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Colophon

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Marcel A.M. VISSERS
Editor in Chief

An Academy for Asia-Pacific?

In your opinion what are the priorities of an emerging destination that is willing to develop its meetings infrastructure? I think we all agree the first step should be the establishment of a national convention bureau, no? Is there any good advice that we could summon for such a bureau? Commercially driven consultants will say the focus should be on sales, while those who are digitally oriented will advise for a strong data-bank of potential leads.

In my humble opinion, I would tend to claim that education is the number one priority. A perfect example to illustrate this is the organisation of the first ECM Academy on the African continent, scheduled to take place in South Africa in 2016. I sincerely hope that something similar can be organised in the Asia Pacific region in 2017. Let's take a step back to understand the logic of my reasoning.

European Cities Marketing (ECM) have decided to go global and will be exporting their ECM Summer School beyond the boundaries of Europe. They are calling it the ECM Academy and the first edition will take place in Johannesburg 19-23 February 2016, prior to Meetings Africa. There is no doubt that this is a major event in the history of the meetings industry.

Like its sister, the ECM Summer School, the ECM Academy will be the bridge for African professionals to a successful career in the meetings industry. ECM is using their 30 years of experience to guarantee the success of the Academy, maintaining the highest standard of content, recruiting the best speakers and showcasing the most up-to-date trends in the meetings industry. It is expected that 40 to 50 participants will attend the Academy. Faculty members will be figureheads from the industry as well as high-level local speakers.

I believe this formula would also do wonders for the Asia Pacific region. Countries like Thailand, Singapore or Malaysia would be excellent candidates to host the first Asia Pacific Academy. I would be delighted to act as an ambassador to make this project a reality.

More information about the ECM Academy can be found on the ECM Website www.europecitiesmarketing.com/ecm-advantage/education/ecm-academy and on the Meetings Africa website www.meetingsafrica.co.za.

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Cécile Caiati-Koch



Rémi Dévé



Jesús Guerrero Chacón

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SLEW OF PROMINENT MEDICAL CONGRESSES IN SINGAPORE FOR THE FIRST TIME

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

[yoursingapore.com/
morethanjustbusiness](http://yoursingapore.com/morethanjustbusiness)

NEW BOOK PUBLISHED ON BUSINESS EVENTS MARKETING

Published by Routledge, Marketing Destinations and Venues for Conferences, Conventions and Business Events, written by Tony Rogers and Rob Davidson and launched at ibtm world in Barcelona, is an entirely updated edition of the book written by the same authors in 2006 for students of events / tourism / hospitality management as well as for people already employed in convention bureaux and venues of all types. The content of the book has been brought completely up to date, reflecting all of the major contemporary themes and developments in venue and destination marketing, including the use of the social media, brand alignment and content marketing.

[www.routledge.com/
products/9781138852150](http://www.routledge.com/products/9781138852150)

ICC SYDNEY TO OPEN IN 12 MONTHS

ICC Sydney's contemporary design celebrates Sydney's temperate weather and

natural environment with sweeping views of the harbour and city skyline through glass facades and from balconies throughout the venue. Its smart design in the heart of Sydney provides 70 event spaces and allows for three conventions to run consecutively, each with their own plenary, break out space and catering areas. Australia's largest ballroom sits proudly above the convention centre. It will seat up to 2,000 guests and its balcony provides spectacular harbour views. As the physical venue looks more and more like its architectural renders each day, the operational preparations of venue manager AEG Ogden are also on track.

www.iccsydney.com

NEW GLOBAL ASSOCIATION HUB PARTNERSHIP

Four cities - Dubai, Singapore, Brussels and Washington, D.C.- recently launched the Global Association Hubs Partnership to help associations expand internationally to better serve their worldwide memberships.



At a press conference organized at IBTM Barcelona in November, Hervé Bosquet, former director, Brussels Convention Bureau, said the point of the four-city partnership was not to attract large association meetings per se, but to make it easier for associations to set up regional headquarters offices in their cities, and their regions.

www.visitbrussels.com

ACCOR BUYS FAIRMONT, RAFFLES AND SWISSÔTEL

The French hotel chain Accor is buying FRHI, the company that owns the luxury hotel lines Raffles, Swissôtel and the Canada's Fairmont. This deal is expected to close in mid-2016. Accor currently owns over 3,800 hotels across 92 countries worldwide under the brand names Ibis, Sofitel, Novotel and others. The three acquired companies own 155 hotels and resorts (of which 40 are currently under development), and more than 56,000 rooms worldwide. Among the hotels are some iconic Canadian hotels such as: Fairmont

Banff Springs, Chateau Lake Louise, Fairmont Le Château Frontenac in Quebec City, Chateau Laurier in Ottawa, Royal York hotel in Toronto and Montreal's Queen Elizabeth.

www.accorhotels.com

STUDIO CITY'S IN MACAU WINS THE 'BEST NEW VENUE OPENING' AWARD

Studio City, Asia's New Entertainment Capital, proudly announced that it has received its very first industry honor since its grand opening on October 27, 2015. The new cinematically-themed resort has been named the 'Best New Venue Opening' in the 2016 CEI Readers' Choice Awards organised by CEI Asia magazine. This award recognizes Studio City's excellence and success in its bespoke MICE services and facilities that have distinguished it within the industry. CEI Asia's annual industry survey has been a benchmark in showcasing and celebrating the best in business events for the past 15 years and has gathered valuable insights into what event planners and buyers across the region regard as the

top choices in destinations, hotels, bureaus, event agencies and more.

www.studiocity-macau.com

NEW TOKYO MEETING PLANNER'S GUIDE

The Tokyo Convention & Visitors Bureau has released the 2016-2017 edition of the Tokyo Meeting Planner's Guide. Packed with convention venues/hotels, unique venues, attractions, ideas for group experiences and fun things to do, this 120-page planning guide contains all the essential information on the city. The new release features 12 Convention Venues, 40 Hotels and 26 Unique Venues. It includes the latest information on new convention venues such as Toranomon Hills Forum, new convention hotels such as Andaz Tokyo Toranomon Hills, rebranded convention hotels such as Hilton Tokyo Odaiba, and unique venues like Mitsubishi Ichigokan Museum, Tokyo for instance.

Available here: businesseventstokyo.org



Studio City Macau



Washington, D.C



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APCDA at Job World



Rakugo performance in Tokyo



APCDA Plays the Career Game at Korea's Job World

ASSOCIATION PROFILE

Asia Pacific Career Development Association (APCDA)

Founded in 2012, Asia Pacific Career Development Association (APCDA) aspires to provide an international forum for sharing career development ideas and experience in the Asia-Pacific region with global perspectives. Apart from hosting conferences (first in Seoul in April 2013), the steadily growing organisation also holds workshops and professional training events to facilitate learning for career development professionals. Marilyn Maze shares her experience of bringing the close-knit community together as the executive director of APCDA.

Interview Katie Lau

HQ: How successful has APCDA been in achieving their goals?

Marilyn Maze: APCDA has held conferences in Seoul, Honolulu, and Tokyo. Future conferences will be in: 2016 in Taipei, 2017 in Manila, and 2018 in Beijing. Each year we have had more attendees, reaching 120 at the most recent conference. These conferences have clearly achieved our mission. Over 15 countries have presented at each event, sharing career planning practices, theories, and research. Friendships have been formed across the Asia-Pacific area, encouraging further exchange of ideas and collaborations.

HQ: Who attends your events?

Marilyn Maze: We have 100 individual members and 11 organisational members from Australia, Canada, China, Guam, Hong Kong, India, Indonesia, Japan, Korea, Macau, New Zealand, Pakistan, Philippines, Singapore, South Africa, Taiwan, United Kingdom, United States, and Vietnam. Recently, we

have also had a lot of interest and conference attendees from Middle Eastern countries. Our members are counsellors or professors at universities or colleges, representatives of career development associations within specific countries, human resource professionals, and private counsellors and consultants. Some also work for government workforce development agencies or private counselling agencies,

HQ: How challenging is it to organise the conferences?

Marilyn Maze: We are committed to holding a conference in a different member country each year. This is challenging because each country is different - but also each country has a different allure. It is sad to leave behind some of our friends from each country. Holding a conference in a country provides the opportunity for many people living in that country to attend. Some of them are able to attend conferences in other countries, but we miss the ones who

are not able to travel to other countries in following years. Our conferences are small and intimate, so we feel like we are saying goodbye to friends when they end.

HQ: What do you look for in the host venues and destinations?

Marilyn Maze: Primary concerns for our members are related to the cost to attend. We held our first three conferences in hotels, and plan to hold the next three in universities. Universities provide a great learning environment at a lower cost, so we can use our funds for speakers, food, and other amenities. Attendees want inexpensive hotel rooms and meals while traveling, and want the cost of flying to the event to be low. Obtaining a visa can be an issue for members from some countries. Two additional concerns are safety and weather. When we visited Seoul, the news was full of threatening talk from North Korea. Many people worried about what might happen during our visit.

Our members love to enjoy the cultural opportunities in each country. We ask our hosts to select special events for us to show off the local sites. This year in Taipei we will visit the Palace Museum which holds ancient Chinese art. We also hope to visit a night market to enjoy the food and shopping.

AT OUR CONFERENCE, REPRESENTATIVES FROM MANY COUNTRIES WILL BE SHARING THEIR TECHNIQUES. THE DIFFERENCES IN THE WAYS PEOPLE APPROACH SIMILAR PROBLEMS IN EACH COUNTRY ARE VERY ENLIGHTENING

HQ: Any memorable experiences so far?

Marilyn Maze: In Seoul, we visited Job World, a large "museum" where youth can get a glimpse of a variety of careers. Job World has film-making studios, an airplane cockpit, a kitchen and restaurant, and fire-fighting simulation. We enjoyed seeing all of the exciting careers represented there. In Hawaii, we visited the Polynesian Cultural Center and learned about life in the many Polynesian island nations. In Tokyo, a career counselor who is skilled in traditional story-telling provided a Rakugo performance for us.

HQ: How is your experience working for APCDA?

Marilyn Maze: I am very grateful to have this position. I have had many jobs in my long career, but this is by far the most fun and most

exciting. Traveling and making friends internationally is always exhilarating, and it feels really good to see an association grow and serve the needs of so many people in so many countries. It is a lot of work, but I know that sharing ideas among the many countries in our region advances the quality of the career planning services offered in all of them.

HQ: What do you think are the latest trends in career development in Asia?

Marilyn Maze: Some countries in our region, like Singapore and Korea, are surging forward with legislation to assure that all of their citizens have jobs that match their strengths and can be productive workers. Many countries are recognising that their labor force is a valuable asset for growth and taking care of the career needs of their people offers a big payoff in terms of productivity.

Another important trend is to localise theories and tools for career planning. Identifying ways to harness the strengths and values within the culture and techniques that are more helpful in each setting are very important steps. At our conference, representatives from many countries will be

sharing their techniques. The differences in the ways people approach similar problems in each country are very enlightening.

HQ: What would you like to see improved in your field of expertise?

Marilyn Maze: Some countries have more resources devoted to career planning than others. I hope that other countries that are struggling can take inspiration from their neighbours and find the resources to implement more comprehensive services.

HQ: Any future plans for APCDA?

Marilyn Maze: Hopefully we can add new countries to our membership each year. We anticipate that, as we hold conferences in different locations, nearby countries will notice and join us. As we grow, funding and publicity will follow.

My personal long-term goal is to create a structure that is not dependent on any one person and will continue after our founding members have retired. We have found a recipe for success that is helping us to grow slowly in membership and financial resources. I believe there is a critical size, which we have yet to achieve, that will allow this association to continue into the future.

www.asiapacificcda.org



Marilyn Maze (middle) with delegates



The Royal Hawaiian Band Serendades APCDA in Honolulu



No Discussion Needed

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TOKYO

Looking beyond 2020

Kazuko Toda, Director, Business Events Team, Tokyo Convention & Visitors Bureau, explains the strategy of Tokyo as an association destination and how the 2020 Olympics will leave a lasting legacy for meetings in the Japanese capital.

HQ: Tokyo will host the 2020 Olympics. How will this benefit the meetings industry?

Kazuko Toda: The fact that Tokyo will be hosting the 2020 Olympic and Paralympic Games will benefit us in two ways - branding and infrastructure.

With the selection of Tokyo as the Olympic/Paralympic host, we feel that Tokyo's name has been out in the international media

more often and there is more interest in the destination from clients, local and international. It was a great way to get our name out there and it reached our target clients as well. Tokyo, or Japan as a country with its unique culture and attraction, has been in the minds of so many people. We hear from many clients that they *"would personally love to visit Tokyo one day."* By being selected as the Olympics/Paralympics host, I think clients are actually stepping ahead and

considering Tokyo as their "meetings destination" in a more serious way.

We definitely feel that the success of the Tokyo Olympic/Paralympic Games will be a great way to enhance our branding. I already have a sense that we are getting more inquiries from clients compared to a few years ago, wishing to hold their meetings before the Games.



Miraikan



Tokyo's Business Events Team

Ever since the selection, the year 2020 has become a “goal” for everyone, including the suppliers in the meetings industry. It made it clear to everyone that many things had to be improved further before 2020, and specific actions are already taking place. Hotels like Hotel Okura Tokyo and the Tokyo Prince Hotel are undergoing renovation to cater to international standards. The number of international flights is increas-

attractive and comfortable destination for international meetings.

HQ: Could you describe what makes Tokyo a knowledge hub? Do you have ambassadors supporting the holding of association conferences in the city?

Kazuko Toda: Tokyo has over 130 universities in the city including the University of Tokyo, of which many professors are actively hosting

of the Advanced Industrial Science and Technology (AIST), the Tokyo Metropolitan Industrial Technology Center, and the Tokio Marine Research Institute.

Together with the huge number of headquarters of private companies, which are potential sponsors for the international association meetings, Tokyo has a strong base for a successful association meetings.

ALTHOUGH TOKYO IS KNOWN TO BE A METROPOLIS AND DELEGATES MIGHT HAVE THE IMPRESSION OF TOKYO AS BEING A CITY WITH ONLY TALL CONCRETE BUILDINGS, IT IS ACTUALLY A CITY WITH A UNIQUE MIX OF TRADITION AND INNOVATION

ing both at the Haneda and Narita airports. The Tokyo Metropolitan Government has started to develop a new volunteer program to enhance the hospitality level of the City for international visitors and make their stay in Tokyo more comfortable. New roads are being built to better the flow of traffic within the city. All these improvements in the infrastructure will make Tokyo a more

international congresses. We have recently worked with professors in the health technology assessment field for the HTAi 2016 Annual Meeting, in the cartographic field for the International Cartographic Conference 2019, and many more.

Tokyo also has many R&Ds, both national and private, like the National Institute

HQ: What are Tokyo’s added values for association meetings and planners?

Kazuko Toda: There is a misconception that everything in Tokyo is expensive. We say that there’s value for money. A client who hosted an international meeting in October 2014 commented that in Tokyo you will get more than what you pay for. The quality and level of service, as well as the expertise and know-how of every supplier involved, lead to the success of any meeting. The client was happily surprised that there was not one serious complaint from any delegate during the Tokyo meeting, due to the smoothness of the organisation.



Sushi making

Safety for the delegates are also top priority issues that meeting planners pay attention to these days. The fact that Tokyo has been selected as the #1 safest city in the Safe Cities Index is highly recognised by meeting planners.

In addition, Tokyo has been selected the most liveable city in the 2015 Quality of Life Survey by Monocle. The Survey includes criteria such as safety, international connectivity, public transport, tolerance and environmental issues, but for 2015, they added 22 new metrics, like housing and the cost of living, from the price of a three-bedroom house to the cost of a coffee, a glass of wine and a decent lunch. Furthermore, access to nature, urban design, business conditions, pro-active policy development and medical care have also been more emphasized.

HQ: Can you describe the 'Tokyo experience' that association delegates might experience?

Kazuko Toda: Although Tokyo is known to be

a metropolis and delegates might have the impression of Tokyo as being a city with only tall concrete buildings, it is actually a city with a unique mix of tradition and innovation. I am sure that meeting delegates expect to fully experience and enjoy something different and memorable to take home and talk about. So, for association meetings coming to Tokyo for the first time, we propose a themed reception featuring the authentic Japanese culture. Delegates will be welcomed by ladies in kimonos, listen to the music of the *koto* (Japanese harp) or *taiko* (Japanese drums) as they enjoy *Edomae* (Tokyo style) sushi and tempura, the must-eat dishes in the city. *Ame-zaiku*, or traditional candy sculpting, will impress the guests and become fine souvenirs to take home.

HQ: If you had to pick one outstanding venue and one social activity you can do in Tokyo only, what would they be?

Kazuko Toda: The MIRAikan, or the National Museum of Emerging Science and Innovation, is a museum where visitors can

experience advanced science technology through exhibits and hands-on experiences. The Museum covers a wide variety of themes from technology used in the outer space to human cells research to robotics. The world's first large 3D virtual Earth-shape display called the Geo-Cosmos is the symbol of the Museum, and is placed over the space available for receptions and events. For international scientific meetings, it stages a unique and special atmosphere.

A special must-do activity in Tokyo is making your own sushi. Sushi, a specialty now so well-known around the world, used to be a fast food 400 years ago, when Tokyo was still called "Edo." The guests will learn all about sushi-making, as well as the history of Edo-style sushi and the various kinds of fish used.

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CHANGE IS HAPPENING WITH OR WITHOUT YOU

ENITED Business Events Experts, Managing Directors Ivo Franschitz, Rosa B. Reyero Miguelez and Senior Consultant Henrik von Arnold share their insights about the major, future challenges faced by international associations, and consequently the way to measure their success in the long run.

HQ: Mr. Franschitz, we had the chance to talk before and you said: “The world has changed but the associations have not”. It’s quite provocative, isn’t it?

Franschitz: Yes, I am aware of that, and it is meant as a wake-up call. The truth is, there are, of course, some international associations which have recognized the change in their business environment. They have started to change their tactics by adapting their offer to the existing membership market. But the majority of them appear to be frozen in time, for many reasons, and mostly unaware of what the future will bring. They do have to understand their world is changing with or without them.

Reyero Miguelez: We are living in an information society. Information is available all around the clock and all over the world. Therefore the demands and expectations of people in their search for information have changed and still do. Years ago everybody booked a journey in a travel agency. Because the information the people were looking for was available only there. Now it is just a few clicks away on the web. Travel agencies, as the former gatekeepers of that needed information, have lost their main purpose. The same scenario also applies to print media businesses. They all were forced to develop new strategies, they had to think about their new and future clients’ needs and to modify their offerings.

HQ: But how does this affect the associations? They are information-providers by themselves.

Franschitz: That’s a good point. I believe one of the major flaws of the basic concept of associations nowadays is their “exclusive” approach by creating barriers, through

estimated, yet. But change is happening. At the latest when the digital natives are the new clientele. They are fast, flexible and used to permanent dialog. They have increasing demands on information flow. The members as known today, who pay their fees once a year and are satisfied with

BY RETHINKING THE REASON FOR THEIR EXISTENCE, ASSOCIATIONS NEED TO REDEFINE THEIR PURPOSE, THEIR STRATEGIES AND DEFINITION OF FUTURE MARKETS AND, CONSEQUENTLY THEIR TACTICS

monetary, educational, occupational and geographical means. They also consider and treat their information and their platforms as exclusive goods. However, in many cases, the reality is that their information is not exclusive enough anymore. There are a lot of other sources and networks in a global digital world competing with each other. You do not have to be a member of an association or a participant at their annual meetings anymore to have access to it.

HQ: Mr. von Arnold, recently you asked the Managing Directors of six leading international associations about their opinion, experience and challenges in their daily business. What’s their point of view?

von Arnold: The effects of increasing digitization (live-streaming, hybrid meetings, etc.) in the meeting world cannot be accurately

the things they usually get, will be a thing of the past. Therefore associations will need to stop defining their markets by members and participants, and start to see and approach them as their potential clients. As business corporations, they have to have a clear purpose and vision and a clear strategy.

HQ: And what are the main challenges associations see today?

von Arnold: As a consequence of all of the above, the associations already find that financing is increasingly difficult. The acquisition of sponsors requires high levels of manpower and new solutions. The situation is also made more difficult by stricter compliance regulations and higher member demands. Moreover the potential participants have consistently less time and financial resources. They attend one top event



each year. And this means internal competitions between association meeting organisers. It will be all about offering added value to the target group.

HQ: If you were an association, what would you do in the current situation?

Reyero Miguelez: First of all, I would start by asking myself the most fundamental questions: “Why am I (the association) here?” and “What is my purpose?” Followed by: “Why should potential clients choose me or my offer?” Or in the corporate marketing language: “What is my USP (Unique selling proposition)?” “Where do I differentiate myself from my competitors in the market?”

Franschitz: By rethinking the reason for their existence, associations need to redefine their purpose, their strategies and definition of future markets and, consequently their tactics. No matter if you are a for-profit or non-profit organisation you need a clear vision. It is your soul, this is what you want to be. That enables you to develop precise strategies and objectives and create tailor-made tactics. Your action plan to reach your operational goals is the final step. This is

the basis for a sustainable development of every association.

HQ: And how do you measure success of associations in the future?

Franschitz: Following our point-of-view and arguments of the future of associations, of course, also the criteria and methods for measuring the success will have to be designed anew. To take an example, if the purpose of an association in the future is to create a community of common interest, in an inclusive way, instead of maintaining an exclusive and closed membership model, it is obvious that counting membership and meeting participation numbers becomes obsolete. New criteria could be, for instance, the variety and diversity of the “followers” of the association or the “connectivity” to other entities with similar subject matters.

This article is a contribution of ENITED, a European Business Event Agency. ENITED provides solutions in the field of Live Communication, with a 360° approach and their own ENITED Excellent.C Model©. ENITED works with ambitious corporations, active associations, and up-and-coming destinations. More info: www.enited.eu / welcome@enited.eu

WHAT'S THE UNION OF INTERNATIONAL ASSOCIATIONS (UIA)?

The Union of International Associations is a non-profit, independent, apolitical, and non-governmental institution in the service of international associations. Since its foundation in 1907, the UIA is a leading provider of information about international non-profit organisations and a premium networking platform between international organisations and the meeting industry worldwide.

Main activities:

- Yearbook of International Organisations - contains information on over 68,000 international organizations active in all fields of human endeavour, in all corners of the world.
- International Congress Calendar - with information on over 428,000 international meetings. Available online, in pdf, and on paper.
- Annual Associations Round Table

For more information, please contact uia@uia.org

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WHAT'S NEW IN SHANGHAI?

With a population of more than 24 million people, Shanghai is one of the largest and most developed cities in mainland China. Thanks to the efforts of Shanghai Municipal Tourism Administration (SMTA), the metropolis might also well be THE Asian meeting place *par excellence*. But what's new in Shanghai? Let's find out!

Shanghai is known for its unique style and fascinating blend of the old with the new, the East with the West, from art and architecture to cutting-edge style and ancient tradition. As a well-developed tourist city, it offers a wide range of tourism facilities for both business and leisure visitors.

SHANGHAI IS KNOWN FOR ITS UNIQUE STYLE AND FASCINATING BLEND OF THE OLD WITH THE NEW, THE EAST WITH THE WEST

While the friendly openness of the people is unsurpassed, the city is accessible to almost everywhere around the world. Ninety-four airlines operate flights connecting Shanghai with 256 cities, and in 2014 alone, the city welcomed about eight million overseas tourists and more than 268 million domestic travellers.

As a huge metropolis, Shanghai is always on the move. Here are the latest infrastructure developments worth considering by association planners.

Shanghai Disney Resort, the first Disneyland in mainland China, will open soon, showcasing dozens of all-new attractions and entertainment offerings with approaches of East-meets-West. Shanghai is also a great MICE destination with a large variety of world-leading venues and facilities, such as the **National Exhibition**

and Convention Centre (Shanghai), the world's largest single block building and exhibition complex. At **Shanghai Tower**, visitors will soon be able to ride the world's fastest elevator to the observation decks to enjoy a 360-degree view of the city.

Shanghai is also a relaxing place rich in historical heritage, with well preserved cultural remains such as the ancient water town **Zhujiajiao** in Qingpu district, classic gardens of Qing Dynasty **Shanghai Fangta Garden** and **Zuibaichi Park**.

Worth noting is that transit tourists from 51 countries are now permitted a 72-hour **visa-free** stay inside Shanghai – making it easy to organise a meeting there with no hassle. Overseas tourists who stay in the Chinese mainland for no more than 183 days can also receive an 11% **discount on consumer goods** purchased at designated department stores. The minimum purchase for a tax refund is 500 yuan (about \$US82) at any one store in one day.

ABOUT SHANGHAI MUNICIPAL TOURISM ADMINISTRATION (SMTA)

SMTA is responsible for the programming, management and promotion of the tourism of Shanghai city. It is willing to help industry partners to better understand the city in designing Shanghai travel and business events products. SMTA is more than happy to offer advice on how to organise a conference or a congress in the Chinese metropolis.

www.meet-in-shanghai.net

WHERE INFRASTRUCTURE MEETS INNOVATION

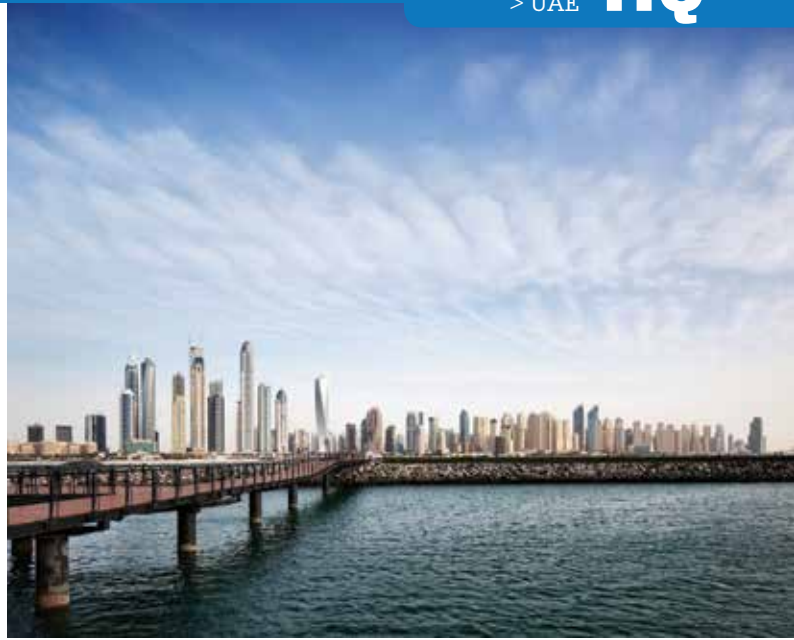
The regional commercial hub and gateway between East and West, Dubai is a city built on innovation and infused with opportunities. The city's diverse knowledge base and community of trained professionals make Dubai the ideal location for association conferences, corporate meetings and incentive events. Direct access from over 260 destinations worldwide, an array of venues, over 93,000 hotel rooms in all categories and numerous exciting activities in and around Dubai make this city the most remarkable destination for successful business events.



Dubai Business Events - The Official Convention Bureau
Tel: +971 600 55 5559, Email: askdbe@dubaitourism.ae, www.dubaibusinesssevents.ae

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DUBAI STRATEGIC PLAN 2021

People First

At the end of last year, Dubai launched the now-famous Dubai Strategic Plan (DSP). Its aim? To reinforce Dubai's position as a global centre and destination across a number of fields. What does it exactly entail?

The DSP 2021 is a continuation for the success of DSP 2015, which was launched in 2007 by His Highness Shaikh Mohammad Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai.

TRAILBLAZER

The Dubai Plan 2021 framework simultaneously addresses all the issues and initiatives that will enable Dubai to become a trailblazer in the world for its quality of life and excellence in governance. Milestones such as the hosting of the World Expo 2020 and other initiatives such as Dubai the Capital of Islamic Economy, My Community (aiming to transform Dubai into a city that is friendly to people with disabilities), Dubai Smart City, and Dubai Government towards 2021, in addition to many others, will contribute to make Dubai a role model for the world.

The framework of Dubai Plan 2021 includes six themes that define the emirate and envisages a city of happy, creative and empowered people in an inclusive and cohesive society - the best place to live,

work and visit. A smart and sustainable city which will be the hub of the global economy run by a pioneering and excellent government. The DSP 2021 puts people first and highlights the importance of cooperation between all stakeholders to achieve the objectives of the plan, which targets people's welfare.

THE FRAMEWORK OF DUBAI PLAN 2021 INCLUDES SIX THEMES THAT DEFINE THE EMIRATE AND ENVISAGES A CITY OF CREATIVE AND EMPOWERED PEOPLE IN AN COHESIVE SOCIETY

ECONOMIC DIVERSIFICATION

We have often been writing about this in Headquarters: Dubai offers all kinds of services to investors, businesses and organisations, in addition to an open door policy, world-class facilities including state-of-the-art airports, congress venues and accommodation options for all kinds of budgets and tastes. The Dubai Association Center is the perfect testament to this as it supports Dubai's vision of turning the city into a capital of Islamic Economy and a true knowledge hub.

The Dubai Government is working hard to turn the emirate into a most preferred place to live, work and visit and a city that enjoys sustainable economic growth, is a world's leading business centre, and the most business-friendly city and investment destination. Keen on economic diversification, which is

important for the city's pivotal hub status, Dubai, as a destination, seems in this regard to have a plan like no other.

To learn more about how to access services related to business event development, destination expertise, convention planning, attendance building and onsite event servicing, visit dubaibusinessevents.ae, call +971 6005 55559, or email askdbe@dubaitourism.ae

IMEX



Association Day



18 April 2016



“Let’s meet!”

Is your association still relevant?

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

Learn, share, get new ideas

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

Association Day 2016

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

Meet people from other associations and stay in touch

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

Get your events underway

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

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

Be a part of Association Day,
Monday 18 April 2016.
For more info, contact the lovely
Natasha Richards.



The worldwide exhibition for incentive travel, meetings and events.

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Web: imex-frankfurt.com/association



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GLASGOW AMBASSADORS CONTINUE TO ATTRACT LARGE ASSOCIATIONS TO THE CITY

A world-leading professor of Phonetics and Sociolinguistics has spent the last 20 years using Glasgow as her research platform to study the changing landscape of language.

Now at the top of her field, Professor Jane Stuart Smith combined her expertise with her role in Glasgow’s award-winning Conference Ambassador Programme to head up the city’s successful bid to secure the 18th International Conference of Phonetic Sciences (ICPhS) 2015.

As the Chair of the Local Organising Committee Jane coordinated input from a consortium of four Scottish universities. She worked closely with a 20-strong team to deliver a winning bid, a successful

conference and a fantastic conference party in the city’s iconic Merchant Square for more than 800 people.

The conference took place in Glasgow recently welcoming 1000 global experts with the local economy benefiting from an injection of more than £2million.

Jane said: “I was able to use my expertise from the last two decades to work with Glasgow City Marketing Bureau, the SECC and academic institutions located across Scotland to

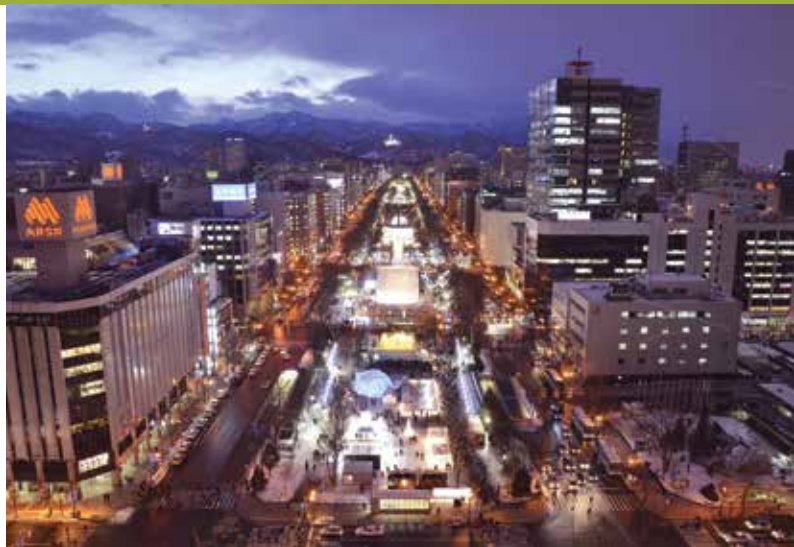
put together a winning bid. It’s no secret that Glasgow has world-leading research hubs, esteemed academics and huge strengths across its key areas of strategic growth and I was delighted to work with the team to win this large congress.”

The University of Glasgow professor is one of 1700 influential individuals in Glasgow’s Conference Ambassador Programme, each working in partnership with Glasgow City Marketing Bureau to bid and secure conference business.





Sapporo Convention Center



SAPPORO: NATURAL – CONVENIENT – SMART

Ranked 3rd in Japan, following Tokyo and Kyoto, in the 2014 ICCA rankings, Sapporo has surely been proving itself as an attractive destination for both world's travelers and meeting organizers.

TRAVEL TIME MATTERS

Multiple connections, long hours wasted at the airports, ages to get to the hotel, well, definitely not in Sapporo. The city can easily be reached directly from major capitals in Asia, while it is only a 1.5 hour flight away from Tokyo – the world's busiest air route with over 70 flights per day. Once at Sapporo New Chitose Airport, the travel time between the airport and the city centre is only 37 minutes via rapid train. And just so you know, a food market filled with fresh local delicacies, Ramen noodles restaurants from all over Hokkaido, Japan's famous sweets avenue, not to forget a hot spring, will all be at the airport as well.

UNBEATABLE PRICES, AMAZING CHOICE

When it comes to meeting venues and hotels in the nation's most walkable city, the prices and options are unbeatable. All major convention facilities and hotels (over 20,000 rooms) are located within 1 km radius of Odori Park. A short 10-15 minute walk from the hotel to the meeting venue will be enough to start your day. And in case you are staging your meeting at Sapporo Convention Center, it is just a short 7 minute ride on subway from downtown. Speaking of cost, meeting space and room rates are about twice cheaper compared to Tokyo or other major cities in Japan.

UNIQUE IS GUARANTEED

Sapporo has been the front-runner of Japan's unique venues arsenal. Be it a gathering of about 50 to 200 pax, the Ski Jump Stadium at Okurayama or the Glass Pyramid at Moerenuma Park would definitely wow your guests. Sapporo Racecourse, a chic facility right outside of the city centre, could be a perfect option for a networking event or a gala for a group of 300. And if you need to go big, beer halls at the historical Sapporo Beer Garden will accommodate up to 1,000 guests.

SAPPORO'S UNIQUE AND RICH NATURAL ENVIRONMENT HAS A LOT TO OFFER WHEN IT COMES TO THE VALUE OF A MEETING

VALUE FOR MONEY

For the last couple of years, Sapporo has been seeing a dramatic increase in the attendance when it comes to participation from Asia-Pacific members. One example is the Asia Oceania Geosciences Society Annual Meeting, held last August, which hit its record attendance of 3,100 participants.


With academic institutions such as Hokkaido University, Sapporo Medical University and Rakuno Gakuen University leading in the fields of geosciences, organic chemistry, agriculture, forestry,

energy, medicine, pharma, animal behavior and veterinary sciences, Sapporo's unique and rich natural environment has a lot to offer when it comes to the value of a meeting. This collaboration of natural environment and the value of a meeting was particularly obvious when the participants of the 5th International Wildlife Management Congress 2015 together with the citizens put their forces together for a good cause – clearing out and cutting down thickets and tall grass along Toyohira River.

Sapporo's IT sector has also been developing strong recently, with various international IT meetings of all sizes increasing their appearances in the northern capital. This year's key gathering was W3C Technical Plenary / Advisory Committee Meetings Week, which attracted over 500 specialists from all over the world to Sapporo in October.

CONTACT

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Sapporo Convention Bureau
azarov-d@plaza-sapporo.or.jp
www.conventionsapporo.jp

A group of diverse people are gathered outdoors in a lush, green vineyard setting. In the foreground, a group of five people is seated around a rustic wooden table, engaged in conversation and dining. The table is set with plates of food, glasses of wine, and a bottle of wine. In the background, more people are visible, some standing and talking near wooden barrels. The scene is bright and sunny, with trees and a clear sky. The overall atmosphere is one of a high-quality, scenic outdoor event.

Martinborough

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Registration is open for ASAE's Great Ideas in Association Management Conference, Asia Pacific, 10–12 April 2016, Kowloon Shangri-La Hotel, Hong Kong. Join your colleagues for a gathering of association executives to address current challenges, opportunities, and ideas for success.

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