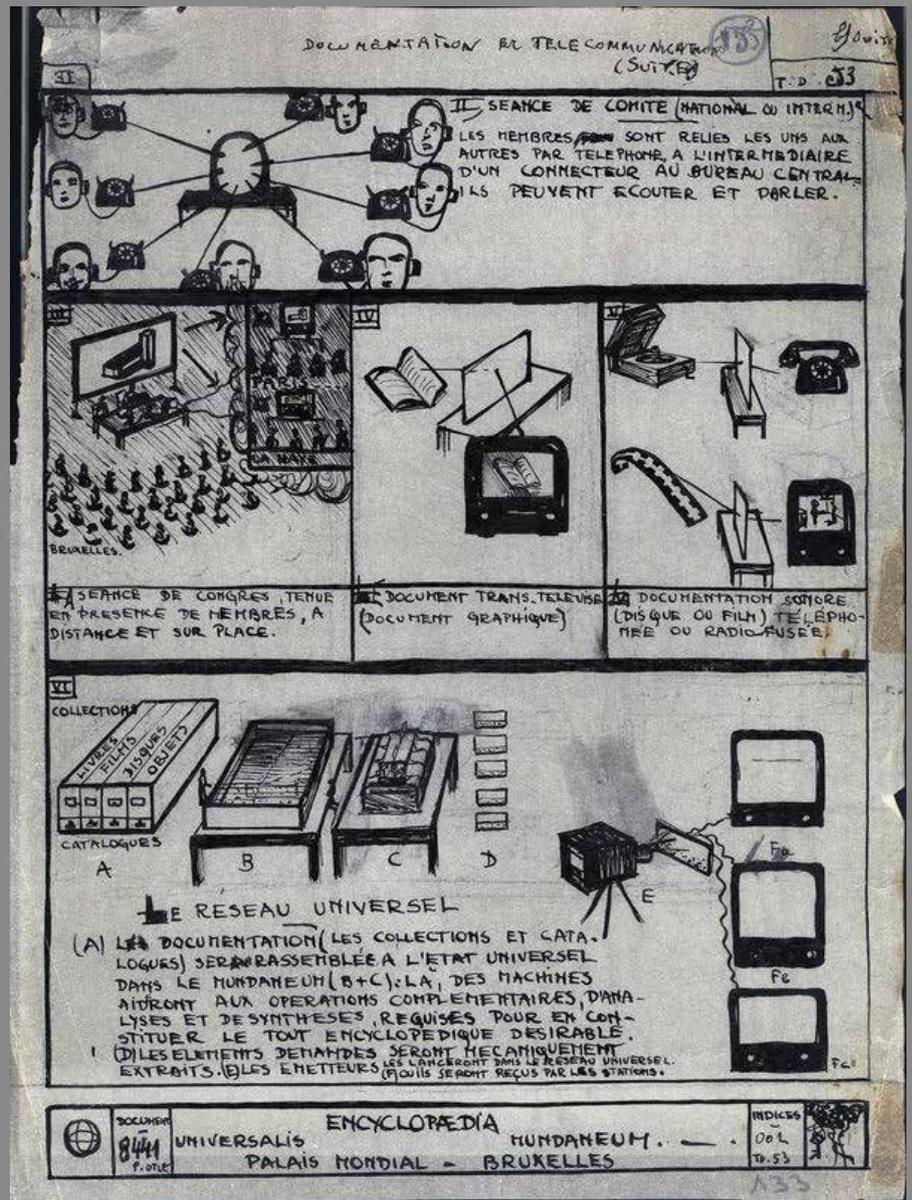
meaningful learning resources by selecting and instructing conference speakers accordingly.

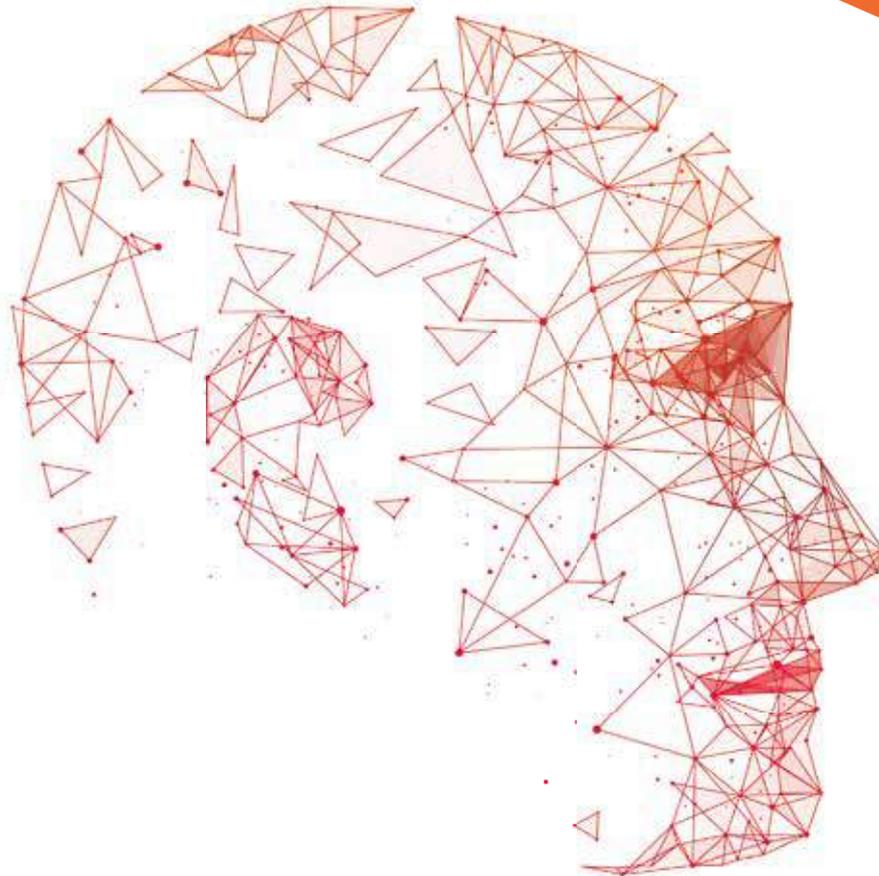
The reason why even today many associations shy away from exploiting the potential of eLearning is the common belief that an online academy would have to offer shiny and expensive courseware to appear professional and credible – a belief that has been proven wrong by the hype around Massive Open Online Courses (MOOCs) in recent years. Top-ranked universities like Harvard, Stanford and recently also Oxford have opened their lectures to a global audience on sites like edX, Coursera and many more. Even when the first hype is over, MOOCs are still offered today because of the potentially low production costs (often recording a teacher who presents his slides and moderating an online community of students) and the changing business models in Higher Education. Freely available MOOCs based on Open Educational Resources that enable the further sharing and remixing of teaching material have contributed to the reputation of universities and played a role in attracting students. And apart from being inspired by universities on how to open the classroom towards a virtual dimension, associations can also learn something else from the Higher Education sector: how to generate revenue streams from certification.

Let's face it: after our experience in school and university, learning might not have the best connotation for many of us. It is often considered as something in which one has to invest valuable time and which should eventually pay off. This perception has led to a certain meaning of officially recognized certifications, which are necessary for specific tasks such as the PMP certificate for project managers, being certified as Microsoft Professional, etc. Non-profit associations can play a vital role in the credibility of associations and complement the certification landscape significantly. However, the reliability of a certification is based on the way the assessment is conducted. This is also why the importance of outsourcing test centres or proctoring exams online will be the final important step for an association to run an online academy successfully.

As a non-profit and independent organization, the UIA has served serving international associations for more than 100 years. The reason why the UIA is still of importance today – maybe more than ever before – is because of its significance to associations as a lighthouse for innovation by remaining humble and providing a forum for exchange, which has been the basis for the success of the UIA Association Roundtables.

ROLF REINHARDT has been serving the eLearning community for more than 10 years with a genuine interest in technology-enhanced learning. He considers associations to be the training centres of the future by being pole-positioned to continuously upskill the world's professionals in specialized expertise. Rolf Reinhardt was elected as a Member of the Executive Council of the Union of International Associations in 2015.





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# DON'T KEEP UP WITH INNOVATION LEAD WITH IT!

**Associations spend a lot of time trying to keep up with innovations in the industries and professions they serve. They also have to keep up with innovations in technology, association management, and communication. Instead of trying to keep up with these innovations, association themselves should be the innovators.**

Innovation doesn't mean trying to do the same things a little bit differently, and isn't limited to the type of icebreaker you have at your next meeting. Innovation for associations has to mean doing something that has value for your members, enhances the member experience, and, for want of a better term, surprises your members every once in a while.

**The best way to be innovative is to combine a new way of doing things with an effective use of technology. Customization of your communications is one of the easiest ways to show your members that you don't do everything the same way all the time.** For example, do you have different membership value messages for each segment of the industry or profession that you are trying to serve? Is your language designed to reflect the perspective and culture of the various generations who are in your membership and prospective membership base?

Of course, your meetings, conventions and events are among the places where your organization's innovation skills can be on display. Many organizations are trying to make their conventions and meetings more reflective of things that are important to their members in their respective fields. For example, environmental concerns and community service activities are not just the purview of certain scientific organizations and/or younger members. Green meetings now have universal appeal. Instead of having the usual boring post conference evaluation forms, why not include an opportunity for attendees to make suggestions on how the next conference could be more environmentally friendly? Take the best suggestions and publicize prior to the next conference that you're using these suggestions members made last year to enhance next year's events.

In another example of conference innovation, one organization overcame the "death by PowerPoint" syndrome by turning speaker presentations into interviews. The interviewer was able to get the presentation started by asking the speaker questions that focused on the key points that needed to be brought out. They then planted one or two questions in the audience that would allow the presentation to continue in the format of a dialogue between the speaker and the attendees.

After that they opened the session up to general questions from the audience. The speaker made sure that all of the key points were included in the discussions but it also made the audience part of the experience rather than

just passive listeners. Key points in the presentation were sent to the attendees as part of the follow-up.

It's this type of innovation that really gives people a memorable experience in your organization. As we noted, innovation can't just be limited to events and conferences – that's just the most obvious place where people can see innovation. There are also numerous examples of how technology is being used to provide unique value to members. Many groups have come to realize that there must be a "digital" option for just about everything that is done. This is where infusing innovation with technology will be an ongoing challenge.

One thing that is really important to remember is that you're not alone in your challenge to be innovative. Don't forget to include your various partners in your attempts to be creative. Talk to the convention bureaus, hotels and other facilities, and your vendors and even exhibitors about ways to make your organization recognized for its innovative way of engaging members. These partners work with dozens or perhaps hundreds of other associations during the course of a year and they have probably seen innovative activities that could be adapted to work for your group, too. What would it hurt to survey these partners and ask "what is the most innovative technique or activity you've seen at other meetings in the past year?"

Associations are always competing with the private sector to impress their members and prospective members with how innovative and ahead of the "curve" they are. Remember that you have an advantage over these private sector companies – you know your members and their businesses better than they do. Use that knowledge to be creative, innovative, and empathetic.



*Mark Levin*, CAE, CSP has three decades of experience as an association executive, and is also an internationally-known speaker and consultant to the nonprofit and association community. He currently serves as Executive Vice President of the Chain Link Fence Manufacturers Institute (CLFMI), an international trade association, and as President of B.A.I., Inc., his speaking and consulting firm. He can be reached at [mark@baileadership.com](mailto:mark@baileadership.com) or via his website at [www.baileadership.com](http://www.baileadership.com)

# TRANSFORM OR GO BUST

**Based in New York City, Mary Ann Pierce is a digital event specialist who has been fusing the Internet and digital technology to events for over twenty years. The founder and CEO of MAP Digital tells HQ how “Digital Darwinism” is changing the meeting industry as the tipping point approaches. Interview by Katie Lau**



MARY ANN  
PIERCE

***You delivered a keynote speech in a meeting conference called “Evolve or Die” in Belfast in March. How do you help associations survive the “Digital Darwinism”?***

The intention of my keynote was to create a map for event organisers of the specific challenges, advantages and opportunities of the digital transformation of the event industry. I built my presentation around three New Rules, which if followed, will help event organisers comprehend and thrive while experimenting to build the right digital strategy that will be relevant to their delegates and will help secure the success of their events. The New Rules are: Customer is at the centre; Integration is innovation (of event technology); and data is currency.

This is a simple, attainable but profound shift in mindset. At this stage in the digital transformation of events, no one is smarter than you and your team if you embrace the New Rules. You must be open to observing, taking a chance, allocating budget, disrupting yourselves, building a purposeful think-tank of delegates, sponsors, exhibitors, technology providers and venues; and then experimenting, documenting and analysing the your results. Refine and do it again. It is a process, and like Rome is not built in a day.

***Do these innovations only revolve around technology?***

No. Technology is only a catalyst for innovation. The thrill of working in technology is that the customer determines how good or meaningful it is for them by their usage; and the verdict is usually instantaneous.

So my advice to event organisers is to look at your delegates' lives. We live in a mobile, hyper-connected and customer-driven society. Through our smart phones and other Internet devices, we are connected to thousands of people every day via Facebook, LinkedIn, etc. Social media has created the Global Village, and content fuels the digital campfires of Global Village. And events have plenty of underutilised content. However, event content needs to be digitised in order to be shared. A new challenge for event organisers will be

to extend your delegate's live event experience to their Global Village network by deploying robust Internet onsite and making content digital so that your delegates can become Brand Ambassadors by extending their experience and your thought leadership to their wider network via social media to the Global Village, a new horizon where relevance, growth and opportunity can be generated for your brand.

***You said we are at the tipping point of massive change driven by society's embrace of technology. How will it affect the event industry?***

One of the digital waves that will be cresting upon us soon is the Internet of Things (IoT): people to people, people to things and things to things, and it reaches beyond beacon technology for tracking delegates' movement. Next is Artificial Intelligence and Cognitive Computing. One can imagine the intelligence and opportunity that will be realised when an event's content is analysed by a super computer. This is the Third New Rule: data is currency.

***What kind of associations or events are more in need of digital innovation and why?***

All. Events should be designed to reflect on how we live in a mobile, hyper-connected and customer-driven society. If you are still measuring success by the number of delegates attending general sessions or visiting exhibition floors, not digitising content nor encouraging delegates' participation, and the worst omission, not collecting and analysing data – you will see diminished returns in the very near future. I would encourage everyone to look at how retail has been disrupted by online shopping and social media.

***Do you segment your offerings between senior and younger delegates as the former are supposedly not as tech savvy?***

Currently, we do see a difference of tech usage between generations. However, we do not segment our offerings. It is MAP Digital's best practice to offer the full stack functionality of our MetaMeetings platform for every event. It is our belief that the digital usage gap will narrow quickly because of personalisation.

For instance, we will soon be pushing to our delegates their ever-changing one-on-one meetings' schedule

onto our conference app. Also for certain delegates we will enable them to view content onsite via live webcasts based on their role. Many of our conferences are very crowded, and this enables our delegates selected by role to access the real-time information even if they cannot get to the session room.

***What kind of innovations do you suggest for meeting design?***

Delegates can shape their own event experience with software such as JiffleNow.com for scheduling onsite meetings, Grip.events for using the power of Artificial Intelligence to match delegates and exhibitors. Also, we are following the rise of Massive Open Online Courses such as edX.com which was developed by Harvard and MIT on which much of their undergraduate courses can be taken for free. The "flipped" conference would have the delegate view the session Webcast at home, and go onsite to collaborate, create and do with others.

***How ready do you think event venues are for the digital transformation?***

I am very impressed by Conference Empire being created by Convene.com in the US. Convene

reimagines office space or underutilised corporate conference centres into an all-inclusive event venues. Convene offers in 100 mbps of wireless, projection, audio and constant food services at quite competitive prices.

To up the ante, I challenge the event venues to become Smart Venues. The real opportunity will be for Smart Venues to partner with event organisers and provide effortless presentations networks, webcasting, name badging, digital signage and give away a conference app that serves as a temporary passport to a city or destination. This will harvest robust data that can be shared by the venue and the event organiser. It will also be a new source of revenue for the venue.

***Any possible challenges facing meeting planners in the digital age?***

Many of my conversations with planners are centred on their frustration in getting senior management to focus on digital and allocate funds. Smart businesses allocate a percentage of resources and budget to internal "living labs" or think-tanks that do new things. Either change your mindset or be left behind.



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# WILL THE REAL MILLENNIALS PLEASE STAND UP

**Are you a Millennial in the Meetings Industry? Or do you want to learn more about Millennials within your company?**



A new network has recently been launched for millennials by millennials. This network aims to be the place where young professionals from the meeting, incentive travel, conferences, events and exhibitions industry can gather together to learn, connect and advocate.

Meetings + Millennials is a cross-cultural, sectoral and organisational network for young professionals active across the full spectrum of the Business Events Industry. The network aims to:

- connect young professionals and provide them with advice, support and community in a peer-to-peer environment
- foster active learning among young professionals
- be the voice of the younger generation in the Business Events industry.

Meetings + Millennials was created by 6 ambitious young professionals within the Meetings industry – from all different backgrounds, different countries and different cultures and its main aim is to dispel the cliché

that millennials are the 'entitled generation'

"Meetings + Millennials started when three of us attended the ICCA Forum for Young Professionals in Barcelona in 2015. The forum was excellent. It brought us all together but, once it was over, there was no formal setting to meet again and develop the connections. Meetings + Millennials provides us with that important place and – importantly – it helps us dispel the cliché that we're an 'entitled generation' said Gráinne Ní Ghiollagáin, Business Development Manager at Croke Park Meetings and Events, and co-founder of Meetings + Millennials

As described by Aoife McCrum, Social Media Manager Soolhua and co-founder of M+M, "More often than not, we hear millennials being described as entitled, selfish and lazy, but this is not what I see on a daily basis within this industry. The world is a noisy place where it can be hard to be listened to – M+M allows us millennials a platform to have a voice within this industry – a place where we can share what is happening in the meeting industry from our viewpoint and how we are managing to survive!"

"M+M's is not just a platform for millennials, but also for companies, associations, convention bureaus and all other relevant departments within this industry who want to understand how to invest in the millennials in their company and to ensure you get the best out of them so they can become those future leaders" described Anne Berrevoets, Events Coordinator at European Association for International Education (EAIE) and founding member of M+Ms

If you are interested in joining, check the website [WWW.MEETINGSANDMILLENNIALS.COM](http://WWW.MEETINGSANDMILLENNIALS.COM) and keep an eye out for the weekly blogs.

For further information please contact  
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## MILLENNIALS, WE ARE HERE TO STAY!

# CONFERENCE COMPASS LAUNCHES **DEDICATED MOBILE APP FOR ASSOCIATIONS**

**As a specialised app developer for medical and scientific events, Conference Compass has created a customisable app solution that addresses the specific challenges and needs of national and international associations. With the Society App, associations can now move from a single event app and beyond a multi-event app by connecting events, journals & year-round activities on one mobile platform.**

## ONE-STOP MOBILE PORTAL

Mobile is leading and the need to build and activate a mobile community is evident. The new Society App lets associations build, reach and activate their mobile community before, during and beyond their events. The app enables associations to reach out to their mobile members 365 days a year and functions as a central communication channel for all activities by showcasing the most important society assets, such as journals and courses.

## DIGITAL LIBRARY

As knowledge sharing is of key importance to medical and scientific societies, the Society App is designed to both save and share content, hosting thousands of abstracts even after an event ends. The content is searchable and societies can continuously add content, such as full papers or presentations as well.

This makes the Society App a digital library for their members.

## SCIENTIFIC DIALOGUE

One of the specific challenges of medical societies is the 2018 change in ethical guidelines for event sponsorship. This asks for alternative opportunities to retain sponsor revenue by offering them the interaction they deserve. The Society App offers multiple options that facilitate the scientific dialogue that industry sponsors are looking for in a manner that is no longer limited by time and space.

## MAKING BRIGHT PEOPLE BRIGHTER

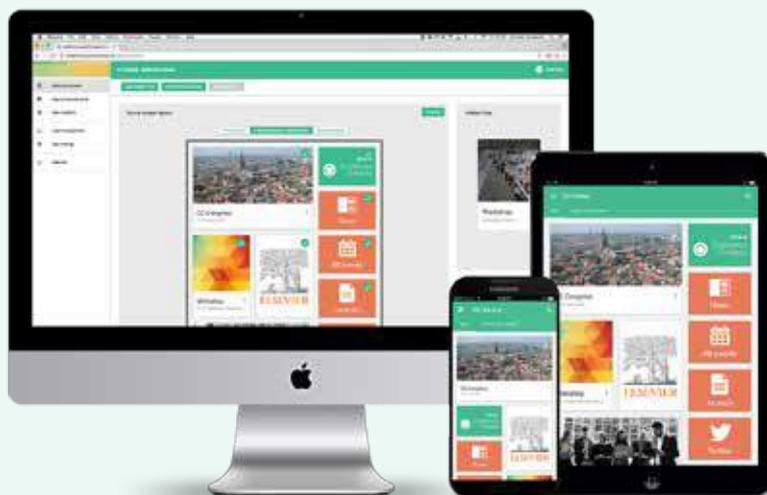
CEO and founder of Conference Compass Jelmer van Ast is aiming to make a difference in the world of association events: "With the new Society App we aim to further empower associations and their members.

## MAKE BRIGHT PEOPLE BRIGHTER

By using a dedicated mobile platform that answers their specific needs, we assist them in sharing their knowledge and improving their skills, regardless of time and place."

The Cardiovascular and Interventional Radiological Society of Europe (CIRSE) is one of the key clients of Conference Compass and was one of the first to employ the new Society App. Daniel Waigl, Executive Director of CIRSE appreciates the innovative character of the Society App. "We appreciate the long-term cooperation we have with Conference Compass. Especially their ambition and drive to provide us with innovative technology, while keeping things simple and easy to use for our members and congress delegates. The CIRSE Society App is a great asset and fits nicely into our overall communication strategy."

The new Society App is available as of now and will also be presented at the Associations World Congress in Vienna 2-5 May 2017. The Society App comes with great service and support and offers multiple customisable options in order to make it work for every societies' specific needs. Together with their clients Conference Compass aims to make bright people brighter.



# EUROPEAN ASSOCIATION SUMMIT 2017 **TOWARDS A NEW PATH**

**Brussels, a key destination for associations' representatives from all over the world, confirms the success of the European Association Summit by hosting its 5th edition this year. The Summit features keynote sessions, case studies, interactive workshops, industry symposia, an academic masterclass and joyful networking opportunities.**

Organized by visit.brussels Association Bureau, together with various partners, the European Association Summit is one of the most open meetings to showcase the variety of work developed by associations in Europe and on other continents in areas such as membership, events, public campaigns, finance, leadership and governance.

This 5th edition evolves from the format initiated in previous editions and stands up to the challenge of going beyond 20 sessions, promoting a forum about the challenges that are of interest to the international associations' community and opening new areas for showcasing stimulating examples.

"The programme of this year gives the opportunity to learn from a diversity of sectors such as culture, events, wine or safety among others on how associations grow or reach a new public through innovative approaches," says the Chairman of this year's summit, Mohamed Mezghani from the International Association of Public Transport (UITP). "Their experience in fields such as creating alliances, embracing financial opportunities, or addressing societal challenges are just at forefront of upcoming trends".

## 2 DAYS OF KNOWLEDGE SHARING

Taking place on May 30-31, 2017 at the Square, Brussels meeting centre, the Summit offers a wide variety of topics to choose according to attendees' interests or fields of activity.

Largely based on a call for proposals, the programme features a diversity of real case studies ranging from issues such as future of events, leadership through rebranding, having the right assessment tools before engaging into advocacy campaigns or enlarging the scope of partners for public campaigns. Representatives from consumers, fire safety, meetings, opinion research sectors and others will enlighten the audience with their findings.

The event starts with an opening by the current President of the European Broadcasting Union (EBU), Jean-Paul Philippot, who will explain "how the disruptive change of the way to reach, watch, listen to audio-visual content brings a big value change of all audio-visual sectors, and how public broadcasters have to adapt to this new reality".

While the first day will have a session of the Global Association Hubs Partnership with speakers from all over the world, the second day will feature a series of symposia offering advice on crucial aspects of daily life related to recruitment, finance, strategy or legal matters.

The programme and all practical information are available at [www.easummit.brussels](http://www.easummit.brussels)

All news and updates on European Association Summit 2017 may be followed on [@bxlmeetings](https://twitter.com/bxlmeetings) and by using #EASbrussels.



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# EUROPEAN ASSOCIATION FOR CANCER RESEARCH: **CREATING A BETTER FUTURE THROUGH COLLABORATION**

**Founded in 1968 to promote communication among cancer researchers in Europe, the European Association for Cancer Research (EACR) is a professional membership organisation for those studying and working in cancer research with a thriving membership community of over 10,000 members across 101 countries worldwide. Jane Smith, chief operating officer of the EACR, talks to HQ. Interview by Katie Lau**



**JANE  
SMITH**

## *What would the EACR like to achieve?*

Our aim is the advancement of cancer research, from basic research to prevention, treatment and care. From the outset, we have offered opportunities for cancer scientists to interact with and learn from each other and to develop their knowledge and careers. Today, we do that by organising scientific meetings, offering travel fellowships and funding to attend conferences and via regular communication through our email bulletin and via social media. We also offer a members-only database enabling researchers to identify potential collaborators. Finally, we work to raise the profile of cancer research in Europe and the need for sustained political and economic support.

## *What kind of members do you have?*

Our members range from PhD students to Nobel Prize winners and come from more than 100 countries. We have 14 affiliated national societies. Members of these national societies are automatically members of the EACR, but researchers can also join us direct through our website. 85% of our members are based in Europe, but we are seeing the proportion of members from outside Europe grow steadily. Our member benefits are open to all members, regardless of their geographical location.

## *What types of the events do you organise?*

We organise several conferences each year. Most of these are through our Conference Series ([www.eacr.org/conference-series](http://www.eacr.org/conference-series)). These are deliberately small, focused meetings of between 100 and 200 participants and take place throughout Europe. We attract highly regarded speakers and ensure that participants have opportunities to interact with them and with each other throughout the programme. We are proud of the fact that participants rate these conferences extremely highly; 99% would recommend the conference they attended to others. We have several of these conferences planned for 2017 and 2018 covering topics such as cancer genomics, immuno-oncology, epigenetics and DNA damage.

Once every two years we hold our Congress, a much bigger meeting of 1,500 to 2,000 participants. Our 2018 Congress, EACR25 to be held in Amsterdam, will be particularly special as we will celebrate our 50th anniversary. This is an opportunity for us to look back over the lifetime of our Association as well as looking forward to the next 50 years and to the breakthroughs that will be made in the prevention and treatment of cancer in that time.

As well as our own conferences, we work in partnership with like-minded organisations to deliver conferences to a wider audience. For example, in September this year we partner with

the European Society for Medical Oncology (ESMO) in their Congress in Madrid. That Congress will attract around 20,000 participants, ranging from laboratory-based cancer researchers to clinicians treating cancer patients. And in June this year we partner with the American Association for Cancer Research and the Italian Cancer Society for a conference in Florence.

**How do you pick the destination for your events?**

We take several factors into account when choosing the location for our biennial congress. These include: international transport links, the suitability and flexibility of the congress centre itself, the availability of hotel accommodation with good transport links to the congress centre, cultural attractions, and, of course, the cost – both for us in terms of organising the congress and for participants in terms of travel, accommodation and food and drink while they are in the city.

**Where have you organised your Congress?**

In recent years we have held our Congress in Manchester, Munich, Barcelona and Oslo. It's always a pleasure to work with the local team in preparing events and to learn more about the cities that we are visiting.

**You joined the EACR in January 2016. How is the experience so far?**

My first EACR Congress was EACR24 in Manchester in July 2016. It was fantastic to see all the hard work come together and to read the great feedback that we received from participants after the event. What struck me is how the team is always looking for ways to make the next Congress even better...and of course the planning for the next meeting starts even before the current one has ended.

**What do you find challenging and rewarding about working for the EACR?**

We are a small team at the EACR's headquarters in Nottingham, UK, and that is both rewarding and challenging. We have lots of new ideas and a very supportive Board of Directors so we can be innovative and try new things without the bureaucracy that can come with bigger, more complex organisations. But of course, there is only so much that a small team can achieve – even one as dedicated as mine! It can be challenging not to try to do too much too quickly.

Without a doubt, the most rewarding aspect of the role is the feedback we get from our members. This can come from surveys after conferences and from our annual members' survey, but with a growing social media presence, we get lots of instant feedback on particular issues too and it can provide a real boost just to get a reminder that what we do is valued by our members. We have so much admiration for our members; it is a privilege to support them in their work to make progress against cancer.

**What plans do you have as the EACR celebrates its 50th anniversary next year?**

With such a geographically diverse membership, I'm conscious of the need to ensure that we offer opportunities to all our members. So, for example, we will be exploring ways to offer some of our conference content online for those who can't attend our meetings in person. We know from our members that the biggest challenge they face is securing funding for their research so we are also looking to grow our work in the policy arena, working in partnership with other organisations where this makes sense. We are also looking to develop our website to enable members to interact with each other more directly.



OUR BOARD HAS JUST PUBLISHED A NEW FIVE-YEAR STRATEGIC PLAN:

**[WWW.EACR.ORG/GOVERNANCE/STRATEGIC-PLAN](http://WWW.EACR.ORG/GOVERNANCE/STRATEGIC-PLAN)**

which sets out our longer-term aims in more detail.

WE'RE CERTAINLY LOOKING FORWARD TO THE NEXT 50 YEARS!



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# CONVENE 2017 HITS ALL THE MARKS

**The fifth edition of CONVENE, the Baltic Sea Region's premier meeting and event industry show, turned out to be the most successful one yet in the event's history, with 170 hosted buyers from 32 countries and 86 exhibitors taking part in more than 3600 pre-scheduled meetings.** *Katie Lau reports*



**CONVENE 2018 will take place on 14-15 February 2018**

"Looking back at our event over a five-year period, we can see that CONVENE has contributed to the development of Vilnius' and our whole region's meeting industry, and in turn, a stronger regional industry brings greater expectations of our show. I think it's safe to say that CONVENE 2017 lived up to these expectations," Jolanta Beniulienė, director of the Vilnius Convention Bureau, said.

Organised by the Vilnius Convention Bureau, CONVENE 2017 took place from 8-9 February at the LITEXPO Centre in Vilnius. The two-day event offered an exciting and informative Education Programme, regarded by many delegates as the "best one yet" according to Beniulienė. One of the participants, Lisa Exall of Capita Travel & Events, said, 'From the meeting forum to the guest speakers and event staff, CONVENE featured some of the best I've experienced at an event like this.'



The 13 different education sessions touched on a variety of hot topics featuring a number of international meetings industry figures from around Europe. For instance, John Martinez from Shocklogic, one of the top movers and shakers in UK events industry, answered questions related to technology for event organisers while Dominik Ochs from communications agency Grüne Neun discussed the benefits of sustainability in event management.

Informal 'Meet the Expert' sessions were also available on a drop-in basis to complement the Education Programme, allowing participants to ask specific questions. Fam trips to the Baltic States and Finland were also arranged for more than half of the hosted buyers after the event.



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NATIONAL CONVENTION BUREAU

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# WATCH OUT FOR **WORLD CHOIR GAMES IN TSHWANE**

**South Africans love to sing – they sing in joy, they sing in sorrow, they sing in protest and they sing in celebration.**

And singing will soon bring pride to Tshwane, South Africa's administrative capital. In 2018, Tshwane will play host to the World Choir Games, the "Olympic Games" of the global choral community, showcasing the city's position as a prime event destination.

The event, known as the world's biggest choir competition, will welcome 25,000 participants arriving in Tshwane for a fortnight of music and song, from 4 to 14 July.

"Since its beginning, choirs from South Africa have been fascinating audiences and singers alike from all over the world... South Africa is a land of choirs, a land of singing," said Günter Titsch, president of Interkultur, organiser of the event and other international choir competitions.

Tshwane has a rich tradition of choral music – schools, youth clubs, communities and universities across the city have choirs. There is even a township called Mamelodi, which means "mother of melodies". While the city is proud of its rich musical heritage, it has much more to offer.

## **GREAT PLACES TO VISIT**

Home to 134 foreign missions, 8 research institutes and 4 institutions of higher learning, Tshwane is an ideal location for knowledge sharing, high-profile meetings and lasting solutions to many global challenges. A resilient and resource-efficient city, Tshwane also boasts an inclusive, diversified and competitive economy, as well as quality infrastructure development that supports liveable communities.

A visit to the capital city provides an experience that lingers long in the memory.

Tshwane's flagship venue might well be the rightly named Tshwane Events Centre, which can host any national or international event with its capacity, versatility and capability – from 10 to 10,000 guests at a conference or gala evening to large-scale trade and consumer exhibitions. In 2019, event organisers will have another fitting choice of venue for their events – the Tshwane International Convention Centre (TICC). Ideally located in Centurion, one of the most dynamic districts in the city, the TICC will be the largest on the continent and mark a new era for business tourism in Tshwane and the African continent.

There are first-class restaurants and bars aplenty, ranging from family-friendly spaces to trendy pubs and dazzling nightclubs ready to test the dawn's early light. Local entertainment can be found downtown or in the townships where you can chill with friends and listen to live jazz performances while enjoying a traditional African meal at one of the local shebeens.

Of course, there are the must-see attractions:

- The iconic Union Buildings, the seat of the Presidency;
- The welcoming bronze statue of Nelson Mandela overlooking the gardens of the Union Buildings;
- Freedom Park, the living memorial to reconciliation that honours those who played a role in the struggle for liberation;
- The Voortrekker Monument, the most visited attraction in Gauteng; and
- The Dinokeng Game Reserve, a game reserve on the city's urban edge where you can view the Big Five as they roam free in their natural habitat.

There are so many places worth visiting in Tshwane that it is impossible to list them all. You'll have to experience the city for yourself. Consider this an invitation to join them in 2018 for Singing in Tshwane!



**South Africans love to sing – they sing in joy, they sing in sorrow, they sing in protest and they sing in celebration**

# TIME FOR **DESTINATION MARKETING** MANAGEMENT ORGANISATIONS?



The Destination Marketing Organisations (DMOs) are facing new challenges. The need to strategize their future and their own existence is real. During the last European Cities Marketing (ECM) meeting in Gdansk, Poland, a record number of 170 delegates from European cities, together with industry thought leaders, shared ideas and insights on how to create best value for the city, the industry partners and the visitors.

Among key messages and ideas, speakers urged attendees from 65 different European cities to turn into DMMOs (Destination Marketing Management Organisations) to keep up with city tourism trends. DMOs are the only organisations within a city structure that have the capabilities, capacities and funding to focus on developing and managing the experiential quality of a city. With this in mind, there are a few key steps further that DMOs should follow

to embrace city management and become DMMOs: First, there is a need to engage the community in the planning process, then distribute the impact and benefits of tourism to the wider region, develop quality of life enhancing product and program afterwards, organise to support and develop initiatives, and finally to manage and monitor destination experience.

Speaking about the meeting, Ignasi de Delàs, European Cities Marketing's President, said: "Exchanges between members were at the heart of this ECM Spring Meeting. Together, we searched for new models and modes for the future of the DMOs and I'm pretty sure everyone went back home with new ideas and challenges. The most significant one to me was the DMMO model that really emphasizes the importance for DMOs to shift from traditional marketing to management to promote their destination."

## THE FUTURE **IS DIGITAL**

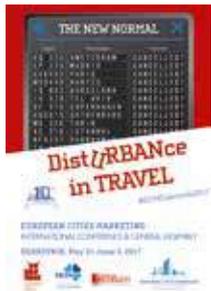


The strategic partner Digital Tourism Think Tank pushed ECM members to the wall to redefine their biggest challenges but also to identify solutions by asking themselves the right questions. With just 20 minutes to define four key challenges, and 20 minutes to solve four set by others, the session saw a mix of CEOs, Research, Marketing and Digital Directors getting to work on the most significant topics related to Leadership and Digital First as well as Content and Creativity.

This workshop demonstrated the importance of having both creative and productive skillset within DMOs. Currently, DMOs are more focused traditionally on productive skillset but they need to understand that creativity is as important to embrace. There is a good balance to achieve and need to create the right environment for creative talent to develop.

The workshop really helped attendees realise that the best consultants are among themselves. It ultimately encourages and leads the DMOs on the right path to work out their own solutions.

# THE NEW NORMAL: DISTURBANCE IN TRAVEL



The next ECM meeting will for the first time be an International Conference, to take place in Dubrovnik, Croatia, on May 31-June 3, 2017. Focus will be on "The New Normal: DistURBANce in Travel".

Only now are we beginning to understand urban travel and tourism as one global marketplace under constant disturbance. As DMOs, we navigate in a network of connected cities with an ever growing exchange of visitors seeking to become temporary locals, with seamless sharing of great moments and ideas of the good life, with manifold celebrations and urban events manifesting the popular identity

of the city, with surging exports of entrepreneurial creations and commercial concepts ranging from intelligent city bikes and Michelin-starred restaurants to lifestyle hotels. The new normal in urban tourism is a wonderland of opportunities, but it can also be a no man's land for the DMOs that can't or won't engage.

Register now on [www.europeancitiesmarketing.com](http://www.europeancitiesmarketing.com) to attend the International Conference in Dubrovnik!

# THE ECM SUMMER SCHOOL: A REFERENCE FOR MEETINGS INDUSTRY PROFESSIONALS

Ongoing education and professional training are crucial to face the continuing changes of the Meetings Industry. Since 1987, i.e. 30 years, the ECM Summer School is a well-known programme that sets out the background and context of the Meetings Industry (key players, exhibitions, press, social media, sustainability, clients, intermediaries, RFP and decision making processes) with a focus on European and international best practices. The set-up of the event enables maximum interaction between students and the experienced meeting professionals that compose the faculty. The format of the school also guarantees participants to meet with as many counterparts as possible whether for challenging speakers in plenary sessions, group work, networking or socialising.

We live in a constant changing world, and the Meetings Industry is no exception. Ongoing education in the

Meetings Industry is success factor for future business, whether you represent an important or second tiered destination. It's a crucial task for top management in each organisation, whether it is a Convention Bureau (CVB), tourist board, congress centre, airline, hotel, DMC, PCO or meeting planner, to train every employee continuously.

The 31st edition will for the first time take place in Dresden, Germany on August 26-30, 2017. The faculty are all members/partners of ECM and give their time on a voluntary basis – a way of giving back to the meetings industry: Lone Alletorp Callard (Wonderful Copenhagen), Nalan Emre (IMEX Group), Luca Favetta (Professional Convention Management Association), Paul Flackett (IMEX Group), Cain Leatham (GB Fitness), Heike Mahmoud (Visit Berlin, Berlin Convention Office), Nicola McGrane (IAPCO), Christian Mutschlechner

(Vienna Convention Bureau), Miguel Neves (IMEX Group), Dr. Julia Schellong (University Hospital Dresden), Christine Shimasaki (DMAI), Dennis Speet (ICCA), Anja Stas (FMCCA), Daniel Waigl (CIRSE), Anne Wallin Rødven (InspirAR) and Kerstin Wünsch (tagungswirtschaft) led by the course leader Pier Paolo Mariotti, CMP CMM (EURAC Convention Center).

The ECM Summer School qualifies for CMP certification and every student getting a ECM Summer School diploma also gets 17.75 Clock Hours for their overall CMP certification.

"In my opinion ECM Summer School is an important experience to which every junior worker should participate. It was a good experience because I met a lot of new people that will be the future of the Meetings Industry. Furthermore the training of ECM faculty is really high! ECM Summer School is the perfect experience if you want to improve your skills." said Teresa Santoro, Junior Communication Assistant at Firenze Convention & Visitors Bureau and student during the 30th ECM Summer School in Zagreb.

Register now on [www.europeancitiesmarketing.com](http://www.europeancitiesmarketing.com) and learn for your future success in the Meetings Industry!





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# THE ADELAIDE CONVENTION CENTRE IS SET TO BECOME ONE OF THE MOST MODERN, INNOVATIVE AND FLEXIBLE CONVENTION CENTRES IN THE WORLD

**Australia's first purpose-built convention centre is about to be reborn as Australia's newest with the finishing touches underway on the final stage of the Adelaide Convention Centre's \$400 million expansion.**



and configured within minutes as pre-function space, ballroom, exhibition or plenary. Each meeting room will be serviced by individual lighting and audio systems.

Adelaide Convention Centre Chief Executive Alec Gilbert said the new East Building is the final stage in creating Australia's most flexible convention centre, and will be a multi-purpose, state-of-the-art facility with plenary capacity of up to 3,500 seats.

"New technologies are the hallmark of the \$400 million expansion which will set a new benchmark in convention centre design and functionality, said Mr Gilbert.

"The delegate experience at the Centre is also more personal, relaxed and enjoyable than many other convention centres, being part of a relatively compact and highly accessible city.

The Centre is counting down to the opening of its new East Building in August 2017 which the following month will host the 68th International Astronautical Congress (IAC) – one of the largest and highest profile events held at the Centre in its 30 year history.

IAC is the world's largest annual gathering of space professionals. More than 3,000 space professionals, including astronauts, heads of space agencies, engineers, scientists, innovators, legal and policy specialists, parliamentarians and students are expected to attend.

The expansion is not only set to revolutionise Adelaide's conferencing and events industry but is also playing a lead role in the revitalisation of the city's Riverbank precinct – the new heart of the CBD.

More than 30 metres above the Riverbank, the new East Building reaches out over the boardwalk to provide expansive views towards Adelaide Oval and along the River Torrens towards Adelaide Zoo.

It's a bold reminder of the importance of conferences and events to the City, particularly in attracting thought leaders and showcasing South Australia's move towards becoming the home of global innovation in high-tech industries such as defence, medical research and biotechnology.

The expanded Centre will consist of three seamlessly integrated buildings (East, Central and West) with a high degree of flexibility built into design and operations to provide conference and event organisers with greater options.

The new East Building will be able to be subdivided



FOR MORE INFORMATION, VISIT  
[WWW.ADELAIDECC.COM.AU](http://WWW.ADELAIDECC.COM.AU)



# What's the toughest challenge your association is facing?

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15 May 2017



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**Host Venue: Congress Centre Messe Frankfurt**

# #IMEX17

Association Day, taking place the day before IMEX in Frankfurt opens, is a free event designed exclusively for association professionals. Researched and re-designed for 2017 to focus on the greatest challenges facing associations across the world, the new three-stream programme includes an Association Management Stream chaired by ASAE, for senior professionals, covering steering your association through turbulent times, effective volunteer management, membership engagement and retention strategies and much more; Association Meetings & Events Stream A chaired by ICCA, covering effective partnerships with convention bureaux, creating world-class events, and trends in meeting formats and designs; Association Meetings & Events Stream B chaired by MCI, covering effective programme and content development, attracting and

retaining sponsors and how to make events more sustainable. Association professionals can carry on conversations after Association Day at the much-loved networking reception, Association Evening hosted by Marriott Frankfurt.

One of the sessions is How Can Associations Make Their Events More Sustainable? which covers the importance of engaging attendees and suppliers to make sustainable choices and measures the success and value of sustainability efforts. Speakers include Roger Simons, Regional Sustainability Director at MCI Group.

Roger Simons, who discusses why sustainability should be a core value for organisations, says, "Associations are champions of their industry, profession and value. As the very real risks to

our environment and social stability become more evident, many associations along with their corporate supporters and government stakeholders understand the need to champion the sustainability of their industry."

FOR MORE DETAIL VISIT  
[WWW.IMEX-FRANKFURT.COM/EVENTS/EDUCATION/ASSOCIATION-DAY](http://WWW.IMEX-FRANKFURT.COM/EVENTS/EDUCATION/ASSOCIATION-DAY)

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“Delegates, many of whom were coming to Glasgow for the first time, were completely charmed by the city and the friendly welcome they found everywhere they went. They were stunned by the beauty of both the city and the university, and what was striking to many was how closely both work together, to the mutual benefit of all.”

*Michael Syrotinski, Society for French Studies Annual Conference*

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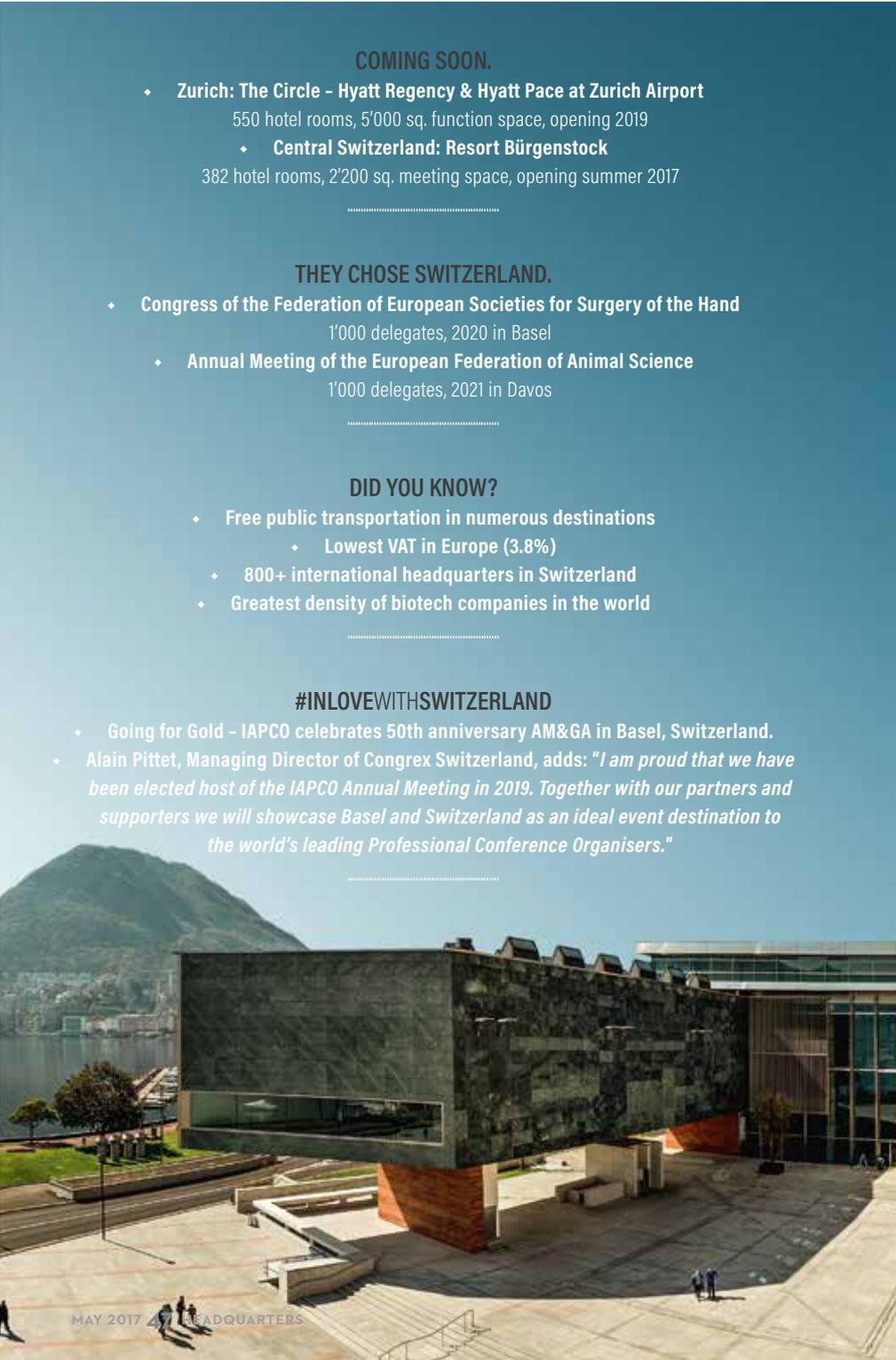
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No other country in the world invests more per capita in basic research and new technologies. Correspondingly high is Switzerland's importance as a location for business and research – and as the seat of international organisations.

**4 CUTTING-EDGE INFRASTRUCTURE**  
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Year after year, Switzerland achieves outstanding positions in international rankings – in categories such as image, innovation and competitiveness.

**Switzerland Convention & Incentive Bureau.** 

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550 hotel rooms, 5'000 sq. function space, opening 2019
- ◆ **Central Switzerland: Resort Bürgenstock**  
382 hotel rooms, 2'200 sq. meeting space, opening summer 2017

### THEY CHOSE SWITZERLAND.

- ◆ **Congress of the Federation of European Societies for Surgery of the Hand**  
1'000 delegates, 2020 in Basel
- ◆ **Annual Meeting of the European Federation of Animal Science**  
1'000 delegates, 2021 in Davos

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- ◆ **Free public transportation in numerous destinations**
  - ◆ **Lowest VAT in Europe (3.8%)**
- ◆ **800+ international headquarters in Switzerland**
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### #INLOVEWITHSWITZERLAND

- ◆ **Going for Gold – IAPCO celebrates 50th anniversary AM&GA in Basel, Switzerland.**
- ◆ **Alain Pittet, Managing Director of Congrex Switzerland, adds: "I am proud that we have been elected host of the IAPCO Annual Meeting in 2019. Together with our partners and supporters we will showcase Basel and Switzerland as an ideal event destination to the world's leading Professional Conference Organisers."**

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**VANCOUVER**  
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# VANCOUVER CONVENTION CENTRE READY TO EXPLORE THE NEXT HORIZON

**Claire Smith has built a strong reputation as an involved and informed leader in the Global Conventions and Tourism Industry over the last 25 years.**



**CLAIRE  
SMITH**

As the Vice President of Sales & Marketing at the Vancouver Convention Centre, Smith is responsible for strategic business development, leading and directing the sales, marketing and communication teams as well as positioning the facility in the global marketplace. She talks to HQ about promoting Vancouver as a MICE destination, and more.

***How does Vancouver compare to other reasonably well known MICE destinations familiar with hosting European congresses in Canada, such as Toronto, Calgary, Quebec and Montreal?***

Vancouver has come a long way over the last decade, building a strong reputation as a "world city". From the multicultural fabric of our community to the large-scale global events hosted here, including the 2010 Olympic and Paralympic Winter Games, 2015 Women's FIFA World Cup, and international medical congresses, Vancouver has truly moved on to the global stage.

The combination of a vibrant urban city centre and spectacular natural setting is a huge draw for convention organisers, but more importantly for delegates who have always wanted a reason to visit Vancouver. Being equal distance from Europe and Asia makes Vancouver the perfect location for global audiences.

***How do you see the intra conference travel of Canadian and American organisations holding their conferences in Europe?***

The world is getting smaller and the need to expose organisations to new ideas, new ways of thinking, and new audiences are fundamental. We are seeing the geographic reach of meetings continuing to expand, and new destinations offer a huge opportunity for organisations to grow their global influence and membership.

***What kind of associations does Vancouver attract?***

Vancouver is a dynamic, highly diversified urban economy with growing knowledge-based sectors and strong global linkages. As an innovation hub – with internationally recognised universities, leading research facilities, headquarters for global brands and major tech start-ups – Vancouver is a natural fit for a wide range of associations in key industry sectors. We have had great success in attracting associations in life sciences, medicine, technology, digital media, forestry and mining, to name a few.

***What lies ahead for Vancouver Convention Centre?***

The Vancouver Convention Centre continues to inspire innovation and connections. We believe that incredible things can happen when people come together to share ideas and work towards shared outcomes.

One example is our heightened focus on the health and well-being of our delegates. In May 2016, the Vancouver Convention Centre became the first accredited Healthy Venue in the Americas and only the second in the world by the World Obesity Federation. We work closely with meeting planners to inspire delegates to be more active and make healthier choices during an event.

As the world's first LEED Platinum-certified convention centre, we also take environmental sustainability very seriously. We are continually working with conference organisers to plan to green meetings, enhancing our ongoing operating practices, and identifying new sustainability efforts that will make a difference in our industry.

***What do you think are the most important trends in the meeting industry?***

Two of the most critical meeting trends we need to be supporting are customisation and meaningful outcomes. With a desire to customise their experience – from the food they eat, the seating they select to how they interact with the conference content – delegates are demanding options in order to create a personalised experience within the meeting.

We are also seeing the focus shift from talking merely about return on investment but on the meaningful outcomes that result from our meetings. What problems have been solved, what legacy remains, how is the industry/organisation better or stronger as a result of the meeting? These are just some of the objectives that meetings want to strive to achieve. Essentially, we don't want just to be part of a conversation; we want action.



## CONTACT

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

# MACAO'S CONVENTION AND EXHIBITION INDUSTRY TICKS **ALL THE RIGHT BOXES FOR A BUOYANT FUTURE**

**Macao provides the perfect platform for the world's meeting and exhibition industry to engage with China.**

From being a city of gastronomy to being a gambling mecca rivaling Las Vegas to wrapping its fingers around a historic city centre with a UNESCO World Heritage status, it's no surprise that Macao attracts more than 30 million visitors each year! It's also no surprise that Macao was chosen to host the 13th China Expo Forum for International Cooperation, CEFCO 2017, to become the first region other than mainland China to host this distinguished annual event of the international convention and exhibition industry.

The Forum held in mid-January was co-organized by the **China Council for the Promotion of International Trade (CCPIT)**, **Global Association of the Exhibition Industry (UFI)**, **International Association of Exhibitions and Events (IAEE)** and the **Society of Independent Show Organizers (SISO)** and was undertaken by the **China Chamber of International Commerce** and the **Macao Trade and Investment Promotion Institute**. Attracting more than 800 heavyweights from the convention and exhibition industry from around the world, the Forum

provided a powerful breeding ground for exchange of the latest information about the industry and shared business opportunities through plenary and group meetings. Serving as further affirmation to the positive development of Macao MICE industry was the presence of the "helmsmen" of the three international convention and exhibition organizations, UFI, IAEE and SISO, who shared their experience and expertise in hosting world-class conventions and exhibitions with others.

"Facing Challenges and Endeavoring to Change" was the theme of the CEFCO 2017, which consisted of three plenary meetings, four sub-group meetings and other activities such as thematic lectures, conferences and project promotion sessions. On the sessions and meetings, important topics such as "MICE Contributing to Economic Recovery", "Shifting Role of Government in MICE Development", "Chinese Organizers going Global" and "Appliance of Cloud Platforms in MICE" were discussed. The Forum brought together representatives of the reputed exhibition enterprises, organizations related to the industry, professional

media, and research institutions from China and overseas, as well as the representatives of the mainland authorities in the convention and exhibition industry to conduct such myriad discussions.

## **THE GLOBAL EXHIBITION INDUSTRY EXPRESSED OPTIMISM ABOUT THE FUTURE OF MACAO'S CONVENTION AND EXHIBITION INDUSTRY**

For Andreas Gruchow, President of the Global Association of the Exhibition Industry (UFI) who came to Macao for the first time, this two-day forum turned out to be a fully immersive experience in series of meetings to network and extend industry contacts whilst learning more about Macao's business events capabilities. From attending the opening ceremony, delivering a speech, participating in a series of meetings to making new friends and gaining much valuable information in relevance to the development of Macao's convention and exhibition industry, the Forum left a deep impression on him. He was optimistic





Macao was the first-time host destination of the 13th China Expo Forum for International Cooperation (CEFCO)

about Macao's future as a MICE hub considering that Macao offers over 190 thousand square meters of large-scale international convention and exhibition venues as well as world-class hotel and catering facilities. Therefore, as long as the government and the related industry endeavor to promote them, polishing Macao's "namecard" for conventions and exhibitions, the supply chain of Macao's convention and exhibition industry will become well prepared.

Similarly, David Dubois, President and CEO of the International Association of Exhibitions and Events (IAEE) who also came to Macao for the first time, stated that Macao has perfect facilities to support conventions and exhibitions, and that Macao is capable of hosting large-scale meetings and events. In addition, its venues and hotels have been equipped with a full set of facilities, and are surrounded by readily available recreational and shopping sites, so

that participants can achieve a balance of business and pleasure, a clear advantage that Macao has over other destinations. He believes that riding on the success of CEFCO 2017 will open many new doors to attract more international large-scale meetings for Macao's future convention and exhibition industry.

David Audrain, Executive Director of the Society of Independent Show Organizers (SISO) who came to Macao after a gap of seven years was struck by the staggering pace of development in Macao's infrastructure, software and hardware geared towards supporting conventions and exhibitions. Having once lived in Las Vegas, he couldn't help but draw parallels between Macao and Las Vegas in many aspects such as the magnificent hotels, venues, and the diverse and numerous recreational activities. Taking this point further, he suggested that Macao can take tips from Las Vegas to script an even better story of success.

## INTERNATIONAL ORGANISATIONS CHOOSE MACAO TO ENSURE THE SUCCESS OF THEIR UPCOMING EVENTS

The next few months, more and more convention and exhibition events will be held in Macao consecutively ranging from "39th Asia Pacific Dental Congress" where medical professionals from 30 countries and regions are projected to participate; The Road Ahead: Asia Pacific Leadership Summit 2017 organised by Marriott International Asia Pacific; and also FY18 Medtronic Greater China Kick Off Meeting, which expects more than 3,500 delegates from medical related industries to attend. Noteworthy is the "CILT International Convention" organised by The Chartered Institute of Logistics & Transport International (CILT). The membership organisation for professionals involved in the movement of goods and people and their associated supply chains in the UK, has also chosen Macao for its upcoming event. The 4-day programmed events prepared by this international organisation are recognised by the International Congress and Convention Association (ICCA) and will gather all key members from all over the world from 11-14 June 2017.



FOR DETAILS, PLEASE CONTACT  
**MICE-ONESTOP@IPIM.GOV.MO**

OR VISIT THE MACAO MICE PORTAL  
**WWW.MICE.GOV.MO/EN**

# EXPLORE SOUTHERN TAIWAN'S HIDDEN GEMS

**Taipei might still be Taiwan's top tourist destination, but visitors are increasingly heading south for a varied change of scenery. Southern Taiwan, home to a number of intriguing cities and natural attractions, is emerging as a prominent MICE destination.**

Kaohsiung, Taiwan's second-largest city and the country's busiest port, is a unique destination with a rich culture, beautiful cityscape and a warm, pleasant climate. With its own international airport and world-class seaport, Kaohsiung is a gateway to many destinations in Asia. The city's "Asia's New Bay Area" project marks Kaohsiung's initiative of industrial transformation, and the MICE industry – a new regional development in recent years, is one of the focal points. After the central government began heavily investing in the nurture of modern industries and revamping the seafront with major new infrastructure, the city has been generating a lot more buzz, particularly with the Kaohsiung Exhibition Center (KEC), Maritime Cultural & Popular Music Center, Kaohsiung Port Terminal and Kaohsiung Public Library.

Tainan, Taiwan's oldest city known for its unique colonial architecture and snack food culture, is only about one hour away from Kaohsiung by train. With its upgraded infrastructure and facilities, Tainan is fast

becoming a MICE destination in its own right. While Kaohsiung has developed diversified industries such as iron and steel, ship-building, and petrochemicals, Tainan boasts abundant metal, plastic, machine, and food industry clusters. With increasing financial support from the city government, an international exhibition and convention centre is also in the pipeline.

Cultural heritage aside, both Kaohsiung and Tainan serve as excellent bases to explore Taiwan's stunning natural beauty – jagged mountains, scenic rivers and reservoirs, and a great diversity of flora and fauna – including a black forest similar to that in Germany with vegetation dating back 30 to 60 million years ago.

Just as 2017 has been proclaimed the International Year of Sustainable Tourism for Development by the United Nations (UN) General Assembly, there is no better time to visit Taiwan, a major leader in eco-tourism with a wide variety of unique nature sites. For example, Maolin National Scenic Area, about 45km east of

Kaohsiung, is home to several indigenous tribes, Rukai stone houses and splendid natural scenery. It is also a place for observing Purple Crow butterflies. Such a beautiful setting is perfect for back-to-nature teambuilding activities, ideal for urban dwellers who would like to escape the concrete jungle. There is something for everyone: butterfly watching, guided hiking tours, cooking classes, and hunting trips with indigenous tribes, just to name a few.

To make your events successful, MEET TAIWAN, Taiwan's MICE Promotion Program, continues to offer one-stop services such as venue recommendations, creating custom-made itineraries, and providing professional help throughout your travels and meetings. With its rich cultural heritage, thriving eco-tourism, and professional, tech-savvy MICE facilities, Southern Taiwan is ready to host your next unforgettable event.



Kaohsiung Exhibition Center



Chimei Museum, Tainan



**Taiwan's MICE Promotion Program (MEET TAIWAN)**

Sponsored by Bureau of Foreign Trade, MOEA

Organized by Taiwan External Trade Development Council

Ad. by Bureau of Foreign Trade, MOEA



THE ASSOCIATION  
MAGAZINE

BUILDING BRIDGES IN THE MEETINGS INDUSTRY

# Headquarters

MAY 2017 - N°77

**BRISBANE NOW**

**CITY OF GROWTH ON A  
PATH TO GREATNESS**

**THINK NOW, THINK  
BRISBANE**

**BEST OF AUSTRALIA ON  
YOUR DOORSTEP**

**MEDICAL  
BREAKTHROUGHS  
CHANGING LIVES**



# THERE IS A LOT HAPPENING IN BRISBANE NOW

**With unprecedented levels of international visitation and infrastructure investment, Brisbane is flourishing as Australia's New World City.**



**ROB NELSON**

General Manager,

Brisbane Convention Bureau

[WWW.CHOOSBRISBANE.COM.AU](http://WWW.CHOOSBRISBANE.COM.AU)

As a premier business events destination, our city has many advantages. The Brisbane Convention & Exhibition Centre holds the title of "best in the world", and the Brisbane Airport is consistently awarded for excellence on the international stage.

Recognised as a knowledge hub in the Asia Pacific region, Brisbane is a world leader in research and innovation across key global growth industries such as health and life sciences, food and agriculture, energy and resources, and digital technology. It is a city of many medical breakthroughs, a place that lures top talent and allows entrepreneurs to thrive.

When business event delegates visit Brisbane, they are welcomed to a vibrant and contemporary city featuring stylish hotels, an eclectic dining and entertainment

scene, and cultural attractions ranging from world-class galleries and museums, to bohemian markets and international sporting events.

As a convenient urban hub, Brisbane is also a gateway to some of Australia's most iconic tourism experiences including the Great Barrier Reef, World Heritage-listed rainforests, surf beaches, idyllic islands and encounters with koalas, kangaroos and wild dolphins.

Brisbane consistently exceeds the expectations of associations, conference organisers and delegates through an enterprising city-wide approach to bidding for and hosting exceptional business events.

I welcome you to discover the opportunities in Brisbane now.

## 10 REASONS TO CHOOSE BRISBANE



### PROFESSIONAL NETWORKS

Ranked within the top 10 cities globally for attracting talent, Brisbane is a hub of world-first research and expertise across multiple growth industries.



### EXCEPTIONAL VENUES

Home to the "World's Best Convention Centre" and an expanding selection of hotels and venues, Brisbane hosts remarkable conferences of all sizes and styles.



### SUBTROPICAL CLIMATE

With over 300 days of sunshine every year, Brisbane is a reliable destination for alfresco functions, events and activities, and offers a vibrant outdoor lifestyle.



### NEW ACCOMMODATION

The Brisbane skyline is transforming with 17 new hotels since 2014 and 10 more under construction, including the city's first six-star Ritz-Carlton set to open by 2022.



### AIRLINE CAPACITY AND ACCESSIBILITY

Direct flights to Brisbane are set to soar with major airport upgrades underway. The city's network of public transport including buses, trains and ferries makes exploring stress-free.

"Brisbane is Australia's New World City and an enthusiastic participant in the global economy. Since our successful hosting of the 2014 G20 World Leaders Summit, Brisbane continues to break records in visitor numbers and expenditure. We are a city where government, business and academia work in a unified approach to deliver conferences and events worthy of the world stage. And with so much happening in Brisbane now, delegates are met with an ambitious spirit, a contagious vibrant energy and a genuine warm welcome."

**Brisbane Lord Mayor Graham Quirk**



6

**WALKABLE CITY**

The compact and walkable city centre makes on-the-ground navigation easy and cost effective between venues, accommodation and leisure activities.



7

**SAFE AND CLEAN**

Brisbane is a warm and welcoming city, where all visitors experience not just our hospitality and friendly atmosphere, but also benefit from a pro-business environment and stable political climate.



8

**AUTHENTIC AUSTRALIAN EXPERIENCES**

Brisbane offers a wealth of quintessential Australian experiences from cuddling a koala to hand-feeding kangaroos, whale watching in Moreton Bay or climbing the iconic Story Bridge.



9

**LOCAL EXPERTISE**

The well-connected Brisbane Convention Bureau provides the highest level of strategic advice and support to help organisers plan, promote and stage unforgettable events.



10

**UNIFIED SUPPORT**

In Brisbane, the Convention Bureau and the city's network of venues, hotels and service providers work as a team to stage events that exceed expectations.

# ASSOCIATE PROFESSOR MIA WOODRUFF – **MAKING SCIENCE FICTION REALITY**

**Imagine having the ability to give a young child a new ear created from living 3D tissue. Sounds too futuristic? Well the future will soon be here thanks to the work of Associate Professor Mia Woodruff and her team at the Queensland University of Technology-based Biofabrication and Tissue Morphology Group.**

A superstar of science, Professor Woodruff is attracting global attention with her world-first 3D body parts and inspiring the next generation of researchers at events like Brisbane's World Science Festival.

Last year QUT received seed funding to start to develop removable prosthetic ears that mimic cartilage tissue. In a partnership with the not-for-profit Hear and Say organisation, the research is focussed on using 3D printing and biofabrication technology to transform the lives of children with microtia (born with no ear or an underdeveloped ear).

Professor Woodruff hopes to make the prosthetic ears available to buy within a couple of years and eventually for less than the cost of a pair of glasses. The next step will be to create ears using 3D printing and including cartilage cells from the child's own ear, which may be implanted into the body for a permanent ear construct.

Professor Woodruff's extraordinary vision includes the future use of specially designed 3D printers to print biocompatible materials to augment other parts of the body and its organs. This could be life-changing, including for soldiers injured while on deployment.

Born in Yorkshire, UK, Professor Woodruff arrived in Brisbane in 2006 after completing her PhD at the University of Nottingham followed by postdoctoral research at the National University of Singapore. An internationally recognised expert in bone tissue engineering and biofabrication, her many accolades include winning the Queensland Young Tall Poppy Science Award in 2013.

Her work and that of other leaders in the field will one day soon see the routine 3D printing of anatomically precise replacement body parts happening on the spot as needed in the operating theatre, enabling a cost-effective, immediate solution to tissue loss.

It's a dream that others share and one requiring collaboration between biologists, engineers, clinicians, materials scientists, mathematicians, doctors and nurses as well as the support of research and education facilities, industry and government.

Brisbane is at the forefront, with the announcement at the end of 2016 of a new Biofabrication Institute to image, model and manufacture 3D patient-specific tissues in a partnership between QUT and Metro North Hospital and Health Service.

Co-located within the Royal Brisbane and Women's Hospital and Herston Health Precinct, the institute is predicted to change the face of healthcare. The fact it is in Brisbane helps cement the city's growing reputation as a global hub for ground-breaking, world-first medical research.

"I'm fortunate to be working with an incredibly talented multidisciplinary team. Together with Metro North Hospital and Health service, QUT recognised the importance of co-locating medical technology research on a hospital campus, with access to patients and clinicians to really drive new technology development and have an impact on patient quality of life. To lead this initiative is a dream come true," Professor Woodruff said.

"The Herston Precinct is one of the largest integrated health, education and training and research precincts in Australia and is currently undergoing large investment into clinical services expansion and clinically driven research institutes.

"This is a truly innovative approach which ensures that scientists, clinicians, patients, industry partners, educators and entrepreneurs are working closely together to really impact and improve health care solutions and ensure Australia is leading the world in this space. There's simply no other place to be right now to realise this opportunity; it's exciting times."



# PROFESSOR MICHAEL GOOD AO – ON A MISSION TO DEFEAT MALARIA

**The World Health Organization estimates over 200 million cases of malaria every year cause hundreds of thousands of deaths, mostly children under the age of five. In Africa, a child dies every minute from malaria.**

To Professor Michael Good AO, Principal Research Leader and National Health and Medical Research Council Senior Principal Research Fellow at Griffith University's Institute for Glycomics, those statistics are unacceptable.

He has made it his life's work to develop a vaccine capable of protecting the four billion people in 90 countries at risk of developing malaria – and he is getting seriously close.

The internationally-renowned immunity expert has just announced a major breakthrough; the result of world-first clinical trials of a whole blood-stage malaria parasite vaccine with humans. The vaccine was tested on 11 Queenslanders, including himself, and was proven to be safe and effective in inducing an immune response.

A larger study will now be conducted in Australia which, if equally successful, will be followed by trials in Uganda with the vaccine projected to be on the market within five to 10 years.

Professor Good's journey to make a difference on a global scale began in the 1970s when he graduated from Brisbane's University of Queensland medical school. He chose to dedicate himself to medical research rather than practising as a doctor because he realised it was the key to keeping people from getting sick in the first place.

He embarked on a PhD in immunology at the renowned Walter and Eliza Hall Institute in Melbourne where his supervisor was the distinguished

Australian research biologist Sir Gustav Nossal, who encouraged him to pick an area to specialise in and make it his life's passion.

Professor Good went on to work at the National Institutes of Health in the US and travelled to Africa. During this period his other research interest – parasitology – helped him see that the answer to developing a vaccine for malaria was inextricably tied to generating an immune response in the human body to the whole parasite.

On his return to Australia he joined the Queensland Institute of Medical Research (QIMR) and at the Molecular Immunology lab began in earnest his work towards a vaccine in earnest. Almost 30 years later and his proposed cure for malaria is giving real hope to millions worldwide. At the same time he is trialling a vaccine for rheumatic fever, the cause of many cardiac problems in indigenous Australians.

He was Director of the QIMR for 10 years and is now at the Institute for Glycomics. He is also a past president of the Association of Australian Medical Research Institutes, and a past chairman of the National Health and Medical Research Council. In 2009 he won the prestigious Australian Museum CSIRO Eureka Prize for Leadership in Science. In 2010 he was the Queensland finalist for Australian of the Year.

As his international reputation in the field of scientific research grows, along with his generosity in fostering collaboration and lobbying governments for critical infrastructure, Professor Good's story is forever linked to South East Queensland, where he was raised, studied and conducts most of his research

"As a participant, I look for a conference that is centrally located, has all the facilities for complex meetings, and has a strong participation of specialists. Brisbane as a conference destination ticks all of these boxes. The multiple research institutes here, including QIMR Berghofer, mean there is a diverse local pool of expert research talent."

**Frank Gannon, Director, QIMR Berghofer Medical Research Institute**

He is among a rapidly expanding medical research hub which is an integral part of the region's story.

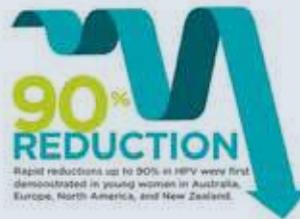
"South East Queensland, including Brisbane and the Gold Coast, is one of the best places in the world to conduct scientific research," Professor Good said.

"Not only are we well supported by world-class educational and research institutes like Griffith University but we also have a government that celebrates and promotes scientific excellence in medicine and other fields. When you factor in our climate and lifestyle, it's impossible to imagine being anywhere else but in this part of the lucky country."



# PROFESSOR IAN FRAZER - **GLOBAL EFFECT OF THE CERVICAL CANCER VACCINE 10 YEARS ON**

It's been 10 years since Professor Ian Frazer's vaccines, which protect against two human papillomavirus (HPV) strains known to cause about 70 per cent of cervical cancers, started to go global.



✓ APPROVED IN 129 COUNTRIES



# BRISBANE – GATEWAY TO AUTHENTIC AUSTRALIAN EXPERIENCES

Delegates to Brisbane are spoilt for choice when it comes to authentic Australian experiences they can enjoy before, during and after an event. From once-in-a-lifetime animal encounters to world-famous beaches and awe-inspiring natural beauty – it’s all easily accessible in Brisbane and its surrounds.



BRISBANE



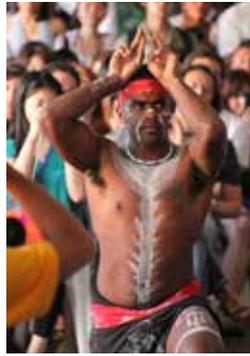
## KOALAS

Enjoy a river cruise to Lone Pine where you can hand feed Australia's unique wildlife and cuddle a koala.



## ADVENTURE

Kayak or stand up paddle board on the Brisbane River, or get your adrenalin pumping by abseiling down the Kangaroo Point Cliffs.



## INDIGENOUS

Meet the local Yuggera Aboriginal tribe as they share their history of the first Australians through traditional storytelling, dance and music.



## WHALE WATCH

Sail Moreton Bay on the Eye Spy for a magnificent encounter with the mighty humpback whales from June-November.



## BEACH

Swim at Australia's only inner-city beach at South Bank, dine riverside and discover the internationally acclaimed Gallery of Modern Art and Queensland Museum.



1 HOUR



## OUTBACK SPECTACULAR

Tuck into a gourmet barbecue dinner and watch a show filled with outback music, drama, action and our local fauna.



## OVERNIGHT HIKING

Combine luxury glamping and gourmet food alongside harmony and nature on this three-day hike across vast mountain ranges and escarpments.



## FEED DOLPHINS

Enjoy a leisurely one-hour cruise to Moreton Island and choose your own adventure including the hand feeding of dolphins in the early evening.



2 HOURS



## THE ROCK

Take a direct flight to Alice Springs, and on to one of the world's great natural wonders – Uluru (Ayers Rock).



## GREAT BARRIER REEF

Fly to the Whitsundays or Cairns for the chance to find Nemo, swim with turtles and be dazzled by other tropical creatures.

# CITY OF GROWTH ON A PATH TO GREATNESS

**Brisbane is undergoing an era of unprecedented transformation. Right now, more than \$10 billion worth of investment is giving rise to stunning new tourism, retail and residential offerings. These significant developments are cementing Brisbane's reputation as a powerhouse in the Asia Pacific; a destination that offers it all.**



## BRISBANE AIRPORT

Voted best airport in the Australia-Pacific region for two years running, Brisbane Airport is a key driver of long-term growth. Brisbane Airport Corporation is one of Queensland's largest private investors in infrastructure, with a further AUD2.5 billion planned for the next decade.

The construction of a new runway is currently underway – a AUD1.35 billion project that will give Brisbane the most efficient runway system in Australia when complete in 2020, and capacity on par with Singapore's Changi Airport and Hong Kong's International Airport.

In 2016, 5.4 million international and 17.3 million domestic passengers passed through Brisbane Airport. Those numbers grow each year as additional flight routes open up.



**10 HOTELS**  
set to open  
in the next two years,  
with Brisbane's first  
**6 STAR HOTEL**  
to open by 2022



## HOTELS

Brisbane City Council's hotel investment strategy, which was awarded for its tourism development focus by the Financial Times' fDi Intelligence magazine, has attracted more than AUD880 million in investment since 2013, with a further AUD1.07 billion in the pipeline.

This investment has created a world-class hotel scene that caters to every taste. By 2018, visitors to Brisbane will benefit from an additional 27 hotels, boosting the city's supply to 13,496 rooms and offering a range of new state-of-the-art meeting spaces.

Accommodation in Brisbane ranges from five-star hotels to boutique and more cost-conscious options, all conveniently located close to conference venues, transport and entertainment precincts. By 2022, the city will offer its first six-star Ritz-Carlton hotel.

**11,300**  
hotel rooms available  
in Brisbane City as at 2017.  
**13,500**  
hotel rooms by 2018

"Brisbane is a thriving multi-cultural hub with a vibrant personality offering a welcome like no other city in Australia. The world-class facilities, from the multi-award winning Brisbane Airport to our conference centres, along with exciting cultural attractions, restaurants, shopping and natural attractions, are just the beginning of what's on offer. As Australia's best-connected city, visitors can also easily explore Queensland and Australia direct from Brisbane."

**Julianne Aroe, Brisbane Airport Corporation  
CEO and Managing Director**

**28**  
INTERNATIONAL  
DESTINATIONS  
from Brisbane

## MULTI-BILLION DOLLAR, MULTI-FUNCTION DEVELOPMENTS

Construction has begun on one of the most dazzling and transformational projects Brisbane has ever seen – Queen's Wharf. Set to open in 2022, Queen's Wharf promises a stunning integrated resort featuring five and six-star hotels, 50 bars and restaurants, a cross-river pedestrian bridge, boutique shopping, vast green spaces, a dazzling sky deck, casino, meeting spaces, theatre and nine restored heritage buildings.

From 2018, another truly unique and exciting events precinct located on 3.4 hectares of riverfront land underneath Brisbane's iconic Story Bridge will come to life. The 1880s-era Howard Smith Wharves is being revitalised to include a five-star Art Series Hotel, chic dining, an exhibition and events centre, craft brewery, bikeways and 2.7 hectares of public space for markets and festivals.



**\$7 BILLION**  
worth of  
TRANSFORMATIVE  
PROJECTS  
currently under  
construction



# THINK NOW THINK BRISBANE

**A calendar bursting with major festivals and events is attracting more than just record visitor numbers to Brisbane. By aligning with one of Brisbane's headline events, conference organisers can enhance their conference program and create unforgettable delegate experiences.**

## ASIA PACIFIC SCREEN AWARDS (APSA)

Celebrates cinematic excellence and the cultural diversity of the Asia Pacific, a region that encompasses 70 countries, is home to 4.5 billion people and is responsible for half the world's film output.

"APSA is recognised as the region's highest accolade in film and it continues to grow in size and stature each year. There really is no better place to be in November if you are in the business of making films; be it as a producer, director, actor, cinematographer, screen writer, animator, film school or in any other industry role. APSA is the ultimate networking event to connect business events with industry."

**Michael Hawkins, Chairman of the Asia Pacific Screen Awards.**



## WORLD SCIENCE FESTIVAL BRISBANE

The World Science Festival Brisbane brings science out of the labs and into the streets where it can inspire thousands of people to appreciate its enormous impact on our world and showcase the latest scientific developments and the significant positive impact they have on our world.

"With many of the world's most urgent public debates centred on science, it is vital that we leverage every opportunity to develop science literacy across communities, industry and academia. Aligning conferences and business events with World Science Festival Brisbane is an ideal way to inspire, inform and engage delegates."

**Professor Suzanne Miller, CEO and Director of the Queensland Museum Network, and Queensland Chief Scientist.**



## BRISBANE FESTIVAL

Transforming the city over three dazzling weeks every September. A thrilling program of theatre, music, dance, circus and opera and Queensland's ultimate fireworks display Sunsuper Riverfire spectacle.



© Justin Nicholas, Atmosphere Photography

## BRISBANE INTERNATIONAL

Eight days of world-class action every January at the Queensland Tennis Centre that draws tens of thousands of spectators to watch the very best players go head to head.



© Tennis Photo Network

## BRISBANE GLOBAL RUGBY TENS

300-plus elite players from Australia, New Zealand, France, South Africa, Japan and Samoa competing in an exciting new concept in rugby over a whirlwind two days in February.



© Duco Sport

# WHEN STARS ALIGN

**People visit Brisbane for many reasons, but in November each year the city becomes a hub for the “who’s who” of the Asia Pacific film industry. Film practitioners, actors, directors, producers, cinematographers and screen writers from 70 countries in the region can be seen walking the red carpet for the industry’s night of nights – the Asia Pacific Screen Awards (APSA).**

This pre-eminent celebration of inspiring cinematic works spanning a rich diversity of cultures is just one of an increasing number of festivals and events held exclusively in Brisbane.

While it attracts film buffs and industry insiders from across the globe, APSA also proved a magnet for two major entertainment-focussed conferences in 2016.

For CILECT – the International Association of Film and Television Schools – the prospect of holding its 2016 Congress in Brisbane while APSA was in full-swing proved too good an opportunity to ignore.

CILECT is made up of more than 160 audio-visual educational institutions from 60 countries on six continents with more than 10,000 teachers and staff who train over 60,000 students in film, television and new media.

By aligning with APSA, CILECT Congress delegates had the opportunity to attend the awards, witness the latest achievements in film, and network with influential industry players – all priceless opportunities no other destination could offer.

Adding to the unprecedented numbers of film industry professionals in Brisbane at the time, organisers of the 2016 Asian Animation Summit also seized the opportunity to hold their event while key film industry decision-makers were in the city.

Attracting around 200 delegates including animators, broadcasters, distributors and investors, the summit showcased new children’s TV and web series concepts from Australia, Korea, Malaysia, Thailand and elsewhere seeking financial backing and industry support.

As a result of connections made in Brisbane during the Asian Animation Summit, many of these animation projects were able to secure funding and partnerships.

The Asian Animation Summit will return to Brisbane in 2018.

“What makes Brisbane one of the best places in the world to hold an international conference is its world-class infrastructure, its world-leading science and research and its location at the heart of some of the Australia’s most iconic attractions. BCEC contributes to this in a major way with significant investment increasing our activities in Europe and North America, continuing to grow our BCEC Advocates Partnership with our local leaders in science and research and developing new international conferences in key sectors that remain anchored in Brisbane which showcase our world-leading research.”

**Bob O’Keeffe, General Manager, Brisbane Convention & Exhibition Centre**



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