If what we knew three weeks ago is no longer valid, and we have no idea what the coming weeks will look like, then one thing is for sure – uncertainty is the new king!

The pandemic our world is facing caught us by surprise and forced us to manage amidst huge uncertainty: uncertainty as to when we can travel again, uncertainty as to when business events will return and uncertainty as to when the pandemic will be over.

The first step in dealing with uncertainty is to accept it – accept the situation you are facing.

The next step is to share and communicate. Communicate with your team, with your colleagues and with your friends – only together can you manage the day-to-day, which is ever changing.

Another key consideration in this situation is the importance of remaining optimistic. But how can we stay optimistic?

The current coronavirus crisis has prompted the meetings industry to take extraordinary measures: many of us are fighting for our jobs, with companies at risk. However, those who remain optimistic, who share and communicate, are in many cases well-placed to see new opportunities as they arise.

One of the important roles of the PCO is to facilitate education. Until now education was mostly consumed face-to-face and hybrid education was only a buzzword. However, this pandemic has opened our eyes to new opportunities that are arising from the uncertainty.

Whilst we are all forced to stay at home, virtual events and eLearning portals have become the new norm (for now…). As PCOs we are all trying to learn, understand and specialise in this online world. This is exactly what IAPCO is doing. We help to facilitate sharing and communication between members. We are conducting successful webinars on virtual and more is coming soon. The exciting launch of our new eLearning platform, webEDGE, took place earlier this month, and IAPCO’s eLearning portal is more relevant than ever.

Our webEDGE platform will:
• Provide continued learning for PCO professionals
• Enable learning at your own pace, wherever you are, whenever you want
• Reward those who complete the 14-session package with CMP points

To conclude – this is smart education as it should be! Our webEDGE is free to IAPCO members and open to the entire industry at a marginal cost.

I am very positive that we will overcome this challenging period together! We are all fighting for a better future.

Stay strong and healthy,

Ori Lahav
IAPCO President 2020-2022
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KEY TO SECTIONS

GETTING TO KNOW...

IN PANDEMIC TIMES

PARTNERS & SERVICE PROVIDERS

EDUCATION

VIRTUAL MEETINGS

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WELLBEING

MEMBERS' NEWS
It is fair to say that we have all been touched in one way or another by what is happening around us. The world that we once knew has changed dramatically and it is unclear what the long-term implications will be.

So, where is IAPCO’s place during such times and what can a relatively small, not-for-profit, membership-driven association do to support its community? How can we help to make a positive impact during such challenging times? There are three simple yet powerful principles at the core of what we do here at IAPCO. These are perhaps more relevant and important today than ever before in helping me to lead our organisation and serve our community of members and partners.

**Compassion, Conviction, Communication**

Leadership principles steering IAPCO

So, where is IAPCO’s place during such times and what can a relatively small, not-for-profit, membership-driven association do to support its community? How can we help to make a positive impact during such challenging times? There are three simple yet powerful principles at the core of what we do here at IAPCO. These are perhaps more relevant and important today than ever before in helping me to lead our organisation and serve our community of members and partners.

**Compassion, Conviction and Communication**

Compassion to support members however we can as they, like us, struggle through the immediate and longer-term business challenges that face us all. Conviction to remain focussed on serving our highly qualified and professional members and to work collaboratively alongside our industry and association partners.

Communication with both members and partners in an open and meaningful way that empowers us all to act responsibly and confidently, knowing we have the tools to do so.

I’d like to focus on this communication principle as it has been brought to life at IAPCO recently through the IAPCO Coronavirus Impact Dialogue series of webinars. The Dialogue series was recently created for IAPCO to provide leadership in communication through an online platform for IAPCO members. We encourage members to share with one another, in a safe space, the challenges each is facing and to ask the difficult and sometimes uncomfortable questions without fear of ridicule or offending.

Although still relatively young for us, the Dialogues have continued to grow in interest and attendance and have developed as a strong communications platform. The first was hosted back at the beginning of March with over 40 members, whilst the most recent 4th Dialogue involved five technology experts and over 170 of our members. It has quickly become a highly valued opportunity for members to ‘gather’ virtually and communicate together in a safe zone.

Quite interestingly, by-products of this communication forum have been heightened compassion amongst our members and a shared conviction to do whatever we can collaboratively and, with strong leadership, to get through this period together.
The benefits of IAPCO membership well outweigh the current COVID-19 challenges as two more companies are welcomed into the quality-driven association. This brings us already to a total of five new members for 2020.

**EAST STAR EVENT MANAGEMENT CO., LTD**

Lisa Xu, Managing Director

Shanghai, China

www.sheaststar.com

“As a leading core PCO company in China, we are committed to providing integrated solutions to congress, exhibition, events and business travel worldwide for association, government and corporate clients. Over the past seven years, we have insisted that ‘People come First’ and we assist clients to achieve their goals by offering specialised and customised services.

As a subsidiary company of Shanghai DLG Exhibition & Event (Group), we are also dedicated to creating Shanghai as an international MICE centre.”

**MEETINGS AND MORE**

Girish Kwatra, Founder, CEO

Haryana, India

www.meetingsnmore.com

“As Meetings and More is a Professional Conference Organiser cum Destination Management Company, providing avenues for people to engage, interact, and exchange knowledge, specialised in organising conferences, incentives, exhibitions and events. Our experience ranges from arranging small board meetings to large global events. With more than 40 years of industry experience, we are an impressive team of MICE professionals, ensuring attention to detail, continuous budget control and endless creativity to help you explore new venues and new ways to impress your clients or employees. Team M&M has handled conferences with participation from 50 to 15 000 delegates. Meetings & More is one of the very few PCOs in India with ISO accreditation.”
In what year was DIS founded and by whom?

Who are the managers now?

DIS Congress Service was founded in 1952 by Erik Friis, one of the four founding fathers of IAPCO. We are the world’s oldest PCO! Peder Andersen has been the manager since 2003; it was in 2005 that Helle and Peder took over from Helle’s parents.

Have you seen a change in the meetings industry?

We have seen a big change in the way large associations work today. Some years ago, the congresses simply had to provide a small financial surplus and give the delegates a good experience. Today those associations need to earn a lot of money.

What are your current challenges?

No need to mention it: COVID-19.

What is the most unusual (and possibly challenging) event with which you have been involved?

Eurovision Song Contest in 2014 with more than 11,000 accredited press and delegations – very different from what we are used to, but it was a lot of fun.

What is the event you were most passionate about and why?

International Fiscal Association in 2013. The congress had everything: the client, the delegates – who had money to spend – and a very good organising committee. We spent more than 800 project hours during the six years of collaboration – in this way you get to know the client very well.

Who is your CVB and what kind of relationship do you have with them?

WONDERFUL COPENHAGEN. DIS has been involved with them since they started up – I have been on the board of Meeting Place Wonderful Copenhagen since 2012 and will step down this year after nine years. DIS also works a lot with INSPIRING DENMARK (promoting business tourism in the southern part of Denmark).

Have you had successful partnerships with other IAPCO members?

Yes absolutely – many of the IAPCO members use us as their DMC when they have larger congresses in Copenhagen. DIS is an independent local PCO.

Why do you value being an IAPCO member?

You get the best of everything in our meetings world and, with my ten years on the IAPCO council, I have a lot of friends and a network which DIS can, and does, use.
Tell us what you are working on at the moment for IAPCO?
I am busily working on the delivery of the webEDGE programme, which I am very excited about. I’m also hard at work on the Quality Committee, reviewing the processes surrounding the quality review of member companies and prospective member assessments.

What is your personal philosophy?
Treat people as you would like to be treated.

What would you do for a career if you were not an eventprof?
My family and I have been in this industry for fifty years, so to imagine a different career path is really hard! It would absolutely have to involve helping people in some way.

Tell us something that might surprise us about you
Anyone who knows me will tell you that I’m an open book, so there aren’t too many surprises to share!

Any advice for someone joining the event industry as a PCO?
Make sure you cherish the relationships that you make, both in a personal and professional sense. And always have an open mind and be receptive to change. The events industry is extremely collaborative and you should not go into it thinking everything can be done alone.

What is your favourite IAPCO moment?
When I hosted the Annual Meeting in 2014, having a group photo on the pitch at the Melbourne Cricket Ground was a highlight as members of the public are not usually allowed to do this.

What are you missing during this period of isolation due to COVID-19?
Apart from the massive disruption to our industry what I am missing most is that there is no sport on and my favourite thing to do, apart from skiing, is going to watch my team play in the Australian Football League. My son also plays and I love watching him.

What will you do once the restrictions are lifted and the “new normal” is defined?
Apart from heading to the beauty therapist for a leg wax (hairdressers are allowed to operate here, so the roots aren’t a problem…) I can hardly wait to have F2F interaction with our friends, clients and industry. I think we need to have a global “Live Aid”-style party for 24 hours around the globe!
IN PANDEMIC TIMES

HOW CORONAVIRUS IS CHANGING THE STATUS QUO

IAPCO Member: Mondial Congress & Events, Austria

At the time of writing, the majority of countries in Europe have shut down. People are being urged to stay in their homes, and meetings and events have been completely cancelled. Our industry is experiencing record losses and, as yet, no-one can say what this situation will mean for the congress and events industry mid- to long-term. All we know for sure is that our industry is going to change; indeed, it is already changing. The best example is the last conference we organised before our world went into lockdown: the EFP Perio Master Clinic, held 6–7 March 2020 in Dublin, was already feeling the impact of the growing pandemic. The European Federation of Periodontology, organiser of the meeting, decided to go ahead as no official recommendations to cancel had been made by the Irish health authorities. Still, reactions to the coronavirus threat were manifold as part of the planning process. Here are some of the pathbreaking measures implemented at the conference:

Remote presentations:
In the lead-up to the conference many participants were already hesitant to travel, including several of the speakers. In order to maintain their expertise, it was decided to keep the speakers on board by allowing them to present remotely, that is, via pre-recorded presentations. At the end of each session, remote speakers joined the moderator in a discussion via video conferencing, sometimes across different time zones.
Webcast registration:
Registered delegates who were unable to attend or felt uncomfortable travelling were enabled to change their registration to a digital webcast-only registration for a lower fee. The webcasts remained accessible for up to a week after the conference.

Proactive communication:
Many PCOs still think of themselves primarily as logistics companies, however, even on the best of days, international conferences are complex ecosystems that require sensitive and targeted communication measures. This becomes even more evident in times of crisis.

Heightened sense of responsibility:
Never have event professionals been more aware of their huge responsibility in keeping delegates, speakers and other partners safe and in good health. Acknowledging and owning this responsibility may help to make events even safer in the future.

Conclusion:
What may have been merely short-term reactions at the time may soon become the new status quo. In retrospect, this crisis may even help to liberate the events industry from some of the chains of habit that have long been keeping it from realising its full potential.

The importance of real-time, digital communication, for example via apps, will further increase.

IN PANDEMIC TIMES

THOUGHT FOR THE DAY – TODAY

Wait, Invent, Smile

Emma Aru, Ega worldwide congress & events, Italy

NURSING SPECIALISTS ARE NEEDED ON SITE!

IAPCO Member: CPO HANSER SERVICES, Germany

CPO HANSER SERVICES’ first congress affected by the COVID-19 situation was the German Nursing Congress which was supposed to take place 12–14 March this year. Shortly before, the situation in Italy and Spain had become serious and ITB Berlin had been cancelled.

Because of the importance of the participants and speakers as people working in the healthcare industry, the organisers decided to postpone the event to November 2020, in order to free up the availability of nursing specialists.

In postponing the congress, the organisers wished to contribute both by avoiding the potential risk of infection for nursing staff who would be needed elsewhere and by ensuring the care of sick people in this tense and daily changing situation.

It was all about care. Nursing specialists were needed on site!

The German Nursing Congress usually attracts 10 000 visitors. The positive news is that all partners, sponsors and exhibitors, and 90% of participants are on board for the November event.
IN PANDEMIC TIMES

With a healthy dose of anxiety, the world sits mostly in lockdown, observing the latest developments and threats associated with COVID-19. We all face a very serious and unprecedented challenge which in business terms has affected almost all industries, including the events industry. As a member of the meetings industry, we face an increasingly unpredictable future as we fight through complicated scenarios of what it means to organise events in such a global epidemic. We must juggle crisis-mode decisions whilst considering the ramifications of postponing or cancelling events, changing legal conditions and restrictions, re-planning congresses at the last minute, meeting new health requirements, changing staffing needs, managing financial outcomes... the list goes on. As regulations continue to fluctuate and we float in and out of different force majeure or contract situations, we must remain extremely vigilant in order to act in the best interests of the many parties involved. There is a real irony in how the events industry manages to continue to organise mass gatherings around the world whilst many individuals within it are working alone from home, separated from colleagues and office normality.

The situation could easily be compared to the worst nightmare of any event management company, but determination keeps us moving forward.

One example of these challenges was the 59th Annual Conference of the Particle Therapy Co-operative Group (PTCOG 59), one of our larger conferences. The event was planned to be held in Taiwan in May 2020 for over 1200 people. For an international conference in the current pandemic situation, a major part of the challenge was to consider not only the situation in the conference destination but also the situations in the different regions around the world from which key participants would travel. The pandemic is not being managed on a global basis and as individual nations implemented different laws and restrictions, each had their own effect on the likely success of the conference. The decision lay between running the event as planned whilst managing participant health and safety, and postponing the event to increase the likelihood of being able to hold a successful meeting. In order to prevent event cancellation in 2020, it was postponed to a later date in September.
Changing the date, however, of such a large-scale event is much easier said than done. There are many factors to consider in order to successfully move an event back by four months whilst holding on to the original plans, programme and objectives. When dates became available and all required venues, suppliers, speakers, social events, hotels and all contracted conditions magically aligned, we found out that two key sponsors simply could not attend. We were forced to go back to the drawing board and repeat the process in full all over again. With the dedication of many, and through negotiations with other events, PTCOG 59 was successfully postponed to September 2020 in its original destination and venues.

Now the dust is settling on a manic couple of months seeing Q2 and Q3 events postponed or cancelled, a new set of challenges have to be faced due to increased Q4 demand. If, indeed, the situation improves and approximately 80% of the year’s events are forced into one season, this will require a new level of planning and logistics. We must ensure the same level of quality is realised at each event whilst reassigning our labour force across many overlapping events in multiple countries. There will also be new competition for organisers as events within associated sectors will land in the same season and compete for the time of the delegates and industry sponsors vital to their success.

This is only one of so many examples within our industry, yet C-IN firmly believes that the epidemic will soon run its course and the events industry will survive to see brighter days. Indeed, we are part of an industry that is well placed to revitalise economies as we are so multidisciplinary by nature. Whilst we are sure the surprises are not yet over and challenges still remain, with every hardship or unprecedented situation there are valuable lessons to be learnt and new opportunities that will arise. We must all continuously monitor developments whilst adding flexible strings to our bow, being ever ready to succeed whether using plan B, C, D or even E.

The events industry has too much to offer: we may well be infected but we will certainly survive!
IN PANDEMIC TIMES

DEAR IAPCO FRIENDS,

Who would have thought that our modern society would be so messed up by a virus? But it’s the way it is and we have to deal with it together. The situation demands a lot from all of us: we must be flexible and creative in dealing with the challenges that the virus has brought on us, all without losing sight of ourselves or each other.

The meetings industry is looking very different compared to a few months ago. For now, all planned congresses, symposia, fairs, events, meetings, networking get-togethers and all other forms of gathering have been postponed or even cancelled. At the moment in most countries it is uncertain how long this situation will last. It seems realistic to assume that it will be for months. And after that, will it return to how it used to be? This does not seem very likely. We will have to deal with restrictions in terms of travelling, social distancing and so on. So how many attendees can one still host and how many attendees will be willing to come to your congress in person?

Some practical tips for ordering supplies

When ordering meeting essentials such as bags, lanyards, notepads, pens etc., do not print a specific location and/or date on these items, thus allowing them to be used in a more generic way. If an event is postponed or even cancelled it is difficult to know how many attendees will ultimately attend your rescheduled meeting. Generic materials can be used at a later stage or even for other events you are organising. And let’s not forget, this is not only more flexible but also more sustainable.

If you really want to have branded materials, and are not sure of the number of attendees who will attend, why not order (part of) the meeting essentials as unbranded. If not used these can be returned and credited afterwards, allowing for maximum flexibility.

Stay flexible with the delivery times of the products you are purchasing for a meeting, preferably ordering as close to the time of the event as possible, thus hopefully allowing for more accurate decision making in the continuously changing situation.

Enhancing the online experience

With the current advent of virtual events, it is likely that this most recent trend may continue as an accepted component of future congresses. With hybrid or even fully virtual events on the increase, have you thought about the experience of the virtual attendees of the events you are organising? Naturally, you want to offer your virtual attendees a great congress in the same way as you do at an F2F event.
Perhaps it would be an idea to send a care package to your virtual attendees? This could contain items which will increase the attendees’ experience. Imagine a ‘coffee break’ set allowing the virtual audience to share a break all together, or perhaps a game, or a set containing items for a sportier break. Sets such as these can be shipped directly to the online attendee in a virtual attendance kit in advance of the meeting. In this way you will create more bonding opportunities for your virtual community and engender increased expectation for the event. At Parthen we are happy to exchange ideas and possibilities, and to help you get inspiration. We have some great kits available which can of course be fully adapted to your personal needs.

It is great that you are part of a community such as IAPCO where you can discuss and exchange information with your peers. It will help you to get through this difficult yet also interesting time.

Believe and have faith.
Be prepared for the future of meetings!

Warmest wishes,
Ivo Lammers
Parthen Meeting Services

Parthen Meeting Services is one of the leading companies providing PCOs and associations all over the world with congress supplies, such as bags, badges, lanyards and all other items needed for your congresses and events. Parthen has almost 30 years’ experience in the meetings industry. We specialise in (Butterfly-) badges, lanyards and custom-made conference bags which can be adjusted to any demand, e.g. in terms of colour, fabric and features.

www.parthen.com
shop.parthen.com
ivo.lammers@parthen.nl

Parthen Meeting Services is a Service Provider partner of IAPCO.
Safety in Technology

Hong Kong’s public transportation system is easily one of the most efficient in the world. In light of the current situation, trains, buses and taxis have all stepped up with more rigorous cleaning procedures and services to give their riders some much-needed peace of mind.

Leading the way is train service company MTR Corporation, which recently started to utilise an army of Vaporised Hydrogen Peroxide (VHP) robots to strategically and thoroughly decontaminate its train carriages and stations. High-contact station facilities, such as ticket issuing machines, elevator buttons and handrails are disinfected with bleach solution every two hours. Even the air conditioning filters on the trains are washed and replaced at more frequent intervals than previously.

At Hong Kong International Airport (HKIA), one of Asia’s busiest travel hubs, Intelligent Sterilisation Robots (ISRs) have been deployed to sterilise germs and viruses using a combination of UV light technology, 360-degree spray nozzles and air filters. These technologies were developed in Hong Kong but the robots were previously used only in hospitals. HKIA is the first airport in the world to use ISRs in a non-clinical setting.

Riding Safely

Most taxi drivers these days are driving with face masks on as a courtesy to their passengers and many taxis have bottles of hand sanitizer attached to the back of the driver’s seat for riders to use at their convenience. Not to be outdone, the double-decker bus company KMB has started installing hand sanitizer dispensers on buses, as well as at various stations. KMB buses also provide floor mats sprinkled with bleach solution to conveniently help disinfect passengers’ shoes as they board the bus.

Visit: www.mehongkong.com
WE LOVE OUR CITY BUT IT FEELS SO EMPTY WITHOUT YOU

And while we really want to invite you to visit us, our role right now is to encourage you and your loved ones to stay safe, stay home, and spend a few minutes with us to experience the best from home.

34 WAYS TO KEEP THE KIDS ENTERTAINED AT HOME

EXPERIENCE TORONTO CULTURE WITHOUT LEAVING YOUR HOUSE
Stay home & Safe today,
So that we can meet again soon
Much like the rest of the world, Dubai has been focused on the fight against COVID-19 with the entire city heeding the advice to #StayHome and with all efforts being directed at preventing the spread of the virus.

As the world deals with the virus, travel, tourism and business events have understandably come to a halt, with the safety of all residents and visitors being the priority.

Business events stakeholders have been playing their part:

- Dubai World Trade Centre, the region’s largest dedicated events space, has been converted into a field hospital with 3000 beds initially available for patients and the capacity to expand should this be required.

- A number of hotels in Dubai and across the UAE have been transformed into quarantine facilities for asymptomatic and mildly-symptomatic coronavirus patients, to further minimise the virus’s spread.

- Emirates has operated repatriation flights to cities around the world, both to safely transport visitors back home and to return citizens to Dubai. The airline also became the first to conduct on-site rapid COVID-19 tests for passengers, with quick blood tests conducted by the Dubai Health Authority (DHA) and results available within 10 minutes.

- In the interest of ensuring all participating countries can focus on battling COVID-19, the organisers of Expo 2020 Dubai announced plans (pending confirmation from Bureau International des Expositions’ General Assembly) to postpone the event by a year.

As the industry embarks on its long path back to normality, Dubai Business Events, the city’s official convention bureau, remains on hand to assist the global community as they make plans to meet again.

Visit [www.dubaibusinessevents.com](http://www.dubaibusinessevents.com)
Hamburg is thinking of its IAPCO family

In these unprecedented times of crisis and change, it is important to stay healthy, to retain optimism and to draw strength from your existing inspiring network. We are very thankful for all our industry friends during these challenging days and are there for you with all our energy.

Working together with our partners to strengthen our destination is our main focus to hold things together during this current crisis. Observing the energy of our industry we are blown away by the strong enthusiasm of the MICE industry. Positive stories motivate in this time: Read about true Happy tales on how the industry has responded in Hamburg!

Motivated by the population cohesion and by all of our industry friends, we are full of optimism and hope to see you soon again - it seems crazy that it was just a few months ago when we were altogether in Vancouver! From the bottom of our hearts we wish you all strength and health. Take care
VIRTUAL MEETINGS HAVE PROVEN AN IDEAL SHORT-TERM SOLUTION

The business events industry has been hit hard by the effects of COVID-19. Since the onset of the pandemic, hundreds of events have been cancelled, leading to new ways of operating. What defines us is how we react when difficult situations arise, and it has been inspiring to see how the industry has risen to the challenge and pulled together.

Like any crisis, this one has presented opportunities to demonstrate resilience and flexibility, with people finding new ways to operate and kick-start innovation. The shift to virtual gatherings offers the industry an alternative temporary solution.

Melbourne Convention Bureau (MCB) acknowledges that whilst the meaningful experience of physical meetings cannot be fully replaced, incorporating virtual meetings into the business events landscape is a viable option in the interim.

Of course, recognising the possibilities of virtual meetings does not mean underestimating the value of face-to-face business events or the destination appeal of a host city. After all, conferences and meetings are where knowledge is exchanged, research breakthroughs happen, legacies are created, and fruitful professional relationships are forged, all generating real tangible benefits.

There are benefits and disadvantages to virtual meetings. They serve as a great tool to ensure business continuity, offer a way to keep teams engaged and are cost-effective; however, they lack the essential face-to-face and social connections, do not provide an opportunity for product samples and come with privacy and security risks.

Organisations should think carefully before switching their meetings to a virtual format. As with any other, this crisis will have an expiry date. The economy will slowly recover and business as usual will resume.

The best approach during these times may be to identify growth opportunities, to utilise these times to learn and improve, and to postpone your events rather than rushing to switch to virtual. However, if your event must go on at least there are a few alternatives you can consider.

To learn more about the pros and cons of virtual meetings visit MCB’s blog for the full article.

Visit:
Coronavirus has not only affected millions of people on a personal level, it has also choked businesses. Travel, tourism, aviation, hospitality and many more industries have felt that noose the most. Billions of pounds in revenue have been lost and companies are struggling to keep afloat. Economists believe that Europe, and the global economy, is slowly but surely, heading towards a recession.

But what about science and education? If we follow Maslow’s Pyramid of Needs, when the first levels are not satisfied, namely our physiological and safety needs, we are unable to focus on our needs for love and belonging, esteem, and self-actualisation. And COVID-19 has certainly made us feel unsafe. For many, these extreme times will mean focussing on the immediate threat with less focus on our other needs.

At Kenes Group, we work with tens of thousands of medical doctors that come to our events and we support the management of various medical associations with as many members again. As a result, we wondered – how will science and education be affected in the long term due to the COVID-19 pandemic? Here are our two cents.

EDUCATION IN TIMES OF CRISIS
Healthcare professionals (HCPs) are today being fully mobilised to support their hospitals, no matter their speciality. Multiple governments reacted quickly when the virus moved to Europe and orders were placed for doctors not to travel to events abroad. It is safe to assume that, even if travel and borders remained open as usual, medical conferences would still be affected because of this measure.

So, what will happen to continuous medical education? As the focus drastically shifts towards COVID-19, all countries are preparing for its impact. In these moments of preparation, there is a great deal of live education that is needed regarding preventative measures, such as educating HCPs unused to working in critical care/ICU units who are suddenly involved and who have to be briefed on the proper techniques for working in such circumstances. It is vital to teach fast and effective procedures such as intubations and how to wear personal protective equipment; the need for live simulations and training is greater than ever.
EDUCATION IN A YEAR

We are more connected than ever. We are seeing first-hand how a decision to cancel one congress ultimately forces associations to look inwards and re-evaluate whether they can sustain operations until the next event without the expected profits. This affects other not-for-profits and organisations in the same field. What will next year’s congresses look like? There are many factors at play that will affect the answer to this question. For now, many alternative forms of education, especially online webinars, e-Portals and the like, are being offered as an alternative. But how many associations currently have the resources or the energy to develop this content? Many will be trying to keep their journals as scheduled to maintain value for their members. What we do expect is that education in a year’s time will look very different from what was planned for today or indeed tomorrow.

Maybe we can even argue that there will be an education recession. As in every recession, the question would start revolving around how much time the medical and scientific world needs to recover once we put huge pressure on the whole system globally? Where is the silver lining?

THE SILVER LINING

What everyone needs to keep in mind is this – this too shall pass. Panic and stress will not lead to a quick resolution; for that, we need to act collectively to get out of the crisis. From the associations that we, at Kenes, support and manage, our Association Management team works hard to find solutions that are needed by the different medical fields, right now. All HCPs need answers today, and connecting those communities is imperative. Granted, for the time being, we cannot achieve this at live events. We recognise that face-to-face will never be replaced by technology, but technology can help connect the minds that are ready to act. We already see organic education and communication occurring as associations – the traditional form of community sharing – allow HCPs in different countries to share their experience and learn how to deal with this crisis.

Education takes many forms and whilst the more common traditional ones may be rather difficult to access right now, it does not mean associations cannot be a conduit to champion sharing and learning amongst peers.

There may be a small bump in the road to new science and findings, but when professional association management companies and their entrusted organisations put their minds together, this will remain exactly that – a bump in the road. Maybe this is what is needed to give us the ability to see the situation from a different angle and find new solutions for the long run. We work closely with our partners – associations and the pharmaceutical industry – to continue, and to encourage the sharing of knowledge and education. This is the only way to avoid an education recession.
IAPCO President, Ori Lahav, says "The global meetings and events landscape has experienced quite a significant shift over the past few months. It is extremely important that, now more than ever, up-skilling, re-training and increasing capabilities are considered as we prepare ourselves for what will be required in the months and years ahead. IAPCO's webEDGE provides everyone in the meetings industry with a unique, peer-reviewed programme available anytime, anywhere, on any device."

IAPCO webEDGE offers accessible high-quality virtual education at an affordable price - just $140 for the entire 14-course package, or individual courses can be purchased for $25 each. IAPCO Members have complete access as part of their IAPCO Membership.

QUICK FACTS

- The Congress Project Management Package contains 14 courses, each individual course containing four easy-to-digest webinars (10-20 minutes)
- All content is delivered by meetings industry experts using real-life case studies
- Accessible learning on any device
- Learn at your own pace
- IAPCO e-Certificate upon completion
- 15.25 CMP hours
- Access to the moderated IAPCO LinkedIn webEDGE community forum for questions and knowledge sharing
- Completion badge for email signatures and social media profiles

Supporting Continued Professional Development
“Learning is something that always brings benefits, but doing it during the lockdown helped our teams to upscale their professional skills and get ready for when the world reopens. We at AIM Group fully supported our teams to devote some of the quarantine time to self-education by choosing and suggesting a weekly selection of webinars, training courses, moments of education. The IAPCO webEDGE was launched with a perfect timing. It helped our teams not only to close their skills gaps, but also to expand their horizons, while feeling part of the IAPCO global community and being proud of our profession.”

Patrizia Semprebene Buongiorno  
Vice President  
AIM Group International

WITHIN 4 WEEKS OF LAUNCH:  
368 #Meetingprofs enrolled on the course  
39 different countries  
All continents (excluding Antarctica)

CONGRESS PROJECT MANAGEMENT PACKAGE TOPICS INCLUDE:

- Budgets and Cashflows
- Cultural Intelligence
- Digital Events
- Exhibition
- Legacy
- Marketing
- Meeting Design
- Negotiation
- Project Planning
- Risk & Crisis Management
- Social Events
- Sponsorship
- Venue Selection
- Working with Clients

LIBRARY AND EDUCATION  
PRODUCED BY
With IMEX Frankfurt postponed, the industry looked no further than to PlanetIMEX, a great industry initiative to keep everyone engaged.

More than a dozen industry partners and associations offered a combination of live learning and recorded sessions including panels, webinars, videos and forums for IMEX’s Planet. Many of these looked ahead to the new business landscape and the recovery of the sector.

Timely and relevant expert-led sessions included a discussion on the pitfalls, the opportunities and what can be learnt from the current crisis with BestCities; IAEE’s conversations about COVID-19 and virtual events; IAPCO’s focus on building resilience and boosting engagement; and a PCMA session on how to prepare for the post COVID-19 reality.

There was also the opportunity to join a masterclass with the author of Meeting Design Institute’s “Multi-Hub Meetings;” to achieve greater sustainability and community engagement with RED Lab; and to discover the lessons learnt from MPI’s 12-hour virtual broadcast for Global Meetings Industry Day.

“The saying ‘No man is an island’ couldn’t be more true than now,” says Carina Bauer, CEO of the IMEX Group. “The whole business events industry is currently pulling together to address a new business reality. Likewise, PlanetIMEX is a true product of a collective, with our team working with our partners and wider community around the world to create opportunities to engage, stay focussed and align where possible on a future based on collaboration not competition.”

The future stars of the business events industry came together at the virtual IMEX-MPI-MCI Future Leaders Forum which took place on Community Day. Budding event professionals immersed themselves in learning sessions as well as making the most of the opportunity to connect with peers and industry leaders from across the globe.
The BBC’s David Meade, invited speaker at the IAPCO webinar on PlanetIMEX, attracted over 400 registrants. More than 175 attended from all sectors of the meetings industry around the globe for an engaging and thought-provoking 45 minutes of bite-size learning, moderated by IAPCO’s CEO, Martin Boyle.

Today we are facing new challenges and the odds are stacked against us, but there is light at the end of the tunnel. So, how can we help our clients and ourselves to transform from the physical to the virtual space? There are no rule books nor trainers. We are faced with blank pages and we just have to “go for it” and meet the challenge, making the difference between the ordinary and the extraordinary. How do we inspire people to do this, and keep them motivated?

KEEPING TEAMS MOTIVATED
David identified closing the gap between leadership and the workforce as a key motivator. In closing that gap, you can build a rapport outside of work topics that will transform the relationship and thus increase productivity. In this virtual world, he advised appointing one member of the team each week to be responsible for engaging the group in a fun and informative way, thereby creating connectivity. Social and human motivation drives performance.

When asked what techniques HR professionals would use to increase motivation/productivity, 71% answered that they would use an incentive/performance-related pay/reward. However, given a choice of four motivators – a financial incentive, token financial gesture, a personal token gift, or thanks – a recent study showed that in all cases the thanks were the highest incentive. Interestingly, as time progressed (over a 6-week period) the financial reward preference decreased by 18% whilst the thanks preference increased by the same percentage.

Such thanks, David advised, should not be just conveyed by a quick email or text message, but should be a gift of personal time, either a telephone call or meeting, to show that that person really matters. Give them a little of your time.

Summing up with a word of warning: if the only incentive/reward you have for your staff to work well in a crisis is salary, you are missing out on increased productivity, loyalty and engagement.

BITE-SIZE LEARNING
Moving to the second element of his presentation, David focussed on the neuroscience of virtual meeting and learning: microlearning and chunking.

We all know that brain retention is limited – 14 minutes to be exact – and that retention diminishes over a period of hours and days. Ergo, chunking is a necessity when creating presentations and especially on virtual platforms. Neuroplasticity, the brain’s ability to reorganise itself by forming new neural connections, allows us to build new pathways, retaining information we can use once we return to “the new norm”. Whilst content should, naturally, be of high quality and bite-size, creating the ever-important gap between learning moments is paramount. These gaps are not necessarily of a few minutes within a session, but can be days or even weeks, allowing time for the material to simmer.

But most importantly a virtual meeting should be a show! Be sure of Zoom success not Zoom doom.

Make it easy, be more engaging, make it useful – electrify your learners.

David provided some useful links to make Zoom presentations do just that!

ECAMM for Mac users: www.bit.ly/betterzoom
OBS Studio for Windows users: www.bit.ly/ObsFreeTrial
Caitlin O’Malley, DES, an education associate at PCMA, was monitoring the chat on the 16 April webinar, “Get Empowered: Your Professional LinkedIn Makeover,” when she noticed one person asking the same question a few different times in Zoom’s chat function. “I have a question,” Joe typed in, and a second later, “Can everyone see this message?” O’Malley, thinking he was new to Zoom and needed some help, responded that he had changed his settings so that everyone, indeed, could see his messages.

Other helpful participants chimed in and some provided similar instruction: “Joe, questions should be submitted in the Q&A tab.” Still he persisted, asking, “Does that mean more people than you can see it?”

Again, O’Malley assured him that, with his current setting, everyone could see what he was typing. If he changed it back to panelists only, just the speaker, event tech expert Dahlia El Gazzar, DES, and O’Malley and her education associate colleague, Judith De La Vega, would see his comments. De La Vega stepped in, again thinking Joe was having trouble finding his way around Zoom. “Hi Joe,” she wrote in the chat, “Please select ‘All Panellists’ from the To: section in the chat, or enter your question in the Q&A box.”

Seconds later, Joe unleashed the same profane racial slur over and over again in the chat. O’Malley said it seemed like it took “forever” to kick him out of the Zoom but, when she looked back at the chat record later, she felt better realising that it had taken her only seven seconds to eject PCMA’s first webinar Zoombomber.

Not wanting to further distract participants in the chat from the presentation, De La Vega waited until the end to apologise to participants for the troll. O’Malley said that everyone was completely understanding.

That’s likely because in this coronavirus-related remote working and online learning world, the incidence of Zoombombing – when uninvited attendees break into and disrupt your meeting – is surging.

According to a c/net article, “No More Zoombombing: 4 Steps to a More Secure Video Chat,” it is easy to Zoombomb a meeting – in many cases, all it takes is a simple Google search for URLs that include “Zoom.us”. That can bring up the unprotected links of multiple meetings that anyone can get into. Similarly, links to meetings can be found on organisational pages on social media, the article points out, which is a practice that PCMA, which often livestreams webinars on its Facebook page with a Zoom link, will now change, O’Malley said.

Last week, Zoom CEO Eric Yuan responded to users’ privacy and security concerns saying the company is freezing feature updates to address these concerns in the next 90 days. In the meantime, whilst c/net said there are “no guarantees against determined trolls,” there are some things you can do to improve your overall privacy levels on Zoom. Here are some recommendations:

**CHANGE YOUR SETTINGS:**

- Don’t use your personal meeting ID for the meeting — use a per-meeting ID, exclusive to a single meeting.
- Enable the “Waiting Room” feature so that you can see who is trying to join the meeting before letting them in.
- Disable other options, including the ability for others to Join Before Host. Then disable screen-sharing for non-hosts, and also the remote control function. Finally, disable all file-transferring, annotations, and the autosave feature for chats. (c/net provides step-by-step instructions.)
- Once the meeting starts and everyone is in, lock the meeting to outsiders and assign at least two meeting co-hosts (as is PCMA’s practice).
Another guide to prevent Zoombombing, published by Consumer Reports, provided additional recommendations:

- For large meetings, consider turning off the feature that lets participants appear in front of a virtual background, “because an intruder could easily post an offensive image” as their background.
- Generate a Zoom link automatically instead of using standard naming conventions — it makes it “harder for bad actors” to guess what kind of meeting is being held.
- Privacy experts recommend the use of passwords for every Zoom meeting.
- When using the “Waiting Room” feature, you can place a suspicious attendee “on hold.” That leaves them in the meeting but blocks video and audio transmission between them and everyone else.
- If you decide not to disable the chat feature because you encourage interaction between participants, you can warn participants to use caution when clicking on links in a chat, especially if they are from someone they don’t know. You can also limit the kinds of files that can be shared in a chat.
- Zoom recording should only be used with the permission of attendees. O’Malley now shares the Zoom message “by continuing to be in the webinar, you are consenting to be recorded.” However, Consumer Reports also said that you should disable the setting that allows participants to record a meeting.
- Zoom also offers a troubleshooting resource on its support page.

KAREN BOLINGER
APPOINTMENT

Building on the anticipated recovery of the business events industry in the Asia Pacific region, PCMA president and CEO Sherrif Karamat recently announced the appointment of global business events industry leader Karen Bolinger as managing director, Asia Pacific, effective immediately.

“As stakeholders in the global business events industry look towards a post-COVID-19 recovery, we believe that the Asia Pacific region will recover first and that the industry will be substantially changed,” Karamat said. “PCMA is determined to ensure business events are a critical part of the recovery solution in a post-COVID-19 world. And today that solution starts in Asia Pacific.”

Based in Melbourne, Australia, Bolinger will lead PCMA’s Asia Pacific operations team in Singapore.
AIM Group International paves the way organising a full digital congress for the Italian Academy of Prosthetic Odontology (AIOP).

The annual event, originally scheduled to take place in the congress centre in Riccione, Italy, was not possible with the outbreak of COVID-19. Working in partnership with AIM Group International, the AIOP embarked on an ambitious plan to transform its annual congress into a fully online event. AIOP is the first Italian scientific society to experiment with this kind of solution.

The scientific content of the congress was already defined, the sponsors confirmed, and a good number of participants registered. AIOP was ready for innovation, so there was already much in place to enable the bold step into transforming the event into a virtual digital experience.

The delegates were able to follow the congress sessions remotely, simply connecting online to the “AIOP On Air” platform from their PC, tablet or smartphone. Several tools ensured active online audience participation, making it possible to interact with speakers and exchange views with other participants through chat rooms and poll systems.

The event took place from 30 April to 2 May in a “virtual television studio” which had a realistic and immersive layout, with different graphic setups according to the type of session. The speakers could ensure that their presentations were engaging with slideshows, videos and virtual Q&A sessions. Moderated by a strong chairperson, a live talk show was held where supporters and opponents of a specific viewpoint were able to discuss the topic, engage in debate and interact with the online audience.

The large exhibition area, already planned and paid for, was realised through a complete digital experience. A well-structured area dedicated to sponsors offered the possibility of following thematic itineraries (live and on-demand) and consulting corporate documents and presentations, as well as attending one-to-one or even one-to-many meetings with exhibitors. The experience offered to participants was rich and diverse with thirteen different ways of interaction divided into three categories: Branding, Video Content and Meet the Sponsor.

The online format gave further benefits; the association could attract new audiences, who otherwise would not have been able to attend the physical meeting, and attendees could follow all of the content rather than being restricted to attending only one of the parallel sessions.

All of the content of the live event is available on demand for one year. An internal search engine allows participants to search the content through personalised thematic journeys and by Speaker, Keywords, Tag or Topic.

“I am convinced that this innovative event, whose origin is undoubtedly caused by the COVID-19 emergency, will transform a challenge into an opportunity, opening new horizons even for the future when the emergency is over,” explains Carlo Poggio, President of AIOP.

“We are convinced that despite the social distancing imposed by the health crisis the need for meeting people face-to-face will remain. We strongly believe in the power of events, where people interact, collaborate, learn and build relationships,” says Patrizia Semprebene Buongiorno, Vice-President of AIM Group International. “At this time, events can only be online but the digital transformation is part of a wider evolution process that, having begun as a result of a crisis, will last into the future.”
### DON’T Hibernate DURING COVID-19

**IAPCO Member: Arinex, Australia**

Earlier this month Arinex held an online webinar for clients, providing solutions to current issues with events. A panel of four experts from industries including infectious disease research, finance and insurance, and event operations allowed Arinex clients to gain a comprehensive understanding of COVID-19 and the broad impact of this crisis globally.

Arinex demonstrated the use of streaming technology – whilst this is new technology to many, Arinex has been incorporating online technology into events for many years, with their first live streamed event occurring in 2003 during the International Viral Hepatitis Symposium.

Their current marketing campaign "Don't hibernate through COVID-19. Lead the way by going online", is about finding the right solutions and offering tailored packages for events and conferences.

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### THE VIRTUAL CONGRESS IS IT REALLY POSSIBLE?

Over 600 from 55 countries registered for the IAPCO Impact Webinar on 20 May. Two case studies of recent medical congresses that transitioned from the physical to the virtual space where presented, represented by both the client and the project managers (PCOs) [details of the case studies on page 28 and 30]:

- **AIOP** – Dr. Carlo Poggio, President AIOP [Italian Academy of Prosthetic Dentistry] and Lavinia Ricci, PCO, AIM Group International
- **ADPD** – Abraham Fisher, President ADPD [Alzheimer’s Disease and Parkinson’s Disease] and Tami Gaon, PCO, Kenes Group

Multiple questions and answers were shared regarding the challenges faced, not only in organising the virtual congress but also in the timescale (2-3 weeks) available.

"This was one of the best sessions on Virtual Congresses I have attended", **Uta**

"Thank you so much for sharing experiences - so valuable for us organising our first virtual events early June", **Carin**

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<th><strong>THE KEYS TO SUCCESS</strong></th>
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<td>POLICY for REGISTRATION FEES and for SPONSORSHIP SELLING</td>
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<td>PROLONG THE LIFESPAN of the congress</td>
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<td>CUSTOMER SUPPORT</td>
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<td>LIVE WELCOME MESSAGE explain what will happen</td>
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<td>MODERATOR / ROOM ADMINISTRATOR intro speakers, entertain delegates</td>
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<td>SESSIONS PER TARGET AUDIENCE if you choose a full-day programme</td>
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<td>DIFFERENT FORMATS (round table, meet-the-expert, etc.)</td>
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<td>INTERACTIVITY chat/Q&amp;A/surveys/polls</td>
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**Don’t miss the next IAPCO Impact Webinar, in conjunction with IPCAA, on 10th June at 10:00 CET on Medical Meetings’ Compliance in a post-COVID World - register here**
HISTORICAL VIRTUAL MEETING

The first virtual AAT-AD/PD™ 2020 meeting in the history of Alzheimer’s and Parkinson’s diseases

IAPCO Member: Kenes Group, Israel

The 2nd AAT-AD/PD™ Focus Meeting 2020, 2–5 April, was, for the first time, held as an entirely virtual event. The meeting was attended by 1143 healthcare professionals from 56 countries during the four days of streaming.

AAT-AD/PD™ 2020 was scheduled to take place in Vienna, Austria. However, with mass lockdowns around the world amidst a global pandemic, it was clear that the physical meeting in April would be called off. Kenes Group, together with the scientific committee, was able to react quickly with a creative solution for an entirely virtual meeting.

Converting a meeting in under three weeks into a complete virtual experience was possible due to the flexibility of the IT team at Kenes Group. Working around the clock, the team personally assisted 250 speakers to pre-record their lectures. 14 forums and Meet the Professor sessions were live streamed during the event, adding new content daily to the custom platform.

Ori Lahav, VP Clients & Operations at Kenes Group commented: “We are in this situation together, no matter where we are in the world. Once we announced going entirely virtual, we received very positive feedback, including continued registrations and new supporters, and that was truly inspiring for all of us at Kenes Group.”

The first AAT-AD/PD™ Focus Meeting 2018 was held in Torino, Italy with 1337 participants. The event is focussed on showcasing the latest breakthroughs in treatment, translational R&D, early diagnosis, drug development, and clinical trials in Alzheimer’s, Parkinson’s and other related neurological disorders.
Regardless of how we choose to describe the coronavirus pandemic and how it has affected the global conference industry, one thing is certain: this is not business as usual… nor will it be for the foreseeable future.

We are all doing our best to continue conference planning, with multiple backup plans, and are urging end-clients to consider postponing rather than cancelling. Yet we are also eagerly anticipating signs of recovery and trying to understand what lies ahead in order to adapt. Flexibility in contractual arrangements is, and will be, absolutely crucial.

Although some pillars of face-to-face event planning remain fixed (think of venues or hotels, and even travel), event technology is often able to provide much more flexibility in terms of scope, features, timing, and pricing. In order to take full advantage of this flexibility, now is certainly the ideal time to explore deeper partnerships as well as integrations between products and platforms. In the short term, there is focus and urgency to deliver online experiences, both as a replacement for a physical event and as a way to keep the audience engaged until such time as physical events can take place again.

This should not however detract from making sure that the investment in such virtual events solutions is scalable and can be leveraged into better on-site events, going forward, in hybrid formats. They are a sandbox for rethinking attendee engagement in a world where physical and virtual experiences will co-exist. Face-to-face meetings excel at creating a sense of community and belonging – hybrid formats will need to deliver this through engineered serendipity. Already, the dynamic event-tech ecosystem is ideating and innovating to reinvent our face-to-face meetings, with toolkits and solutions for these new formats. These will require a safe event environment, and the flexibility to adapt to local regulations and constraints.

In a world of technology-powered events, both online and on-site, having a deeper understanding of fast-developing event technology offerings can only be beneficial to professional conference organisers looking to future-proof their businesses.

This Technology Column is brought to you by fielddrive, a Service Provider of IAPCO

FIELDDRIVE

fielddrive is an innovative award-winning event technology company that offers the most powerful yet flexible and easy-to-use on-site event management solutions available today. The company provides facial recognition-powered check-in for events of any size across the globe through their network of certified fielddrive partners.

www.fielddrive.eu
pascal@fielddrive.eu
Each event has its own story, its own value and purpose. As well as this, it has its own audience. In order to effectively reach and engage that audience, we must create a digital marketing strategy. Such a strategy requires us to look for the answers to key questions: “What is the goal of the event?” and “What makes this event unique?” The audience itself must be wondering the same thing, so using digital marketing channels becomes crucial to position your event as a mechanism to solve your audience’s problems or queries.
But hey… what changes when live events cannot happen and when virtual platforms are the new way to meet? How can we offer something of meaning to our audiences if they are constantly receiving links to webinars, online resources, podcasts and recordings?

Never before has digital marketing been so important, before, during and after a virtual event. What are the opportunities for event marketeers?

BEFORE THE EVENT:

• Create awareness of your event amidst the huge amount of online resources – there is a lot of noise out there, but this does not mean that your virtual event should not show up as amongst the best the audience can get online!

• Respond in advance of the event to possible concerns – an offline audience are used to packing their suitcases ready for some days of nice face-to-face networking. Digital channels are a means to answer all of their possible concerns before going live.

• Paint a clear picture of what to expect – as mentioned, offline audiences are not used to this kind of experience, so stating clearly what they should expect is an opportunity to be transparent whilst building trust.

• Drive pre-event actions – leading a potential delegate through his/her digital journey (the process of downloading an application, registering correctly etc…) is a good way to make sure everything is ready, so that the online experience can proceed without flaws.

DURING THE EVENT:

• Balance the value of having registered and the value of keeping connected – depending on how much of the content will be made available after the event, it remains crucial to continue to underline the importance of keeping connected or encouraging people to enjoy the content on demand. Assurance is another important driver to trust!

• Create online engagement – networking and knowledge sharing is what offline audiences love about live events. Therefore, engagement needs to be offered online using all the available platforms: website, virtual event platform, virtual exhibition area, social media, push notifications, direct emails, virtual engagement platforms, polls etc….

• Boost user engagement and excitement during their journey – organise contests, games and competitions, where outcomes can be shared direct on attendees’ social media pages with bespoke hashtags. It will create excitement during and after the virtual event experience.

• Respond live and in advance to technical issues – technical issues and general doubts can damage the interest in live sessions, so being ready to solve these problems, both in advance of and during live sessions, and responding promptly with solutions, is a plus!

AFTER THE EVENT:

• Be clear about the available material and where to find it – one of the most frequent concerns is whether slides, resources and materials will continue to be available on demand, where to find them, how long they will remain accessible and what is the password. Digital channels should show clear answers to these frequently asked questions for some time after the event has finished.

• Survey online participants – the actual sentiment of an audience can be recorded with a survey. Fast and frequent surveys can be done both during and after the event to get fresh feedback on how delegates are experiencing it.

• Gather tangible data to rate the experience – digital data is some of the most reliable data for correct measurement. Collecting final data on the virtual experience (number of streams, visitors, traffic, downloads, engagements, etc.) will be crucial in making a final assessment of the success of the new event format.

Whether before, during or after a virtual event, digital marketing strategies are crucial to demonstrate transparency, to inspire reliability and to build trust. Needless to say, the latter is the ultimate Key to Success!
Who knows who you’ll meet?

coexperience us

With an aquarium, K-Pop museum, casino, shopping mall, five-star hotels in addition to our world-class facilities, you’ll find Coex is much more than a convention center.

Find out more at www.coexcenter.com.
Now more than ever we look to our organisational values as guiding principles. These values are universal and can be applied to every role. Never has it been more important to work as one team and own shared goals. We must continue to treat one another with respect and respect the environment around us by staying home and temporarily closing our venues to ensure we put the safety of our staff and customers first. We can still take a structured approach, following the systems and processes we already have in place. The opportunity also now exists to be unique, to try new things, innovate and make improvements, and be driven by our relentless pursuit of excellence. When this crisis is finally over, we want to feel a sense of pride, knowing we have done our best for people, our families and our communities.

We look forward to welcoming you back to our venue and to Belfast for a citywide experience like no other as soon as we possibly can. Until then, stay safe and look after one another.

At ICC Belfast, our people are at the heart of the emotional connections and live experiences which we are renowned for delivering and it is our resilience and the attitude with which we respond to these challenging times that will define how we are impacted in the long-term. Our mantra is, “when we win, everyone wins” and by playing our part as individuals and teams, I am certain we will be able to overcome this, which will truly be a win for all.

Our aim is to be world class and create an environment in which we remain connected to our people and in which they and their families, along with our communities, are safe. Communication is key and we are committed to providing regular, clear and transparent communication to our team, clients and customers. We are dedicating this time to business preparedness. When the time comes, we will be galvanised to play our part in kickstarting business again across Belfast and Northern Ireland. We do this to benefit everyone – socially, culturally and economically.

Visit: www.iccbelfast.com

**GUIDING PRINCIPLES**

- Work as one team
- Treat one another with respect
- Respect the environment
- Put safety first
- Take a structured approach
- Recognise unique opportunities
- Be driven by a pursuit of excellence
- And… a sense of pride – we did our best
We find ourselves in a rapidly changing world and there has never been a more pressing time for organisations to adapt their engagement strategies. A lot of traditional face-to-face engagement modes are having to be reconsidered in the current environment. In this turmoil, knowing that your association is there to provide guidance and a sense of community can be a breath of fresh air for members dealing with the current uncertainties. And, in the long run, associations that have successfully navigated these times and valued their stakeholders will be the ones benefitting from a loyal member-base. In these unprecedented circumstances, how can associations stay relevant, continue to add value for their members and maintain sustainable sponsorship and revenue streams?

Adopting digital engagement strategies will foster a stronger sense of community, through online continued education and networking for 24/7 engagement. We live in a time when, if organisations – be it non-profit or for profit – don’t apply a digital data-driven mindset when serving their key audiences, they are missing out on constructive insights. The risk? Becoming irrelevant to those people for whom they should matter the most. Digital transformation allows associations to stay future-proofed, increase member value and drive revenue growth.

With all the varied networking opportunities, learning platforms and advocacy programmes available, core associations’ benefits can now be accessed without belonging to an association. This makes it more important than ever for professional associations to fully harness their databases to address members’ challenges, meet their needs and drive value. New digital approaches in sponsorship will also increase value and align with sponsors’ ROI and ROO.

Size does not matter. Any organisation can be digital and implement simple strategies for blended scalable platforms to curate valuable content and trigger knowledge sharing and e-learning, whilst bringing automation into their processes.

Digital transformation is not just about technology; choosing a suitable technology platform does not result in an online community. A clear digital strategy needs to be tailored to your association’s aims with community management solutions that fulfil the objectives of engagement, growth and value.

MCI UK’s Director of Digital and Online Media, Damian Clarke, made the following analogy: “At the moment people are scrambling around for tools when they need solutions. Having a tool is just the start if you don’t have a fully developed plan of how to use it. If I buy an oven and some ingredients, I won’t...”
be able to make a soufflé. The true challenge of running a
digital community is not just the technology, but a reinvention
of your engagement strategy to work effectively in a virtual
space. The focus on the members’ online experience, through
effective online community design and management, ensures
a rewarding and engaging digital platform for everyone."

Having a dedicated digital community platform provides
multiple benefits for associations including:

- Reaching a wider global audience
  and the growth of your membership
- Added value for members with co-created
  and curated content, on-demand learning
  and industry resources.
- Networking capabilities, dedicated topic forums,
  knowledge sharing and interactive discussions.
- An increase in sponsorship revenue from growing
  membership and online engagement which
  grants sponsors 24/7 access to your members.
- Gaining a deeper understanding of your audience
  through data-driven insights gained through analytics –
  this can also inform the content your organisation creates
  and influence topics in event programmes based on
  engagement trends across the platform.
- Hosting live streamed sessions via your community
  platform for your members to participate in live online
  interactive experiences.
- Allowing community managers to ensure sustained
  engagement across discussion forums by managing
  curated personalised content and automation
  triggers. Online member communities provide
  associations with innovative digital engagement solutions
  to foster interaction between members, sponsors and
  other key stakeholders.

One thing is for sure, as we move forward, no area is
untouched by technology. Membership organisations need
to make the leap in order to not be left behind. Technology
and associations need to go hand in hand in order to remain
relevant and successful. Even if it gets bumpy along the way,
we are in it together.
It goes without saying that the membership curve grows faster if the association holds a congress in that given year. Discounted registration fees and other benefits are an easy attraction. But what if the conference is held every two or even three years? The expectations for the number of members are logically lower, but one should not rest on one’s laurels arguing that it is simply not a congress year.

The International Pediatric Nephrology Association (IPNA) is an example of a client who organises a meeting only once every three years. In 2019, when the congress was held in Venice, IPNA broke the current record in membership numbers with, at the end of the year, a membership base comprising 1600 pediatric nephrologists. Promotion for the autumn trip to Venice was not needed, and the congress itself had a record attendance for all IPNA congresses.

As IPNA membership follows a calendar year basis, we officially launched membership for the next year in Venice. A few dozen were interested, and many were lured in owing mainly to the scientific programme or the prospect of exploring the historical parts of the city. In November, we then began our first bulk mailings regarding membership renewal. At the end of March 2020, IPNA grew to 1395 active members – almost a hundred more members than the previous year when preparations for the congress were in full swing. Here are some tips on how we managed to increase the membership.

1. **REPEAT, REPEAT**
   Repetition is the mother of wisdom, as they say. This also applies to reminders for membership renewal. Every member of the association undoubtedly receives several dozen emails every day and it is easy for yours to be overlooked. Be careful, however, as nothing should be done forcefully. Mailings should be scheduled in advance with reasonable spacing. They should be at least, partially original, which means that it is not enough to take the previous email and just copy it.

2. **BE PERSONAL, NOT ASSERTIVE**
   You should not start the first paragraphs with the words “Your membership has just ended, renew by clicking here.” It is important to recall the successes of the association in the previous year: how many more workshops and other projects have been organised, what new initiatives were launched… and all of this thanks to you, the members! You are important to us; you form our association. At the end of the report, you can indicate how happy you would be should they decide to support these activities in the next year – and here we are – renewing membership.

3. **TRANSPARENCY ABOVE ALL**
   This is a good point to keep in mind throughout the year, as it is often a separate chapter of the organisation’s strategic plans. It is very important to regularly inform members of what the association is doing, what the outcomes of the association’s management meetings are, and of how the association’s budget is handled. Awareness of what the association is working on, and how, goes hand in hand with how they feel about being part of the association. This brings us to our next point.

4. **WE ARE INTERESTED IN YOU**
   Members of any association should not only be seen as passive payers of regular membership fees, and communication must not only be in the direction of association–member, but also vice versa. We recommend sending a short follow-up email ideally once a month after
payment of membership fees asking how the person views the current membership experience, what could be improved, what does not work and so on. Most likely only a few will send back their evaluation, but the message itself sends a signal to the member that he/she is the driving force of the association.

5. **PERSONAL APPROACH A SECOND TIME**

If you manage to create a friendly relationship with your members, and your communication is not only on the topic of membership, you have won half the battle. It is not in vain that the best marketing is by word of mouth. Be interested in how the association’s projects have turned out, ask for photos and be active on social networks. It is very helpful for members to know the face behind the emails from the association’s office. The ideal opportunity for meetings is not only at the conferences themselves, but also by the association participating in other relevant events in the form of a booth, where you can offer the opportunity to meet and greet members.

It should be noted however that any renewal campaign should be a continuous endeavour and not just enacted over a short period of a few months.
Together with IFLA, the association behind the WLIC (World Library and Information Congress), K.I.T. Group is contracted to manage planning and logistical arrangements, and to make certain that delegates experience a productive congress. K.I.T. now had a new challenge: how to make the congress more sustainable?

First, two goals were defined:
1. Giving back to the Malaysian community (the congress took place in Kuala Lumpur).
2. Reducing the ecological impact of the congress.

Then, an effective way to deliver these goals needed to be established within the details of planning the congress.

FOR THE LOCALS:
- Live streaming of sessions: 95 033 librarians from across the planet followed the WLIC online. There were about 30 times as many people watching the main sessions online as delegates sitting in the Kuala Lumpur Convention Centre.
- Involving local volunteers: over 300 volunteers from all over the world assisted the K.I.T. team before, during and after the event. They helped significantly with the organisation and their enthusiasm brightened the mood.
- Highlighting local culture: delegates could use their breaks to immerse themselves in local library culture via an alley of roll-up banners showcasing Malaysian libraries installed inside the conference centre.
- Supporting local associations: to increase access to culture and education for Malaysian children, a donation box was set-up and its contents donated to local charities.
- Book sharing: there is no better place than a congress full of librarians to collect books. Delegates donated 83 books to local schools. Languages included English, Malaysian and even Chinese!

FOR THE PLANET:
- Avoiding paper waste by going digital: 64% of delegates downloaded the WLIC app to check the programme and additional information about the congress and IFLA. Thanks to this fewer programmes were printed than in previous years, saving paper and money.
- Digital signage: most of the signs inside the conference centre were digital. These electronic signs helped to avoid paper waste and made last-minute changes easy.
- Responsible sourcing: for the few communication materials which still had to be printed, eco-friendly paper (Forest Stewardship Council certified) was used. Using such certified paper is essential to fight against illegal deforestation and help to promote the practice of sustainable forestry worldwide.
- Promoting public transport: to reduce the number of delegates using taxi services, Kuala Lumpur’s free bus service and the airport’s express train were highly promoted.

This case study reflects WLIC 2018, August, Kuala Lumpur.
Why was this year different with regard to sustainability? Did you as an organisation push WLIC on this? Or did the group ask you how the congress could be more sustainable?

Since first appointed by IFLA to support the organisation of the International World Library Congress (WLIC) in Helsinki in 2012, we have worked side-by-side with IFLA to make the congress as sustainable as possible. Some venues offer greater possibilities in terms of sustainability than others, depending on the local infrastructure and the local laws.

How important is sustainability in Malaysia? For example, was it easy to achieve your goals? Or did you have to initiate a lot of education?

Sustainability is very important in Malaysia. The congress venue Kuala Lumpur Convention Centre (KLCC) has ISO 9001, ISO 22000, ISO 14001 and OHSAS 18001 certifications as well as the EarthCheck Bronze status. KLCC offers great opportunities for sustainability as does their in-house caterer in providing sustainable food options. Together, we ensured that everything served during the congress was “FLOSS” (fresh, local, organic, sustainable, seasonal). The benefits of FLOSS catering were not only lower carbon emissions and energy consumption, but also the promotion of local businesses and the support of the local farming community.

What’s the hardest part about being more sustainable with regard to such a huge event? What was the biggest lesson learned?

Moving around the world with the WLIC, we always aim to work with local suppliers to minimise carbon emissions and to support the economy in the host country. That means that we are working with different suppliers every year, and we need to find the appropriate balance between the right value propositions and the highest level of sustainability. We already include sustainability in the RFPs that go out to the suppliers.

What did the volunteers do?

Over 300 volunteers from all over the world assisted our team before, during and after the congress, performing all the tasks that temporary staff normally undertake for a congress (organisation, room assistants, living signs, registration, etc.). IFLA relies heavily on volunteer support during the congress as they do not employ paid host/hostesses. Over 80% of the volunteers came from Malaysia. It was a great opportunity for local volunteers to participate in such an important international congress, to meet peers from over 120 countries and to visit a commercial exhibition with around 100 exhibitors from various fields connected to the library world. The congress empowered the young leaders from within the Malaysian Library Community to drive the local industry to greater heights and it also developed and nurtured a spirit of volunteerism, which was one of the main contributors to the congress’s outstanding success.
ASSOCIATION LEGACIES AND IMPACT

Author: Louise Gorringe, Director Association Management Operations, Kenes Group, Israel

It is not an easy task to add additional insight to the wealth of articles already existing on the topic of legacies. Yet, there are not many or nearly enough indicators out there, as a recent study carried by the UTS Business School entitled Business Event Legacies clearly showed. Whilst we will not touch on specific metrics, we believe that there is something very powerful in synergies that are often hard to pin or measure. And, no matter the uncertainties, Professional Congress Organisers (PCOs) and Association Management Companies (AMCs), have the critical role of searching for unity and supporting the missions of societies and destinations alike.

THE ASSOCIATIONS

Legacy and impact are at the core of any association; they are formed for the purpose of relieving the world of a certain disease (if a medical society), alleviating an issue burdening society, or supporting a given profession. Thus, they need to create an impact and leave a legacy with each of their actions.

Some organisations aim to create an impact and a long-lasting legacy at a universal level, such as the World Stroke Organization (WSO) and the International Papillomavirus Society (IPVS). Both societies hold awareness campaigns each year with a global reach, using their international network of organisations to reach millions. Whilst such campaigns offer a relatively quick way to raise awareness on a given topic, the legacy is something that is achieved through the actions and events taking place at a national level. Many occur in conjunction with awareness day activities, and this can be supported by reaching out to local authorities and holding the annual meeting in a strategic location.

The International Society of Endocrinology (ISE) realised Africa’s need for better education in the field. The information flow was laborious and only a few could afford to travel regularly to relevant international events. Thus, ISE brought its annual meeting to South Africa in 2018 and, as a long-term legacy, the organisation supported the creation of a Pan African Federation of Endocrine Societies (PAFES). This was an important step for the African endocrine community.

WSAVA, the World Small Animal Veterinary Association, have a rotating congress, which in 2016 was hosted by Cartagena, Colombia. During the event, WSAVA held a companion animal outreach programme with a local non-profit organisation. WSAVA invited participants to join and contribute to a two-day hands-on experience, setting up a clinic for dogs and cats. The delegates improved the wellbeing of pets belonging to people in areas of extreme poverty, violence, or financial duress, thus leaving a legacy long after the event.

THE DESTINATIONS

On the other side, there are several destinations, and their respective Convention Bureaux, which work hard to align the whole city, and the entire supplier chain, to a common vision. A good example is presented by the 12 members of BestCities, or others such as Gothenburg. Each destination has identified the core industries concentrated in the country, and these are matched to associations in the area, often resulting in additional support from local authorities. Gothenburg stands out with its team approach and the superb blend between the different suppliers. Very few destinations give the feeling of there being one cohesive meetings organism. When the International Continence Society (ICS) brought their event to Gothenburg, not only was the supreme quality of the services ensured but something more: the legacy that the event would leave was foreseen long before the event took place. One of the ways that the Gothenburg Convention Bureau ensured a
legacy was by providing financial support to local practitioners to attend the event. As a result, they are better prepared and can ensure improved healthcare services to the local population, creating a multiplier effect from one single meeting.

**THE SOLUTION TO THE CHALLENGE**

To match the goals of both the association and the destination is the obvious aspiration but obviously hard. Non-profit organisations aim to deliver education to those that have a hard time obtaining it, and these individuals are often located in rather remote or smaller areas. To solve this challenge, PCOs and AMCs can provide a solution through their established relationship with key opinion leaders (KOLs). Often KOLs are well known and connected at these destinations. This can provide the answer as to how to find a balance between organisation finances and real change in the places where it is most needed.

**IN THE END**

Whilst PCOs and AMCs have an ace up their sleeves with long-term KOL relationships and a deep understanding of association aims, there are industry organisations, such as BestCities and ICCA who have set out to create an infrastructure to support match-making the goals of both destinations and associations. We cannot be sure at this point how effective this framework might be, especially whilst there are insufficient measurement tools to prove the actual impact of those accords. However, we trust in human relationships, which have proven time and time again in our industry to create an impact. As we see with participants at our events as well as host communities, when the destination is a good fit for the association aims, magic really can happen, and a meaningful legacy is left. The examples are indeed endless.
We know there are four main reasons why we join associations – why we choose to actively “associate.”

1. To achieve a sense of belonging; we are tribal.
2. To achieve a degree of distinctiveness; we are unique.
3. To achieve a sense of status; we are peer-minded.
4. But most importantly, to reduce uncertainty; we are reassured.

Evidence suggests that in times of crisis – in troubled times like these – we feel the need to associate more and not less. To compare experience, to share practice, to set benchmarks and to map a collective way forward.

The irony is that associations – so necessary in providing this collective reassurance – will be struggling too. They are struggling to make financial ends meet when meeting revenues are down; struggling to keep in-house teams onboard and motivated when staff are absent or temporarily stood down; and struggling with the fact that communication with members is more difficult and communities feel remote.

In these long days of lockdown, I have found myself returning to The Reith Lectures from many years ago. In one lecture in a series, historian Niall Ferguson speaks about the role that associations play in civil society and the inherent need to associate more – not less – in troubled and troubling times.

In one of his lectures, he talks about the impact of technology on membership communities and says this: “I doubt very much that online communities are a very good substitute for trade associations. Facebook and its ilk create social networks that are huge but weak. Facebook’s network is a vast tool enabling like-minded people to exchange like-minded opinions about, well, what they like.”

He maintains that online communities can only exist once they have been fully constituted and that only traditional associations and societies can create communities of interest and shared practice, although technology can help them to endure.

So, there is real and pressing work for associations to now do. Being a member of a trade association is more important now than it has ever been. Firstly, to support trade associations to continue to serve their members. Secondly, in doing so, to help them continue to connect communities of common interest to share new and emerging, but also enduring, good and best practice post-COVID-19.

And, if in doubt about what your trade association can do for you, remember the words of Ruben Gonzalez: “The most successful people in every industry belong to and are active in their trade associations because iron sharpens iron. If you want to supercharge your career, join your association, get involved, and get around the most successful people in your field.”
SVEN BOSSU APPOINTED CEO OF AIPC

AIPC, the International Association of Convention Centres, began a new chapter in its history with the appointment of its first CEO, Sven Bossu. Sven, who started his new role on 1 May, reports directly to the AIPC Board.

The appointment of Sven as AIPC’s first CEO and the engagement of Interel, a professional association management company, mark important steps toward the implementation of AIPC’s business strategy in a post-COVID-19 world order, raising the professionalism of the association as a global industry leader. The appointment of the new CEO will complement the association management services that Interel has been providing to AIPC since August and the continued contribution of Rod Cameron to various initiatives.

Commenting on the appointment, Aloysius Arlando, who has been AIPC President since 2017, said: “With his innovative approach to the management of international associations, as well as his proven experience in the meetings industry and digital engagement efforts, we strongly believe that Sven has the ability and agility to ensure the continued success and future-readiness of our association.”

DRIVING EXCELLENCE AWARD

Ori Lahav, on the occasion of the HAPCO AM, was delighted to present Professor Panos Macheras, Emeritus Professor of the Department of Pharmacy, University of Athens, with the 2020 IAPCO Driving Excellence National Client Award. Professor Macheras is the Founder of the Laboratory of Biopharmaceutics and Pharmacokinetics at the University of Athens and is a trusted ambassador and supporter of the meetings industry. He was nominated by Sissi Lignou, CEO, AFEA, Athens.
KEY DIMENSIONS OF THE MICE INDUSTRY

IAPCO Member: Alpcord Network Event & Conferences Mgmt. Company Pvt. Ltd, India

Today international conferences and conventions have become indispensable, increasing interdependence amongst nations. Progress in science and technology, medicine, communication and world travel have all made their meetings and exchange of ideas imperative.

The most significant dimension of the meetings industry is that conferences, together with accompanying exhibitions, provide opportunities to exchange views and ideas on diverse subjects, from medicine to movies, from expertise to education.

Yet another dimension is that goodwill and understanding encourage interaction between nations, bringing with them a tremendous amount of knowledge and frontier technologies particularly for developing countries.

REVENUE GENERATION:
A direct effect of tourism through MICE is the increase in sales for some stakeholders directly from the expenditure of the association i.e. through registration fees with delegate expenditure being three times more than normal tourism.

INCOME DISTRIBUTION (EVEN TO REMOTE AREAS):
Even if we assume that delegates only restrict themselves to the cities without much direct movement into the interiors of the region, the generated income does flow into other areas.

INDUSTRY INTERACTION – BUSINESS TRANSACTION:
Conferences provide a good opportunity for global business to develop contacts and for local businesses to market their products and services, often resulting in business transactions. If the revenue generated through these interactions could be quantified, the resultant economic impact would be even larger than the statistics portray.

SOCIAL IMPACT – KNOWLEDGE DISSEMINATION:
Apart from the economic benefit of conferences being held in the city, the interaction between the followers of any particular discipline leads to the exchange of ideas and knowledge dissemination. The event leads to greater interaction between academics from local and national universities, students and practitioners, doctors, researchers and other professionals. It is a definite melting pot of knowledge flow.

MICE business in India is poised to grow, buoyed by recent initiatives by the Ministry of Tourism. Because of the rising economic importance of the region, India’s sterling performance in areas of IT, biotechnology, medicine and manufacturing have made it an economic hotspot.

Conferences are more than just meetings, they are powerful tools for economic and social development.

LET’S HEAR DIRECTLY FROM ASSOCIATIONS

IAPCO MEMBER: Meetings and More, India

Girish Kwatra, CEO Meetings and More, and General Secretary to ICPB, recently moderated the ICCA Asia Pacific Conversation with the theme “Let’s hear directly from Associations” (17 April 2020).

The four event panellists included:
• Prof. Solly Rotaemane, Secretary General of the “World Association of Psychosocial Rehabilitation”
• Octavio “Bobby” Peralta, Secretary General of the “Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)”
• Dr Shyam Bansal, founder President of “Save Kidney Foundation”
• Noor Ahmad Hamid – Asia Pacific Regional Director of ICCA

The discussion focussed on:
• The future of PCO/Convention Centres in the post-COVID-19 era
• Key factors impacting the association meetings
• Change in bidding dynamics and the empowering of national association meetings
WELLBEING

ONE TEAM, ONE SPIRIT, ONE GOAL

IAPCO Member: ICOM Group, Egypt

The current situation is without doubt one of extreme stress. Believing that this challenging situation was affecting everyone on all levels, the ICOM management decided to initiate an entertainment programme customised for its employees, aiming to promote a positive and energetic mood. Each weekend one of these entertainment activities was held, such as distributing “Happiness Bags,” organising “Talent Contests” and, most recently, holding a “Fitness & Health” workout session.

ICOM employees appreciated the efforts by the management to motivate them so much that they expressed their gratitude through a group photo with the message: “ICOM will remain, One Team, One Spirit and One Goal”.

We are convinced that with every challenge comes opportunity and that people and businesses will find innovative ways to overcome these challenges and recover from their financial losses in no time. It is our human nature to thrive and rise above the challenge.

And always remember, we are in this together!

AFEA’S WELLNESS MOMENTS

We have always been very focussed on the wellbeing of our people and upon motivating our team to include wellness in their everyday routines. During this period of insecurity in our lives and in our industry, coupled with the anxiety that the COVID-19 pandemic has caused, now, more than ever, we are aware of the need to breathe and be calm.

In an effort to encourage our people to think more about their physical and mental health, we launched a project called “AFEA’s wellness moments” with amazing results. Through Zoom calls, email communication and phone calls, we started a vibrant discussion about our activities, our hobbies, and things we love to do in our free time. The motivation created from this project led to more wellness moments in our team members’ lives, from gardening to meditation, from cooking to drawing. Mission accomplished!

YOUR HEALTH MAGAZINE

IAPCO Member: ICOM Group, Egypt

ICOM’s sister company Expand celebrated the launch of its first online magazine “Your Health Magazine” with a special edition, issued for the education of the public and physicians, talking mostly about the challenge of COVID-19 and how to mitigate the impacts of this fierce virus.


[Seventh edition]
At this time, it is important to stay healthy, take care of ourselves and find the strength we need to get through. Escape the chaos and stress by taking a break with some of these top tips. Keep smiling. Stay Healthy.

**HAMBURG**

**#wellbeingwednesday**

**Posture**

**Good posture**

**Bad posture**

**Quick desk yoga!**

**30 seconds per pose**

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**HONG KONG**

**#wellbeingwednesday**

**Chamomile**
- Calming properties
- Anti-inflammatory
- Can help regulate blood sugar
- Bone density protection

**Rooibos**
- ( Pronounced roy-boss )
- Antioxidant
- Anti-inflammatory
- Helps protect bone health
- Helps improve digestive health

**Mint**
- Can enhance breathing function
- Eases indigestion
- Reduces fatigue
- Lowers anxiety
- Increases alertness
- Enhances memory

**Ginger**
- Remedy for nausea
- Can help reduce osteoarthritis pain
- Can help ease period pain
- Supports immunity

**Hibiscus**
- Helps boost "good" HDL levels and lower "bad" LDL cholesterol and triglycerides in people with diabetes
- Helps protect the liver
- Promotes weight loss
- Supports immunity

**Drinking herbal tea is a quintessential part of Hong Kong life, why not try one of these suggestions to reap their health benefits?**
WORKING FROM HOME - WELLBEINGWEDNESDAY

TORONTO

#wellbeingwednesday

VIRTUAL TRAVEL

Explore treasures from museum and gallery collections from around the world, online.

Virtually gaze at the magnificent wonders of the globe.

Take in a show or ‘live’ gig from the comfort of your sofa.

Find culinary inspiration from different countries and cultures.

Read a book or watch a movie set in a place you would like to visit.

Experience Toronto without leaving your house.

While those of us having to stay home it’s not impossible to explore, learn about and enjoy our beautiful planet and cultures. Here are just a few suggestions. Experience Toronto here: www.seetorontonow.com/attractions/experience-toronto-without-leaving-your-house

MELBOURNE

#wellbeingwednesday

MINDFULNESS

Grounding
Sit with your feet on the ground, breathe in slowly 3 times.

Body scan
Check in with your body a bit at a time.

Get some fresh air
Go outside or open your window, breathe in and listen.

Shoulder clench
Pull your shoulders up tight and tense, hold, then let go.

Doodle
Draw a squiggly shape and focus on embellishing it with lines and pattern.

MCB has produced a new digital ‘Working from Home Survival Kit’ full of Melbourne inspired mindfulness resources, including colouring-in pages, virtual tours and calming live streams. Visit melbournecb.com.au/melbourne-wfh-survival-kit and make working from home easier during these uncertain times.
SUSTAINABILITY AND WELLNESS

Author: Sissi Lygnou, CEO, Congress & Events, AFEA Travel & Congress Services, Greece

Back in the time when I was asked to contribute to IAPCO’s knowledge community by writing this article, I could never have imagined that this would be happening within a “lockdown” period in a world battling with the COVID-19 disease. We are all experiencing challenging times. Everything around us is so different to how it was one month ago and the meetings industry is already suffering unimaginable losses because of the disease. Sustainability and wellness are two very powerful concepts which entered our lives in the 21st century. These two ideas have great value when considered individually but can create, now more than ever, a much stronger value when combined. So, what is sustainability? There are many definitions and approaches but one meaning. Sustainability is the capacity to improve the quality of human life whilst living within the carrying capacity of the earth’s supporting ecosystems; in the 21st century it refers to the capacity for the biosphere and human civilisation to coexist. The survival of humans is only possible in healthy ecosystems. A more general
approach describes sustainability as the effort to meet our own needs without compromising the ability of future generations to do the same. Three pillars set the foundation for sustainability: the economy, society and the environment, informally referred to as profit, people and planet. These three elements should be perfectly combined and balanced with each other in an ideal world.

Sustainable development and CSR are vital elements of the planning, vision and existence of nations, governments, and organisations. They are a pre-requisite for companies wishing to adapt to future trends and thrive in the future, and also a very strong tool used in strategies and event-design modules in our meetings industry worldwide.

To conclude with a personal observation, sustainability is absolutely necessary for all aspects of our future and our wellbeing.

Let us move on to wellness. The Global Wellness Institute defines wellness as the active pursuit of activities, choices and lifestyles that lead to a state of holistic health, meaning that it extends beyond physical health and incorporates many different dimensions that should work in harmony. Wellness is an individual pursuit and we have responsibility for our own choices, behaviours and lifestyles – but it is also significantly influenced by the physical, social and cultural environments in which we live. This is key when speaking about wellness. It is absolutely linked with our personal health and wellbeing; our physical, mental, emotional, spiritual and social health.

Organisations need to adapt to current trends, embrace the human factor and take care of their employees’ health and wellbeing.

In today’s current turmoil, it appears that sustainability and wellness might be the strong players coming out of this crisis. Opportunities arise in every crisis, and in these difficult times we have the opportunity to highlight their value within our industry, in every sector and aspect of our lives.

Apart from the immediate disruption and the disastrous consequences of the COVID-19 disease throughout the modern world and across global economies, it seems clear that the world will definitely not be the same after it. Sustainability and wellness will be key elements of our lives. We are likely to face different realities, such as remote work (from home) and virtual and digital connectivity, with more investment in our health and wellbeing. Our efforts to stay healthy may be aided by less stress from constantly chasing deadlines. However, the current crisis is causing stress and anxiety, leading to a greater need for wellness practices in order to improve our mental health. We will learn to give more value to the little things and develop our businesses through new tools. Our society will seek different roads to embrace people. The planet will pause and restart. But we will survive and will be stronger when the next day comes.
HOME WORKING?
HOW TO DO IT BETTER

IAPCO Member: Kenes Group, Israel

For those of you who are facing home working for the first time, we gathered some tips from the pros at Kenes who already have a wealth of experience on the subject. Who would you prefer to trust – some random magazines or people you know that have tried and tested it?

1. Try to get up early if you have kids and/or a partner at home, and get a chunk of work done between 6 am and 9 am. The house will be quiet, and you can concentrate on getting work done.

2. Do the hard things first. At the end of your workday, define your tasks for the following day. Start the morning with the most difficult ones that you really need to finish. Whilst you work on it, if possible, keep your phone and email notifications off. You will feel more productive and accomplished throughout the rest of the day.

3. Do some exercise. Go online and do 30 minutes of exercise (TIP: Insanity by Shaun T).

4. Have a schedule. The fact that you work from home does not mean that you should be online 24/7. Follow your work hours as if you were in the office and try to stick to them, unless there is something urgent. You will be more focussed when you are working and will have time to switch off when you “leave the office,” which is also necessary.

5. Establish a weekday/weekend routine. You need to distinguish between the different days of the week. Small rituals will help you with that. For example, switch the TV on only in out-of-office hours. Figure out what works for you but find a way to remember what day of the week it is. And don’t work on weekends – unless of course it is super important.

PRO TIP: Be realistic – if you have kids around then you cannot operate at the same level as usual; you also cannot replicate the teacher’s full lesson plan. Be realistic and schedule the schoolwork you can manage, planning focussed hours of work rather than trying to do everything at once (it makes everyone grumpy and stressed).

TOP TIPS
- Get up early
- Do hard things first
- Do some exercise
- Have a schedule
- Establish a weekday/weekend routine
- Be realistic

Working (Situation Room) and celebrating (Ira’s Birthday) from home, Kenes style
WHY I DON’T WEAR JEANS WHEN WORKING FROM HOME

Author: Magdalina Atanassova, Marcom & Brand Manager, Kenes Group

…because who are we kidding? – jeans are uncomfortable!
Yet I am not here to argue about jeans at all, but to give you my tips on how you can optimise your working from home situation in such a way that your body will actually feel good, your blood circulation will be better, and by the end of the workday you will be energised and not stiff from sitting for hours.

1. Sit on the floor. Our lovely human bodies are not made to sit in chairs, but to squat or sit on the floor. Your pelvis and legs will feel so much better. Just note that you have to build up this routine slowly. At the beginning do it only for short periods of time (whilst you check your emails and drink coffee) until your body adjusts. Then slowly extend it from a few minutes to half an hour to a few hours a day.

2. Change of scenery. Whilst many would argue that you need a dedicated spot in the house for your home office, I’d say be flexible and change the scenery if that is an option. Working from a laptop gives you that freedom. I have a few spots around the house that I use for different tasks – I feel in the zone when I change my location and it helps me with concentration and idea generation.

3. Stay barefoot. Use this time to give your feet some freedom from tight shoes. Spread your toes, walk around the house just with socks on (for those in places where it is still cold), intertwine your fingers with your toes and do some circles. Your feet will be so thankful, and maybe some nagging pains will just go away. Give it a try.

4. Exercise and stretch. A must, especially now. You need to stimulate your heart and brain and challenge those muscles. Don’t go from zero to hero – as with everything new, build gradually. Choose something that you enjoy; don’t follow trends. Just let your body do what it is best at – movement.

5. Meditate and breathe. Let me stop you before you think that meditation is just not working for you. I thought that too until I realised that all I need to do is sit down and breathe. That’s it. If thoughts come and go, that’s just fine. Choose a nice app for guided meditation and dedicate 10 minutes to it a day. Try it and, when we meet again, tell me how it is working for you.

Go on… Give it a go!
**USING HOME TIME WISELY**

*IAPCO Member: China Star, Beijing*

Home working came early to China Star as, due to the COVID-19 outbreak, the company’s management team decided that everyone should work from home as of 10 February. In order to use the time wisely they scheduled company online training, with the first online session taking place on 3 March. Training has continued through to the end of April. All of the staff of China Star have participated, every morning, in the online training programmes, which have turned out to be extremely successful, and will greatly help them once office work resumes.

Due to the pandemic, most conferences and events scheduled for the rest of the year in China have been postponed or moved to other destinations, which makes online meetings (or webinars) increasingly popular in the conference industry. The company predicted this trend and hence the training included that of online meetings management and operations. Now China Star is focussing on online meetings and expos instead of live ones, utilising their newly obtained expertise and knowledge. Recently China Star received a request from a Chinese client to organise a virtual meeting in June. No doubt such a meeting will serve as one of the milestones in China Star’s virtual meeting portfolio.

**Turning quiet time into practical time by arranging virtual simultaneous interpretation workshops between GIS offices.**

**To keep the team spirit during home working as high as possible, Congrex Switzerland organised an online quiz for their staff members. They had lots of fun.**
QUALITY STANDARDS FOR WORLDSPAN

**IAPCO Member: Worldspan, UK**

ISO 20121 – Plan, Manage & Deliver Events in a Sustainable Way

Worldspan are thrilled to have achieved ISO 20121 sustainable event management accreditation. Pioneered by the London Olympic Games in 2012, the international standard can be applied and used for all types and sizes of events, offering guidance and best practice to help manage events and control their social, economic and environmental impact.

We Invest in People Platinum Accreditation – Leading, Supporting & Improving

Chuffed to bits, Worldspan have been awarded the We Invest in People Platinum accreditation – the highest level of accreditation that Investor in People grants, and one held by only 2% of organisations. Having previously held the gold accreditation continuously since their first assessment in 2013, reaching platinum was the ultimate goal.

Investors in People is the international standard for people management, defining what it takes to lead, support, and manage people effectively to achieve sustainable results. Leading, Supporting & Improving - Worldspan are committed to growing and developing their incredibly talented team!

EVENTEX AWARDS CELEBRATION FOR KENES

**IAPCO Member: Kenes Group, Israel**

Kenes Group was one of the big winners at the 10th-anniversary edition of the Global Eventex Awards winning first place in Cause Event and an impressive five other prestigious accolades, making them one of the most decorated companies.

The Kenes Group association management team projects stole the show in the Cause Event category with the winner World Stroke Day, but also got second place with their HPV Awareness Day campaign.

The 1st World Hospital at Home Congress, a Kenes Group Original Event, finished as runner up in the Brand Experience – Healthcare category. The event made an impact as a first-of-its-kind international platform to advance the hospital at home (HaH) model. The 38th Annual ESRA Congress finished second in the Sustainable Event category. This was the largest and most sustainable congress of the Association to date.

Two Kenes Group Madrid team projects finished on third place in the categories Gala – the CANSO ATM Gala Dinner, and B2C Event – Game On 2019 – a tabletop games event, done exclusively for people interested in board, card and dice games.

Kenes Group was one of the companies with the most accolades at the 10th-anniversary edition of Eventex Awards. The competition was intense with 444 entries from 39 countries from around the world. Through the years, the awards have become an industry showcase of the best practices, the most original ideas, and the top innovations of today.

The Alpcord Team, celebrating 18 Years of Excellence, are honoured to be four-time national award winners as the Best MICE Operator in India, awarded by the Government of India.
NEW CEO FOR ARINEX

IAPCO Member: Arinex, Australia

Nicole Walker has been named CEO of Arinex. Nicole started with Arinex in 2014 as a Project Manager in the Conferencing Business Unit and has held several positions including the past 4 years within the Management Team.

“It has been 40 years since the Company had such a young CEO who was also enthusiastic and wanted to create a journey of terrific successes. However, looking ahead, I believe Arinex is now blessed with a far greater talent showing the same determination to succeed”, announced Roslyn McLeod OAM, Arinex Founder and Chair, on Friday April 4, 2020.

Nicole said, “I am delighted and humbled to receive this appointment and whilst commencing the role during an unprecedented time for the industry, in fact the entire world, I am determined to demonstrate our vision to ‘harness the experience of our past, designing event solutions that accelerate into the future’. The Arinex team have identified new opportunities to set Arinex up for success in the ‘new normal’.”

EACH EXHIBITOR IS INDIVIDUAL

IAPCO Member: China Star, Beijing

A 6000 m2 exhibition accompanied the 2019 Smart Metering Infrastructure Alliance Summit (SMIAS2019) with full PCO services provided by China Star. The SMIAS is hosted by the China Smart Metering Infrastructure Alliance, attracting some 1600 experts and scholars, with 50 specialised speakers presenting on the topic of metering, communication and electronic machines.

The challenge for China Star with this exhibition was the value placed on each exhibitor by the host, requiring extraordinary attention to ensure, and balance, their best interests and the different demands of each exhibitor. Not only was this the largest exhibition organised by China Star, it was one of the most challenging. Multiple meetings between the host, the project team manager, the exhibition manager and the supplier (build and design) were held to ensure that, with continual modification, the floor plan was always accurate in real-time. Due to the importance placed on meeting each individual exhibitor’s needs, there were many new extra requests to be accommodated, as well as risk management scenarios to foresee any possible problems.

The 6000 m2 exhibition incorporated 40 enterprises, including the State Grid, and was open to both participants and the general public. A double challenge for China Star as it was this event that IAPCO inspected as one of the many criteria for their membership. They passed, with flying colours, the event was a great success!
SEVEN EVENTS IN ONE

IAPCO Member: Meetings and More, India

When Meetings and More won the bid for CAST 2019 (16th Congress of the Asian Society of Transplantation) for India, little did they know that six other associations (4 national and 2 international) would join together to create one extensive conference covering all the related disciplines. CAST 2019 was spread over 4 days, with pre-conference workshops on 29 September and the main (joint) conference from 30 September to 2 October spread over 10 parallel halls. 2906 delegates, from 47 countries attended CAST 2019, absorbing all the latest development and research in organ transplantation as discussed by the 165 renowned international and 398 national faculty. A flawless conference resulted from this unexpected amalgamation.

NEW BEGINNINGS IN TOKYO’S HISTORICAL DISTRICT FOR CONGRÈS INC.

IAPCO Member: Congrès Inc, Japan

An IAPCO member since 1999, Japan’s Congress Corporation has rejuvenated not only their name but their location in this never-to-be-forgotten year, 2020.

The company has changed its corporate name to Congrès Inc. effective as of 1 March, reflecting their wish to have the English name more closely matched to their Japanese corporate name, which is derived from the French word for meetings, Congrès.

At the same time, plans were already being executed to re-locate the Tokyo Headquarters to the “Nihonbashi” district.

The new location is seven minutes on foot from Tokyo Station, the city’s main railway hub. Access from Haneda or Narita

Airport is convenient via Nihombashi subway station, just three minutes away. Nihonbashi, denoting “Japan Bridge,” is one of the original districts of Tokyo. The bridge bearing its name was the center of the old city, bustling with commerce from the 1600s, when it was designated the official zero point for measuring the distances on Japan’s five major highways leading out from Tokyo. Today it is known as the financial district and is also home to chic department stores, trendy eateries and venerable shops that retain the historical atmosphere.

Congrès Square Nihonbashi, our convention facility, is also located nearby, directly accessible from Nihombashi Station.

We hope our fellow members will contact us whenever they are in Tokyo. “We look forward to seeing you in Nihonbashi!”
CREATING A SAFE ENVIRONMENT

IAPCO Member: Japan Convention Services, Inc.

In February, the coronavirus situation in Japan was not as bad as it is now. After much discussion among the board members, the organisers decided to continue their plans to hold the 25th Annual Meeting of Japanese Association for Disaster Medicine. And so, it was held in Kobe, Japan, from 20-22 February under the theme of “Are we OK with Today’s Disaster Medicine!?”. 

To make a safe environment, JCS took certain steps some of which, when, as we all anticipate, the pandemic will eventually pass, will be as appropriate to events in the future as they were for the Meeting in February.

1. **No Reception Dinner**
   Almost every meeting has social events, two were planned for this Meeting; however, JCS took the decision to cancel them both. This avoided the risk of many people touching and using the same utensils, such as tongs, which are handled by many people. They strongly believe that this was the right decision.

2. **Prepared Lunch Box**
   JCS provided lunch boxes for each attendee, so that they could feel safe.

3. **Prepared Mask**
   Most of the attendees and staff were wearing masks during the Meeting. Some specialists say masks do not work, but at least they block a sudden cough or sneeze. By wearing masks, people could feel much safer.

4. **Prepared Antiseptic Solution**
   Antiseptic solutions were placed at the venues, so that people could keep their hands clean.

5. **Being Extra Safe**
   Sadly, we had to ask doctors and medical staff who worked with the Diamond Princess Cruise Ship to not attend the Meeting.

6. **Additional Steps**
   We also made the difficult decision to ask doctors and medical staff who dealt closely with patients with coronavirus to not attend the Meeting.

So far, JCS have received no reports of infection. And for those who could not attend the Meeting, the main sessions were recorded and are streamed online.

Many media outlets covered the Meeting and thus could deliver important messages from disaster medicine professionals to Japanese citizens. JCS brought the Meeting online; however, the level of passion is different when compared to on-site conferences. A “like” button is not enough; it does not even come close to expressing true feelings. Perhaps, this is our industry’s next task to overcome. We hope the world recovers from COVID-19 as soon as possible.

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**on AFEA**
The AFEA family loves literature and we like to share our favourite books!
PCOs may well go forward to organising virtual meetings in the future, however, the post-COVID era (c. September 2020 to June 2021) of the f2f meetings will capture elements that will need to embrace different aspects as the lockdown opens.

Examination style conference seating will be on the increase

Social distancing will be evident in the session halls

Meals will be served as packed food rather than buffet style

Safety kits at the venue will include sanitizer, safety mask and one pair of gloves

Venues will be required to identify their social distancing style and measures, alongside layouts and capacities

And some additional likelihoods:
- Separate entrances and exits to all halls
- Sanitising tunnels as mandatory for entry to convention areas
- Robotic Thermal Scanners for detecting body temperatures.
  Everyone will be considered as Coronapositive
- Fully equipped medical emergency desks
- There will be no on-site registration, everything will be managed in advance
- There will be fewer actual attendees, as delegate choose to view via a paid link from their own locations via live transmission
ICCA RANKINGS

The International Congress and Convention Association (ICCA) ranks countries and cities that host association meetings. The ranking is based on the number of association meetings that take place on a regular basis (annually, biannually), rotating between at least three different countries and with a minimum of 50 participants. The 2019 Report was released on 12 May 2020.

HAMBURG

Happy news from Hamburg in these difficult times. Hamburg has leapt up the ICCA rankings both internationally and within Europe. Germany’s second largest city has furthered its position in the international rankings from 78th in 2018 to 61st in 2019. The city has made similar positive progress in the European rankings, rising from 42nd in 2018 to 35th in 2019 when it hosted 44 global association events.

KIGALI

For the second year in a row, Kigali has maintained the second place as a preferred city in Africa, after Cape Town, on the ICCA rankings following the 2019 report. The same report shows that Rwanda has moved forward 2 positions attaining 3rd place in Africa as a preferred country in the continent after South Africa and Morocco.

Commenting on the new ICCA ranking, the Chief Executive Officer of Rwanda Convention Bureau, Nelly Mukazayire said, “We are excited to see Rwanda’s journey to becoming the top destination in Africa recognised, and the results show that Kigali continues to be an attractive destination for international association meetings”. Mrs. Mukazayire further expressed that the ranking is proof that the efforts made by the industry and its partners work and only further encourages stakeholders to continue to position Rwanda as a preferred choice for Meetings and Events in Africa. “Now more than ever do we as a destination need to position ourselves to support the recovery of the sector, by applying our collective efforts to align with trends and measures that support us all during these challenging times”, she added.
DESTINATION PARTNERS

Long-term partners of IAPCO, each representing specific regions of the world.

HOSTS, SERVICE PROVIDERS & CONVENTION CENTRES

Recognising convention centres and suppliers to the meetings industry who provide an insight into current trends, latest innovations, advice and tips and quality service. And thanks to the hosts of our Council Meetings throughout the year.

OUR PARTNERS