

NEW PRESIDENT FOR IAPCO



Jan Tonkin, President IAPCO.

At the recent General Assembly in Cape Town, Jan Tonkin was duly elected to be the new President of IAPCO, taking effect as of 1 April 2016 for a two-year term. Said Jan, "A change of presidency provides a moment to reflect on what has been achieved and what has yet to be accomplished."

"IAPCO has always been a quality-driven association and I envisage that focus on quality will not only continue to be central to our thinking and initiatives, but will strengthen over time."

"Last year saw the launch of our new EDGE seminar programme and our online educational offering, both of which are testament to our ongoing commitment to providing quality education which is both affordable and accessible. Education is a priority for IAPCO so the next two years will see a cementing of these programmes, with even more educational opportunities being provided."

"And within my presidency we will celebrate the 50th anniversary of IAPCO (founded in 1968), a just cause for celebration and commemoration watch this space!"

Three new council members were elected and another member was co-opted, forming a truly international board: Jean Evans, MCI Dublin; Alain Pittet, Congrex Switzerland and Keith Burton, African Agenda join the existing Council members. Medhat Nasser, of Meeting Minds Experts, Dubai, was co-opted as the Host of the 2017 Annual Meeting & General Assembly.

The 2016 Officers of IAPCO are:

- President: Jan Tonkin, The Conference Company, New Zealand
- Vice President: Mathias Posch, ICS Vancouver, Canada
- Treasurer: Peder Anderson, DIS Congress Service, Denmark
- Members: Keith Burton, African Agenda, South Africa
Jean Evans, MCI Dublin, Ireland
Nicola McGrane, Conference Partners, Ireland
Kayo Nomura, Congress Corporation, Japan
Alain Pittet, Congrex Switzerland
- Co-opted: André Vietor, Barceló Congressos, Spain (Chair of Training Academy)
Medhat Nasser, Meeting Minds Experts, UAE (Host 2017 Annual Meeting)



New Member

IAPCO PCO: Arab Organizers, Jordan IAPCO is delighted to welcome its most recent new member to the organisation, bringing the total number of members to 117 from 41 countries. Established in 1997, Arab Organizers is a PCO based in Amman, Jordan, and becomes IAPCO's first member from this country. Toujan Saqqa, General



Manager, who heads up a team of 16 full-time staff, has led the company from the outset and has been keen to pursue both the education and quality brands of IAPCO. Asked why she wanted to join IAPCO, Toujan commented that it would bring added value to the company and, more importantly, "Being certified by IAPCO will keep us updated and improve our knowledge in the industry." Arab Organizers has an

outstanding reputation in the region, based upon its mission, which is: 'to organise professional events that will increase revenue and positive publicity for clients through open communications, teamwork and innovative organisation'.



SUCCESSFUL BID FOR TOKYO

Cementing its position as an up-and-coming C&I destination, Japan has won the bid to host the 49th Annual Meeting and General Assembly of the International Association of Professional Congress Organisers in 2018. Events will take place in two Japanese cities: the Annual Meeting & General Assembly will convene in Tokyo following Council Meetings in Osaka.

IAPCO made the announcement during the recent Annual Meeting in Cape Town, South Africa.

IAPCO has seen significant growth in membership from the Asian region, and in 2013 a Japanese member was elected to the council for the first time in 20 years. Tokyo 2018 will be the first time in 22 years that the IAPCO meeting will return to Asia (Bali, Indonesia 1996). It will be the second time Japan has hosted the event (Chiba, 1993).

The Japanese bid was organised by three IAPCO members – Congress Corporation, Japan Convention Services and Convention Linkage – with support from the national and local governments, including the Japan National Tourism Organization, the Japan Tourism Agency, the Tokyo Convention & Visitors Bureau and the Osaka Convention & Tourism Bureau.

The PCMA Column

6 Bold Predictions for the Future of Meetings and Conventions

By David McMillin, PCMA Staff Writer

Remember what meetings and conventions looked like 10 years ago? There were no iPhones; programs were packed into massive, 100-page books; talking heads ruled at the front of ballrooms lined with standard seating arrangements.

Over the past decade, everyone has been racing to keep up with constantly evolving attendee behaviours, and the rate of disruption is not slowing down. At PCMA's Convening Leaders 2016 in Vancouver, Dan Berger, CEO of event software company Social Tables, gave an audience of planners and suppliers a glimpse of the possibilities for the future. Here's a look at some of his most exciting predictions.

1. Coordinating event logistics will be automated.

When he speaks of "logistics", Berger isn't just talking about arranging rooms or deciding how much coffee should be served in an afternoon break. He believes that automation will help eliminate tough decisions for attendees, too. "For example, imagine if content could be automatically curated based on the LinkedIn profiles of attendees," Berger said.

2. The event business model will change.

While your organization's operating budget may be based on x-number of annual meeting registrations at a set dollar amount, Berger believes that the future may eliminate high registration fees for access to the entire meeting. Instead, he contemplates a model that allows attendees to pay a fee per session.

3. There will be fewer site visits.

Tired of spending so much time away from home scouting out potential places to host your next conference? As virtual reality soars in popularity and centers and hotels develop more robust digital tools, Berger predicts that planners will be able to leave their bags

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unpacked. "We'll be able to get a virtual experience of what's happening in the environment," Berger said.

Site inspections, however, will not disappear.

4. Traditional event apps will no longer exist.

Everyone's talking about mobile apps, but Berger believes that apps as we know them today will no longer exist. Rather than a stand-alone app for one trade show or convention, imagine an app that works for hundreds of face-to-face experiences and even suggests new meetings for users. Other organizations may be able to invest in a more robust mobile web experience, and attendees will simply find their information in their browsers rather than downloading or installing a new program.

5. Hotels will do mostly group business.

Hotels may be enjoying big business from leisure and business travelers today, but Berger expects the sharing economy to make traditional properties rely on group business more than ever before. He believes that more travelers will turn to Airbnb and other alternative lodging options when traveling on their own, and hotels will be full of large blocks of attendees.

6. Group business will be booked mostly online.

Many meeting planners may already use eRFP services, and in the future, Berger forecasts that they will turn to the digital space for additional decisions. "Just like Amazon makes recommendations on which productions you should buy, online engines will suggest places and venues to consider for your group," said Berger.

What else might the future hold for meetings and events? Check out Berger's "Predictions for the Meetings Industry in 20 Years."

Year	Month	Date	Event	Location	
2016	April	10 – 12	ASAE Great Ideas Conf	Kowloon, Hong Kong	
		14 – 17	IAPCO Council Meetings	Edinburgh, UK	
		19 – 21	IMEX Frankfurt	Frankfurt, Germany	
			28	PCMA Education F's Dinner	Washington DC, USA
	May	25 – 27	IAPCO EDGE Whistler	Whistler, Canada	
	June	15 – 16	The Meetings Show	London, UK	
		15 – 17	IBTM America	Nashville, USA	
			26 – 29	PCMA Education Conference	St. Louis, USA
	tbc	tbc		CIBTM	Beijing, China
	Aug	13 – 16	ASAE Annual Meeting & Expo	Salt Lake City, USA	
			14 – 16	HCEA Annual Meeting	Savannah, GA, USA
			27 – 31	ECM Summer School	Zagreb, Croatia
Sept	27 – 29	IT&CMA	Bangkok, Thailand		
Oct	13 – 16	IAPCO Council Meetings	Washington DC, USA		
	18 – 20	IMEX America	Las Vegas, USA		
		19 – 21	UTB Asia	Singapore	
Nov	3 – 4	Uia Round Table Europe	Monaco		
	12 – 16	55th ICCA Congress	Kuching, Malaysia		
		17 – 19	IAPCO EDGE Seoul	Seoul, Korea	
Nov/Dec	29 – 01	IBTM World	Barcelona, Spain		
2017	Jan	8 – 11	PCMA Convening Leaders	Austin, USA	
		19 – 21	IAPCO EDGE Athens	Athens, Greece	
	Feb	16 – 19	IAPCO Annual Meeting & GA	Dubai, UAE	
		tbc	AIME	Melbourne, Australia	
March	4 – 7th	COCAL	Punta del Este, Uruguay		

IMEX FRANKFURT

19 - 21 April

IAPCO Seminars – Adding to Knowledge

Tuesday 19 April 09.00 - 09.50
IAPCO & PCMA Seminar

Wanting to work in the US – going inbound
IAPCO/PCMA/Washington DC

Wednesday 20 April 09.00 - 09.50
IAPCO Seminar

So near, So far – How to differentiate your city from your neighbour
IAPCO/Glasgow/Edinburgh

Wednesday 20 April 09.00 - 09.50
IAPCO & ADMEI Seminar

Providing Value – How do you define your value?
IAPCO/ADMEI

Full programme information on:
www.iapcoeducation.org/event/imex
No advance registration necessary

MEMBERS' NEWS

Food for Thought for Keynote

IAPCO PCO: Keynote PCO, Ireland

Keynote PCO, based in Dublin, Ireland, has been selected to organise the Federation of European Nutrition Societies (FENS) conference in 2019. The success of the bid to host the 13th FENS European Nutrition Conference was announced by Professor Philip Calder, President-Elect of The Nutrition Society UK. The conference, which is expected to attract 3000 delegates, will be held on 15–18 October in Dublin, with the proposed theme of 'Malnutrition in an Obese World: European Perspectives'.

Nobel Peace Prize Concert

IAPCO PCO: Gyro Conference AS, Norway

The Nobel Peace Prize for 2015 was awarded on 10 December in Oslo to the Tunisian National Dialogue Quartet for "its decisive contribution to the building of a pluralistic democracy in Tunisia in the wake of the Jasmine Revolution of 2011". The following day, Gyro Conference of Norway and Warner Bros teamed up to produce the Nobel Peace Prize Concert, at which a range of internationally renowned artists paid tribute to the winners. Performers included Emel Mathlouthi, A-Ha, Kygo, Aurora, MØ and Jason Derulo. Gyro has an ongoing 5-year agreement that includes not only organising the concert and the production of the event but also organising the sponsorship and hospitality programmes.

Poken connects delegates at FIDIC

IAPCO PCO: MCI Dubai, UAE

FIDIC, the International Federation of Consulting Engineers, held its annual International Infrastructure Conference in Dubai at the Dubai World Trade Centre on 13–15 September 2015, attracting more than 750 delegates from around the world. To keep the delegates connected to the event, and to each other, FIDIC continued to partner with its preferred event technology supplier, Poken. FIDIC, which was founded in 1913, is responsible for promoting and implementing the consulting engineering industry's strategic goals on behalf of its 102 member associations, as well as for disseminating information and resources of interest to its members.



Inauguration of the FIDIC conference by the UAE Society of Engineers President, His Excellency Eng. Essa Al Madoor, and the FIDIC current President, Eng. Jae-Wan Lee.



Stefano Remiddi, Strategic Business Consultant, with Gianluca Buongiorno, President of AIM Group International.

AIM Consulting is launched

IAPCO PCO: AIM Group International

AIM Group International has launched AIM Consulting, a new business that aims to give added value and leadership to its clients and partners. In practise, AIM Consulting has already been working on several exciting projects, including a Marketing Academy for the healthcare sector. This offers a structured programme for companies, from providing market research to mapping the market and targets. AIM Consulting is also working on certification projects for the corporate travel industry, which analyse the risk of Legionnaires' disease and propose ad hoc training programmes to help hotel chains and congress centres improve their competitiveness and enhance their market presence.

Green office award for DEKON's reduced eco-footprint

IAPCO PCO: DEKON Group, Turkey

The head office of DEKON Group, Turkey, has been awarded the World Wide Fund for Nature (WWF), Turkey's Green Office Diploma, for conducting a rigorous assessment of its daily use of paper and electricity and then changing its working methods during 2014–2015. This award gives DEKON, which has sustainability as one of its core values and was a founding member of the Business Council for Sustainable Development Turkey, the impetus to continue its energy-saving efforts in the years ahead. The WWF's Green Office programme is a practical environmental management system for offices aiming to reduce their ecological footprint.



CASE STUDY

Continuing the series of case studies from leading PCOs around the world

Beyond Congress Management

Associations are more than their congress, and IAPCO PCOs are more than congress organisers. Delivering innumerable quality congresses has given IAPCO members invaluable insights in the business needs of their clients and has allowed them to become trusted advisors who can contribute to the success of an organisation beyond their congress. IAPCO's philosophy is entirely based on quality, and its members actively share best-practice and develop educational programmes and guidelines which enable them to perform at the highest levels in any area of expertise related to organisational excellence. To illustrate this, IAPCO regularly publishes success stories of members who have helped their clients to be successful not just by organising their congress, but by achieving overarching business objectives.

Large European-based Global Medical Congress, April 2015

Organised by IAPCO Member, Kenes International, Switzerland

The challenge

The Stage: A high-level, four-day congress, the largest of its kind in the world, including keynote lectures, symposia, educational workshops and meet-the-expert sessions on parallel tracks covering a well-known medical field. The Client: A prominent European-based global medical society and a long-term Kenes client who, following the success of their 2014 congress, raised the bar even higher for 2015. It was the steady growth in importance of this congress that prompted the society to make it its mission not only to maintain, but increase its unmatched level of excellence.

The client's objectives were clear – deliver a fundamentally stronger global message and brand in 2015, surpassing the success of the 2014 congress. Our challenge was to increase brand awareness, in this case, the congress as the brand, and develop a marketing plan that would ensure that this 'brand' was always in the congress delegate's "top-of-mind." This meant creating and delivering real-time, live "hype" leading up to, during and after the event that would attract young professionals and overall, a younger, targeted demographic to the event, not only from Europe, but from all four corners of the globe. And for Kenes, the ultimate challenge – not only to meet but to exceed the client's needs.

The solution

The solution was provided by Kenes Marketing, the company's in-house marketing and communications team – a combination of an ongoing social media campaign with onsite activities and innovative technology products to position itself in the congress delegates' top-of-mind. Social media is



readily and easily accessible and the best tool to reach out and engage audiences and increase your network: the popular Facebook and LinkedIn, Twitter and YouTube, essential for video sharing. Onsite technology products included several channels – mobile congress app, interactive information kiosk, congress TV, ePosters, interactive world map of participants, hybrid sessions and more – all with the ability to share from the experience.

It was Kenes' social media team that 'spread the word' and positioned the congress in delegates' top of mind, enabling them to actively engage in the meeting. "With the use of new technologies, we were able to find and reach out to our client's 'brand influencers', key players in this medical industry who could influence their networks. We decided to empower them by asking them to be the brand ambassadors, transforming them into 'heroes'," commented Ori Lahav, AVP Marketing at Kenes. "We monitored the web, controlled the discussions on social networks and handpicked these influencers to facilitate a successful social media campaign. This congress welcomed nearly 11000 participants and behind most of them is a massive network, some of them almost as powerful as the brand itself."

The outcomes

The congress realized unmatched online and social media success, with more than 8 million impressions on Twitter, an increase of 290% over last year's event. With the integration of a wide range of onsite technology products, the event boasted over 5000 downloads of the congress mobile app, which helped participants plan schedules, map the event and book and attend sessions of their choice. Equally impressive were the event's hybrid sessions streamed live to China, and onsite TV, a dedicated TV station inside the venue that hosted committee members, guest speakers and VIP lecturers.

But it is the growing power of social media and digital marketing that enabled us to deliver above and beyond its client's expectations. The results speak for themselves. With a targeted marketing strategy, social media is the strongest, most effective means to reach an optimal audience before, during and after any professional event. Simply put, you can reach more people, optimise your brand, and market your event through the power of data and social media campaigns.

"The steady growth in importance of this annual congress has made it our mission to maintain or even increase the excellence of this congress," commented the association president. "The 2015 conference was a success because we got the word out there. Proof that congress marketing is key – almost as important as your content and the quality of your speakers. You can't have one without the other."



Superior Onsite Technology

- Flawless onsite registration and self-registration stations welcomed over 8000 participants when the doors opened on Day 1
- Over 5000 downloads of the mobile congress app that helped participants plan schedules, map the event and book and attend sessions of their choice
- ONSITE TV, a dedicated TV station inside the venue hosted committee members, guest speakers and VIP lecturers
- More than 8 million impressions on Twitter, live from the event – an increase of 290% over last year's congress!

WHERE INFRASTRUCTURE MEETS INNOVATION

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



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The Conference Company
Vice-President: Mathias Posch,
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Treasurer: Peder Andersen,
DIS Congress Service
Members:
Keith Burton, African Agenda

Jean Evans, MCI Dublin
Nicola McGrane, Conference Partners
Kayo Nomura, Congress Corporation
Alain Pisset, Congrex Switzerland

Co-opted: Chair, Training Academy: André Vietor, Barceló Congresses
Co-opted: Host, 2017 Annual Meeting: Medhat Nassar, Meeting Minds Experts

MEMBERS' NEWS

Kenes to co-ordinate dispute resolution initiative

IAPCO PCO: Kenes Group, Switzerland

Kenes Group is supervising and co-ordinating the Global Pound Conference (GPC) Series 2016–17, a series of events aimed at developing commercial and civil dispute resolution tools that will convene all the stakeholders in the field of dispute resolution. The series incorporates events in 36 cities across 26 countries, with more being added; the launch took place at a 2-day conference in Singapore on 17–18 March, and the last event is scheduled to be held in London in July 2017. Kenes Group is organising the series as part of its partnership with the International Mediation Institute (IMI), a non-profit, Netherlands-based, public-interest initiative dedicated to the future of dispute resolution, which is hosting the events.

Finding ways to go Green

IAPCO PCO: Mondial, Austria

In 2015, Mondial published its 'Location Finder Go Green' catalogue, which includes 90 pages of certified event venues, hotels and caterers in Austria, to assist companies in making their meetings more eco-friendly. Mondial, which organises its own 'Green Meetings', also offers the Mondial Location Finder, a free online venue search engine. "Finding certified suppliers is the first step to making your Green Meeting a reality," said Stefan Walter, Managing Director of Mondial Congress & Events. "A service that can help with this crucial step is invaluable to meeting planners. It would be great to see this initiative taken to an international level".

Association Excellence Awards 2016

Conference Partners, UK, wins Best Association Supplier at the Association Excellence Awards 2016, on 28th February in London. Conference Partners was selected on the basis of their commitment to quality, creativity and innovation in winning and delivering business and their partnership approach with association clients. Sarah Fitzpatrick, Conference Director, accepted the Award on behalf of a delighted Conference Partners team.



Left to right: Martin Linfield, Head of Event Insurance, Hiscox UK; Sarah Fitzpatrick, Conference Director at Conference Partners Ltd., and Justin Webb, Presenter on Today Programme, Radio 4.

Successful debut for on-site self-registration

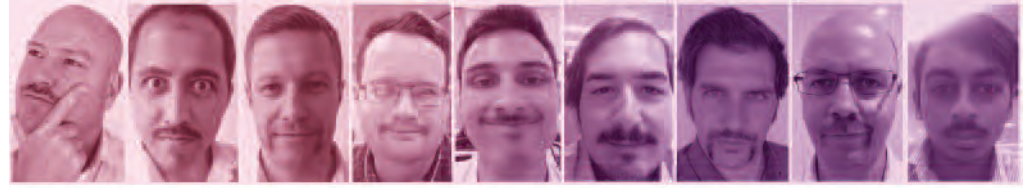
IAPCO PCO: CPO HANSER, Germany

Last year's German Congress of Psychiatry (DGPPN), which took place in Berlin in November 2015, saw CPO HANSER SERVICE offer terminals for on-site self-registration for the first time. Their introduction was a success, with nearly 400 delegates who did not pre-register, out of a total of 9000 attendees, taking advantage of the service. The self-registration process was easy to handle and took only a few steps to complete. The participants needed only to enter a minimum of personal data required for registration, while additional information could be added on a voluntary basis. After that, the registration fee was selected and further bookings (such as courses) could be added. A printout was then issued with a summary and a barcode, which the registered participant could take to a dedicated counter for the data to be transferred into the congress system and checked by staff members. After payment of fees, the participant then received their name badge and further congress documents.

'Tache for cash' at Arinex!

IAPCO PCO: Arinex, Australia

The Arinex team has been supporting 'Movember' – in which men are challenged to grow a moustache, or a 'Mo', during November to raise funds and awareness for men's health – since 2008, raising more than A\$10,000 overall. Last year, 2015, was their biggest fundraising year to date in support of The Movember Foundation, a global charity committed to men living happier, healthier, longer lives.



The Arinex Men of Movember – over A\$10,000 raised.

During previous Movembers, the Arinex team have fostered a competitive and fun culture, not just among the men but across the whole team. All of the Arinex men have been challenged to grow a Mo, and the team have been engaged through judging of the best Mo and continuous Mo updates regarding who is growing the biggest and thickest Mo – with extra points awarded for creative styling! However, beyond the fun and the itchy upper lips, the focus is on raising much-needed funds for charity, with the Mo-growers personally driving this fundraising effort across the team.

InterTask – new Business Development Director

IAPCO PCO: JPdL, Canada

Peggy Nieghorn has joined JPdL InterTask Conferences in the new role of Director, Business Development. Peggy brings to the role more than 20 years' experience in project management, business development, communications and marketing in the business event, travel and hospitality sectors. Notably, Peggy spent many years developing and maintaining strong customer and stakeholder relationships at the Ottawa Congress/Convention Centre (now the Shaw Centre) and was a member of the Centre's redevelopment project team.



Peggy Nieghorn.

Kenes looks to build with new Meeting Architect

IAPCO PCO: Kenes Group, Switzerland

Kenes has appointed well-known meetings industry professional Rosa Garriga Mora to the position of Meeting Architect, a term first coined by Maarten Vanneste in his book 'Meeting Architecture – a Manifesto' in 2008. Meeting Architects are professionals who focus on the objectives of a meeting, the content, the formats and designs, and the conceptual and practical motivation of the participants. Their main responsibilities are to increase the effectiveness of meetings by aligning the meeting's goals with its design and by enhancing the delegate experience, while at the same time assessing results in order to keep improving.

Kenes has also appointed another new recruit: Magdalina Atanassova has taken on the role of Marketing Communications Manager at Kenes Group.

K.I.T. strengthens its presence in the French market

IAPCO PCO: K.I.T. Group, Germany

K.I.T. Group has further strengthened its PCO and Association Management capabilities in France and the French-speaking world by taking a majority stake in BGV Développement, which is based in Boulogne-Billancourt, Paris, and has a turnover of €2.9 million. The new relationship enables K.I.T. Group to enhance the services it offers to the French, European and international association market.

FEATURE ARTICLE

What's Mine is Yours

By Ashley Frankel, JPdL, Montreal, Canada

Every key takeaway learning from attending a conference or industry event has the potential to spark innovative ideas in the mind of a meeting professional. Sharing these takeaways can be a great strategy in order to grow your market influence.

How can sharing key takeaways help your company reach out and influence its clients and business partners? Some choose blogs or articles while others prefer social media or client focus groups. Several meeting professionals from JPdL had the pleasure of attending the PCMA Canadian Innovation Conference in November 2015 and brought back some takeaways of their own to share with you.

1. Keep it simple

"All of the sessions I attended triggered the same thought: Balance is the key to success! Our professional lives are ever so busy, cluttered and noisy. Going back to basics will keep life simple and help colleagues work more as a team." – Laure Gazalé, CMP, Director of Sales.

2. Take advantage of new tools and technologies

"Create a valuable techsperience for your audience by providing an interactive and engaging presentation format that will keep discussions going long

after the meeting has ended. Try to incorporate new ways of engaging attendees so that the live experience becomes a 'must-attend' event!" – Marie Lou Coupal, CMP, Business Development Manager.

3. Focus on engaging your audience

"Engaging the audience will maximise learning and sharing with others because of their participation in the learning process. Encourage your audience to share their ideas and experiences during sessions by asking them to take live polls and use social media. By being engaged, participants will become your best ambassador, which is one of the most powerful marketing tools." – Annabel Villard, Coordinator.

4. Develop a story that speaks to emotional intelligence

"The World Parkinson Coalition (WPC) reaches out to the Parkinson's community with the help of their mascot, Parky, the stuffed raccoon, travels the globe connecting the community. Thousands have been sold so far and fans are continuously sharing



Parky in Montreal.

their stories from around the world on social media and the whereisparkey.org website. Parky has grown into a worldwide phenomenon that has enabled the WPC to remain at the top of people's minds between congresses." – Marie Lou Coupal.

In conclusion, sending a team member to an industry event can act as a key motivator since your team will benefit from new ideas and concepts. Continuing education credits also contribute to your team's CMP certification and ongoing professional development. This exchange of takeaways will promote team creativity, trust, and confidence, and will consequently improve productivity.

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Zoe Senn, Geneva CVB

"Mia and I had the pleasure of joining the IAPCO EDGE Training seminar in Copenhagen. What used to be an annual seminar in Switzerland, has now been divided into three seminars in different regions around the world. Copenhagen was the first one in Europe. Nearly 70 people joined the seminar, from a large variety of fields and specialties: PCOs, Meeting planners, Convention Bureaus, DMCs and Associations. The setup of the seminar created a high level of interaction and engagement, with several group assignments being built into the programme. The presentations focused on various topics, e.g. how CVBs manage the bidding processes, case studies of PCOs on how they won large projects for a destination and how to combine strengths of various stakeholders during bidding processes, and experts giving lectures on negotiation skills. Moreover, Lundbeck (a leading Pharma company) gave a presentation on compliance and how they reach their target audiences and another one on content marketing. All in all, it was a good mixture of sessions, with a good mix of industry professionals who were engaged and shared information, knowledge and ideas. During the evenings, there was time to get familiarized with the city of Copenhagen, some of the many venues in the city, wining and dining and having a good time!"

Jurriaan De Vos, Regional Business Development Manager, Europe, Kenes Amsterdam



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- Navigating the Compliance Landscape
- Conducting Successful Site Visits
- Content is King: Good Program Management
- Flourishing Under Pressure
- Working with Client Expectations

FEATURED SPEAKERS



Jan Tonkin

President IAPCO
New Zealand



Mathias Posch

Vice President IAPCO
Canada



Michel Neijmann

Immediate Past
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Claire Smith

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IAPCO Education proves invaluable for CIMAM

IAPCO PCO: Congress Corporation, Japan
Congress Corporation's director for the prestigious 2015 Annual Conference of CIMAM, "International Committee for Museums and Collections of Modern Art" convened in Tokyo from 7 to 9 November, 2015, was Yuta Kato, who attended IAPCO's Wolfsberg Seminar in 2015. Following the in-depth programme at Wolfsberg and with his existing excellent English skills, Yuta challenged himself to the meticulous operation required by the CIMAM organizers. He found that the keen sensibilities of these professionals from the art world extended to various issues on-site, and meant that close co-ordination was necessary.

use of his Wolfsberg experience for meetings and events in Japan, and says, "Without a doubt, the new EDGE program will benefit not only your career, but also your outlook and way of analyzing problems to find the best solution together with the client. Wolfsberg was also a great opportunity to meet other young people like me from various parts of the world, broadening my world view and my network. So will EDGE.

Congress Corporation is counting on the younger generation like Yuta as Japan moves closer to 2020 when Tokyo will host the Olympics & Paralympics, along with many sports and related events involving organisers and participants from around the globe.

Yuta Kato made, and continuous to make, best

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WEB-EDGE Library

Welcome to the IAPCO web-EDGE library. This virtual library is meant to serve as a continuously evolving source of meetings industry specific information for both new employees and company veterans alike. To begin with, the library is hosting a PCO essentials introductory pack which contains 7 webinars delivered by industry specialists. The library will evolve over time to include additional educational materials. Please email comments and questions to olivall@iapco.org.

PCO Essentials Introductory Pack
Our first set of 7 presentations are presented by IAPCO Council Members. This particular set of webinars are geared towards congress essentials.
Date Added: 10/9/2015 | Total Presentations: 7

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IAPCO EDGE SEMINARS

MEMBERS' NEWS

At the forefront of Surgery and IT

IAPCO PCO: InSession, Korea

PCO InSession recently managed the highly successful 12th Asia-Pacific Congress of Endoscopic and Laparoscopic Surgery [ELSA 2015] in Daegu, Korea. The event attracted more than 1800 endoscopic and laparoscopic students, professors and medical professionals from 37 countries. A notable feature of ELSA 2015, which epitomised the ongoing convergence between IT and medicine, was the demonstration of 4K technology, which offers four times higher resolution than HD. Other highlights included the live surgery sessions, some of which featured 3D laparoscopic and robot surgery, which were broadcast live from two hospitals.

New York merger

IAPCO PCO: AIM Group International, Italy

AIM Group International has entered into an agreement with The Herlitz Company, Inc., in the United States in order to strengthen its US position. The New York office of AIM Group International will incorporate the current Herlitz portfolio of clients, and Kristofer Herlitz will be retained as Managing Director of this office.

The Herlitz Company was founded in 1940 and has been a leader in medical meetings and exhibit management, as well as advertising sales, for more than 75 years. It has organised hundreds of national and international meetings, including some of the largest scientific meetings in the world, and the company is a three-time winner in terms of its shows being named in North America's 50 Fastest-Growing Tradeshows.



Kristofer Herlitz.

Collaborative approach brings IGCC to Prague

IAPCO PCO: C-IN, Czech Republic

The 13th International Gastric Cancer Congress (IGCC) will take place in 2019 at the Prague Congress Centre, with full PCO services provided by C-IN, thanks to the mutual collaboration between the Czech and German oncology communities during the selection process in Brazil this year. Germany has one of the best reputations in the treatment of gastric cancer worldwide, and the collaborative approach promises an extraordinary meeting, attracting approximately 2000 participants. Almost 1 million patients are diagnosed with gastric cancer each year, and 750 000 die from the disease. Fortunately, research on gastric cancer is advancing rapidly, with new insights into tumour biology and progress in healthcare allowing more precise diagnostics and more effective treatment.

Grand Course 2015: The Cardiovascular Disease Continuum in the Era of Evidence Based Medicine

IAPCO PCO: AFEA, Greece

The Grand Courses 2015 project was a joint Initiative of the European Society of Cardiology (ESC) and National Cardiac Societies, consisting of 10 Courses organized throughout the year 2015 and specifically from March to November 2015 in a different country.

Professor Panos Vardas, Immediate Past President of the ESC, had the leading role of the Scientific Course Director.

The European Society of Cardiology is very focused on developing and implementing high standard guidelines, aimed at promoting evidence-based medicine and eliminating existing healthcare gaps among the 56 ESC members' healthcare systems.

In 2015, a series of Courses was organised in Asian Pacific Countries. For

Cathedral Thinking?

Traditionally tourism has long been the driving force for marketing a destination. Over the past decade, the move has been to transfer this influx of visitors to the business tourism sector, providing for increased revenues and expanding infrastructures. The IAPCO Seminar at IBTM captured three case studies, including the remarkable transformation of Cape Town into its current thriving business destination. The concept of Cathedral Thinking stretches back through the centuries to medieval times, when architects, artisans and stonemasons laid plans and began construction of the soaring, cavernous structures that served as places of worship, community gathering spaces and safe havens. Since then, the concept has been applied to space exploration, city planning and other long-term goals that require decades of foresight and planning so future generations can enjoy their full realization.

"Cathedral Thinking was applied to South Africa, especially in the development of Cape Town," pronounced Rick Taylor, CEO of The Business Tourism Company, "when the decision was made to transfer the city from a tourist location into a world class business destination, and many hurdles needed to be overcome. VUCA (volatility, uncertainty, complexity and ambiguity) was certainly a challenge to be faced. But it is all about Return on Efforts", continued Rick, "creating the hype,



Left to right: Francisco Quereda, Sumaira Isaacs, Rick Taylor and Carlos de Sebastian Jn (standing).

creating partnerships. And how did we make it happen? We formalised harder working sales and marketing strategies; we increased tourism revenues by sourcing new business opportunities and empowering the private sector; we established economic criteria for events to ensure profitability; and captured strategic data to better manage the sector. We created a Growth Strategy Foundation. $V \times V \times LOS \times GS \times S = JC$ (Volume x Value x Length of Stay x Geographical Spread = Job Creation) and it worked!" The 21st Century belongs to Africa: an economic bright spot with the fastest growing middle class. The Continent has incredible assets: a population of +1 billion with amazing diversity in culture and environment, and only 5% of global tourist arrivals (Economist 2013).

Rick Taylor was joined by Sumaira Isaacs, MCI UAE, telling the story of pearl divers to modern traders, the emergence of Dubai; and by Francisco Quereda, presenting the Málaga Case of how the symbolic capital of a mature holiday makers' destination was converted into a recognized MICE destination.

Carlos de Sebastian Jn., Tilea Kenes, Spain, facilitated the packed session; "I was delighted to moderate this seminar and, representing IAPCO, to have the opportunity to share such invaluable insights".

these Courses, ESC worked together with affiliated Societies sharing the same values and working for the same objectives like the ESC, with the common goal of reducing the burden of cardiovascular disease.

The Courses, which took place in different European and Asian countries in 2015, are a very good example of joint efforts for the good of the cardiovascular patients.

AFEA was appointed as the Medical Communication Agent for the Grand Courses 2015 project.

The project was supported by an Unrestricted Grant from Menarini Group / Berlin - Chemie / Menarini APAC.

AFC and MCI: the Perfect Match

IAPCO PCO: MCI India

MCI India recently scored a great success with its delivery of the 5th Asian Football Confederation (AFC) Medical Conference (MedCon), which took place in New Delhi's JW Marriott hotel, Aerocity, on 30 November-2 December 2015. The 3-day conference, organised by AFC and the All-India Football Federation, in close collaboration with UEFA, the FIFA Medical Assessment & Research Centre, ZOLL Medical Corporation, and the Sri Ramachandra Arthroscopy and Sports Science Centre, attracted more than 600 delegates and participants from 67 countries.



The theme of the conference was 'Football excellence through evidence-based sports science & medicine'.

With approximately 30% of the world's population directly or indirectly involved in football, making it the most popular sport globally, the game influences and impacts the world around it and has encouraged scientific research into sports science, technology and medicine.

The 5th AFC MedCon provided delegates with the opportunities to keep abreast with modern scientific knowledge and the changing demands associated with the sport, and also featured the inaugural AFC Medical Awards.

Odds-on success for Financial Management Seminar

IAPCO PCO: Arinex, Australia

The complexities of conference finances and the resources needed to overcome the challenges faced by convenors and their organising committees were highlighted at a recent Arinex seminar, which was attended by 40 organising committee members and industry representatives. The seminar was held in The Star casino in Sydney, and was hosted by Roslyn McLeod, Arinex Managing Director, with a panel of speakers that included an external solicitor and chartered accountant, together with Isabel Campos-Sanchez, Head of Finance at Arinex, and Rita Berejiklian, Conference Accountant.

The seminar covered a number of topics, including the importance of a trust bank account, the process of managing conference monies, principal versus agency contract differences and obligations, the implications and complexities of accounting for and reporting on goods and services tax, and the conference budget life-cycle.

Given the casino venue, the chances of success for this finance discussion may well have been multiplied, but there was no doubt that the event was a winner for the participants, who stated that it was a notable 'first' for a PCO to share its internal financial processes and tips with its clients.

MECI achieves ISO 20121

IAPCO PCO: MECI, Korea

Korean PCO MECI achieved ISO 20121 accreditation on 13 September 2015 and in so doing became the first PCO in Korea to receive such certification. ISO 20121 is an event sustainability management system standard that is applicable in the event management industry and to event-related activities, products and services. MECI achieved its accreditation just prior to the 38th General Assembly of the International Organization for Standardization, which was held on 16-18 September in Seoul, South Korea, for which MECI was the designated PCO.

Going green in 2015

IAPCO PCO: Mondial, Austria

Mondial Congress & Events received the Austrian Eco Label certification for Green Meetings in 2012, which enabled the company to not only organise but also certify Green Meetings. Two large-scale meetings that took place in 2015 achieved such certification from Mondial.



The first was the 'KnoWhere Picnic', a meeting with an innovative picnic format that was held at the Vienna University of Business and Economics. More than 300 event professionals attended to meet with suppliers from across the region to discuss their services - while sitting on wooden benches against the backdrop of a green forest. The second meeting was the Annual Congress of the Austrian Society of Pneumology, which took place in Graz in October and attracted almost 700 lung specialists. This was the second consecutive time that this event had received the Green Meeting certification.

WELCOME TO MELBOURNE

Bid for a USD\$350,000 events package at Melbourne Convention and Exhibition Centre.

Melbourne is Australia's most creative, exciting and intellectual city. It's as renowned for world-class dining and culture as it is for research, education, innovation and knowledge.

The 2016 PCMA Citywide Auction of Melbourne gives members the opportunity to bid for USD\$350,000 worth of meeting room and exhibition space at Melbourne Convention and Exhibition Centre. Located in the heart of the city, MCEC has a range of creative and functional spaces, cutting edge technology, award winning food and highly skilled staff.

Bidding will start at USD\$125,000 or you can buy now for USD\$150,000. You only have until November 30 then it's going, going, gone!

To find out more, visit cometomelbourne.com

OFFICERS

IAPCO Council

President: Jan Tonkin, *The Conference Company*
Vice-President: Mathias Posch, *International Conference Services*

Treasurer: Peder Andersen, *DIS Congress Service*
Members: Keith Burton, *African Agenda*

Jean Evans, *MCI Dublin*
 Nicola McGrane, *Conference Partners*
 Kayo Nomura, *Congress Corporation*
 Alain Pittet, *Congrex Switzerland*

Co-opted: Chair, Training Academy: André Vietor, *Barceló Congresses*
Co-opted: Host, 2017 Annual Meeting: Medhat Nassar, *Meeting Minds Experts*

DESTINATION FOCUS

IAPCO members on a mission

IAPCO members enjoyed the opportunity to experience first-hand all of Hong Kong's offerings as an exemplary global meetings destination on 1–5 December 2015, as Meetings and Exhibitions Hong Kong (MEHK) hosted its IAPCO study mission. Sabrina Chan, Executive Director of The Hong Kong Association of the Pharmaceutical Industry, and Bonnie Chan, Business Development Manager at MEHK, provided the attendees with insights on the latest updates in the convention industry at the Hong Kong business forum, while the study mission also enabled the PCOs to explore the city's first-class infrastructure, meeting facilities and hotels.

In addition, the IAPCO members experienced the delights of

Hong Kong's multitude of visitor attractions. Highlights included an evening Aqua Luna harbour cruise and a helicopter tour of Hong Kong Island, soaring above the city's skyscrapers. Delegates also had the opportunity to reach out to local clients and hoteliers at a MEHK-hosted cocktail reception evening at the exclusive Sky100 Hong Kong Observation Deck, the city's tallest building.

"It's been really absolutely amazing – Hong Kong is a very attractive destination with a good blend of Asian as well as Western offerings," enthused Tuan Nguyen of Kenes Asia, based in Singapore. "The facilities and infrastructure in Hong

Kong are world-class; it is very rare that you're able to find such a good eco-system of not only excellent venues but also the professionalism... the meetings industry is top notch."

Victoria Udut of GUARANT International, based in Prague, agreed: "The whole package was amazing. We went for business and at the same time we enjoyed ourselves... we wanted to show to our customers that a congress can be where you share knowledge but at the same time gain a cultural experience."



Toronto on top for science and technology

According to data from a survey of 60 countries, released at the World Economic Forum in Davos, Switzerland, on 20 January this year, Canada ranks as one of the best countries in the world, second only to Germany, and with the United Kingdom, the United States and Sweden trailing in third, fourth and fifth, respectively. The survey rated each country across 24 different categories, with Canada being praised for its diversity, resources and high standard of living.

One of Canada's – and indeed North America's – leading conference cities is Toronto, which makes the city a natural partner for IAPCO. IAPCO's members will find it to be among the most accessible cities in

North America, with 69 airlines offering 1100 international and domestic flights daily. Supporting Toronto's prominence as a choice destination for international conferences and events, Canada has a benign visa regime for international congress attendees, and the city's fantastic infrastructure offers state-of-the-art convention centres, 40000 hotel rooms in more than 240 hotels, and world-class attractions... plus 9000 restaurants and bars!

Toronto can also boast outstanding credentials in terms of science and technology, and is Canada's premier economic, scientific and medical research hub, with nine teaching hospitals affiliated to the University of Toronto and seven

major universities in the city and within the Province of Ontario. The University of Toronto itself is ranked first in Canada and eleventh in the world in terms of clinical and preclinical medicine, up two places from its 2014–15 ranking, and posted a score of 97.2% for medical research, placing it fourth in the world in this field. It is also one of the top three North American institutions in terms of number of start-up companies.



University of Toronto.

The university has a long history of innovation and research, with alumni including Banting and Best, who were the first to use insulin to treat diabetes, Frederick Teasdale and colleagues (developers of Pabulum), and Ernest McCulloch and James Till, discoverers of stem cells. These days, researchers are making breakthroughs in a range of fields including medicine, solar energy, quantum cryptography, computer speech recognition, and transportation, while the research community spans three campuses and attracts annual research income totalling \$1.2 billion.



Expansion underway at the KLCC



The Kuala Lumpur Convention Centre is a purpose-built convention and exhibition facility that is strategically located in the Kuala Lumpur City Centre (KLCC), a 100-acre 'city-within-a-city' development. Situated close to the iconic Petronas Twin Towers and the 50-acre KLCC Park, the award-winning convention centre currently offers 22659m² of flexible function space that includes the Plenary Hall and the Plenary Theatre, seating 3000 and 500 respectively, the Grand Ballroom, three conference halls, the Banquet Hall, five exhibition halls offering 9710m² of column-free exhibition space on a single level, and 23 meeting rooms. However, the Centre is now growing; 2015 saw groundwork begin on an expansion at the adjacent Lot 91 development. With completion scheduled for 2018, the extension will provide an additional 10000m² of multi-purpose space, which will mean more room to comfortably accommodate larger international association meetings and concurrent events, and the opportunity for many current clients to grow their activities and/or events significantly.

In over a decade of operation, the Convention Centre has hosted more than 12000 events attracting 19.4 million delegates, establishing itself

as Malaysia's premier convention venue and one of the leading meetings destinations in the Asia-Pacific region. Its success can be attributed to a number of factors: it is a technologically advanced, purpose-built facility; it offers gastronomic excellence provided by a 51-strong team; it has strong industry relationships; and is run by a highly knowledgeable and professional team committed to the delivery of flexible, innovative and value-added solutions to all kinds of clients.

Operating in Malaysia's multi-ethnic, multi-cultural and multi-lingual landscape has also been integral to the Centre's success. The Centre's complimentary Cultural Showcase



Pewter smithing.

provides a fitting example of this; a firm favourite with international delegates and visitors, the showcase gives foreign delegates a snapshot of the country's rich and diverse cultural heritage without them having to leave the facility.



Hamburg: a second-tier destination as your first choice!

With the revitalisation of the CCH–Congress Center Hamburg underway and the recent developments in the highly diversified professional services offered by the Hamburg Convention Bureau (HCB), there is new wind in the sails of the meetings and conventions market in the Hanseatic city of Hamburg. Over the past 2 years, the HCB has taken great strides forward with new additions to its team, a new strategy, a new structure and rising figures. The company continues to expand its activities in developing Hamburg as an international meetings location, especially in preparation for 2019, when Hamburg will be able to offer a range of new choices and opportunities to the meetings industry.

That year will see the re-opening of the revitalised CCH, which will represent

an important milestone for the success of Hamburg's meetings industry. Opened in 1973, the building complex is undergoing extensive reconstruction and, once completed, the CCH will set new international standards as an innovative congress centre and will strengthen Hamburg's global image as a convention location. From 2019, organisers holding their meetings in Hamburg will be able to utilise 12000 m² of exhibition space, 12000 m² of foyer space and seating for 12000 people in up to 50 halls, and the flexible design of the new CCH means it will be possible to adjust these rooms to meet the varied needs of state-of-the-art conventions and events.



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AFRICA – OPEN FOR BUSINESS

P for Perfection?

Pride, persistence, PCMA, performance and the personal: an African education



IAPCO's 2016 Annual Meeting & General Assembly in Cape Town offered a high-quality educational programme of speakers, presentations and workshops, in keeping with the organisation's focus on education and its key principle that 'education drives quality'. Programme development – a collaborative effort between the IAPCO Council, Hazel Jackson of Biz Group, and the host member, African Agenda – was guided by this maxim, with each presenter selected based upon their potential educational contribution to the meeting.

Two Keynote presentations by African speakers reflected the unique setting of the meeting. Former big game tracker

Ian Thomas provided insights into team dynamics through comparisons with a pride of lions, and Ludwick Marishane addressed the importance of persistence in innovation. Delegates were also addressed by Deborah Sexton, President and CEO of PCMA; IAPCO's strategic alliance with PCMA has been in place since 2012, and this year's Annual Meeting continued the tradition of knowledge exchange between the two organisations.

The Meeting also featured a quality seminar, which supported members

with their ongoing certification requirements. This year's theme was the issue of scaling-up a business, and how to improve your business for growth and obtain better results. But the focus of the meeting wasn't just business – delegates were reminded that paying attention to the personal is also important. Helen Nicholson closed the conference with a talk on mindfulness, encouraging attendees to take care in what they do and helping them to find meaning in their work.

Social events included a reception on Table Mountain and a spectacular drumming evening at the Gold restaurant in Cape Town. There was also a fantastic beach party at which even the whales came to play! These events provided attendees with ample opportunity for interaction, the programme having been developed with member engagement at the forefront.



Keith Burton, host, with Michel Neijmann, President.

This year's event, IAPCO's 47th Annual Meeting, was rated by the participants as the best in the past decade. "Keith Burton and his team, African Agenda, did the most fantastic job," said Michel Neijmann, IAPCO President. "They have been the most wonderful hosts, and everything has surpassed our expectations – we cannot thank them enough. P is definitely for Perfection."

A great African welcome

The 2016 IAPCO Annual Meeting & General Assembly was held in Cape Town, South Africa, on 18–21 February. Mrs. Amanda Kotze-Nhlapo, Executive Manager, South Africa National Convention Bureau, welcomed more than 70 participants to the meeting, stating: "Beauty has a bigger meaning – when in South Africa you will reconsider what you think and what you see. South Africa and Africa are open for business. Meetings in South Africa put food on the table for the locals."



The official opening was accompanied by an amazing performance by gumboot dancers. Gumboot dancing originated in the South African diamond mines where workers were initially forbidden to speak to each other and then forbidden to drum. Instead, they forged this enigmatic dance style as a means of communication.

A team built on trust

Attendees at IAPCO's Annual Meeting were treated to an insightful Keynote presentation from Ian Thomas, author of 'Pride of the Pride', who showed how the dynamics of a pride of lions are analogous to successful teamwork in business. The lion has survived as the leading predator in Africa thanks to the teamwork within a pride, Ian explained, with the lionesses acting as typical mothers, not only cleaning, feeding, and looking after their young, but also teaching them how to be part of the team, to be totally trustworthy, and to be focussed on the goal of the team.

you have that unreserved trust in your team and colleagues?" queried Ian. "Do you work without deviation as a team, focused on your goal?" He suggested that delegates should learn from the ways of the lions, and apply such principles to their business models and teams. Focus on your goals, and ensure complete trust in the team, Ian advised, noting that the team is only as strong as the strength of the individuals. "Trust is a fundamental principal in business," he emphasised. "Trust will help you reach your goal."

In the lion's case, the goal is of course the kill, whether it be a zebra, an African buffalo, or any other potential target for a meal. Ian highlighted how the lead lioness will hit the team's target with the absolute certain knowledge that she is fully supported and can, without doubt, rely on her team. She knows that her fellow hunters will provide reinforcements, and with that knowledge she can cling on to the target with the confidence that the rest of her team will be there. "Do



IAPCO members dig deep

By Olivia Galun



Immediately, the PCO 'can-do' ethos was in full effect; all instantly worked as a team, getting their hands dirty, shovelling rocks, wheel-barrowing and planting in perfect motion. Soon, the local community joined in to help with the efforts, and the children had an amazing time varnishing the finished beds and laughing and playing with the volunteers.

As PCOs, there is nothing like the challenge of surpassing expectations on delivery, so output was doubled and six gardens were completed, much to the delight of the organisers.

As a thank you, the local community church choir sang to the volunteers, which was incredibly moving (a few tears were shed), and finished with a rousing rendition of the National Anthem.



As the volunteers departed, the members of the community came out on to the streets to wave them off. Weary, yet invigorated by the sense of achievement and connection with a fantastic project and community, it was a truly grounding, humbling experience that will stay with us all for some time. May the gardens flourish for Samora Machel!

After a busy 3-day IAPCO Annual Meeting, 15 enthusiastic IAPCO members whisked off to take part in the CSR activity. Warmly greeted at Cape Town's Samora Machel Township, the volunteers were keen to get to work. The task set: to plant three wicking garden beds, which would be water-efficient and create a self-sustaining garden for the community.

Mind Full, or Mindful?

By Olivia Galun

Stop...breathe in for 4...hold for 7...out for 8. You are now in the present, hold that thought. This is Mindfulness, a simple technique; that is not magical, just a powerful tool that could assist with your work/life balance.



As event professionals, it is very easy for us to focus on every detail, with little thought for our own wellbeing. But this could be affecting our ability to be truly productive. Helen Nicholson's session on Mindfulness at the IAPCO Annual meeting gave the audience plenty of 'wow' take home moments.

Sleep, exercise, meditation and gratitude are the four corner stones of your life. Ignore these at your peril. "Sleep your way to the top"... the recommended sleep time is 7-8 hours. Sleep is more important than eating. Lack of sleep can lead to serious medical conditions and negatively affect your decision-making skills. Turning off your phone one hour before bed can really help.

Exercise – don't be alarmed, this can be a simple movement or stretch. Try to get up and move every 90 minutes, even if it is a quick walk around the block – but leave that mobile phone behind!

Meditation – as easy as just doing the breathing exercise above and just being in the present. Place your feet firmly on the floor and just be. So much is passing you by while you are rushing around from meeting to meeting. There are some fantastic apps, which have short-guided meditations if you have issues silencing your mind.

Gratitude – your brain is a negative organ that loves to focus on risks. By taking just 5 minutes to focus on what you are grateful for every day, will help you to have a more positive outlook.

Actions speak louder than words:

- Schedule that 10 minute appointment with yourself this afternoon
- Set the alarm on your phone for every 90 minutes and have a quick stretch
- Set up a barrier around technology – do you really need to be checking your emails whilst eating dinner with your family? Really?!
- What are you grateful for today?

SWOTting up in Jo'burg

South Africa provided the venue for the IAPCO Council meeting in February, which was hosted by the Johannesburg Convention Bureau. With its hotels, facilities and infrastructure nestling within the largest man-made forest in the world, Johannesburg proved a vibrant, hospitable and beautiful destination. As part of the hosting programme, IAPCO Council members André Vietor, Nicola McGrane, Mathias Posch, Jan Tonkin, and Keith Burton participated in an industry seminar in conjunction with local stakeholders to undertake a SWOT (strengths, weaknesses, opportunities, threats) analysis of Johannesburg.

The panel discussed the positioning of the city and assessed whether it ticked all the boxes to be a leading player in the international association meetings

market. And did Johannesburg tick all the boxes? While some weaknesses were identified, opportunities and strengths were in abundance. The size of the African market place for boosting delegate numbers and association members, the amazing nature experience on the city's doorstep, and the excellent local knowledge economy were all identified as important for meeting the needs of international events, as well as the combination of excellent hardware (infrastructure) and software (the human factor).

IAPCO Council were very grateful to 54 on Bath, Sandton City Convention Centre, Four Seasons, Sandton Sun and the convention bureau for sharing their city, and fully endorsed the statement that 'Johannesburg is up there with the best'.

Help them imagine

IAPCO hosted a Bespoke Seminar on BONDday, 22 February, as part of the Meetings Africa event in Johannesburg, South Africa. The seminar, which had the theme of 'winning tactics', attracted 66 pre-registrations and featured Jan Tonkin, Managing Director of The Conference Company and newly elected President of IAPCO, Alain Pittet, Managing Director of Congrex Switzerland and IAPCO Council member, and Deborah Sexton, President & CEO of PCMA, discussing the tactics required to meet the future demands of the meetings industry. Topics included how to engage with clients and new meeting formats, a deep-dive into the intricacies of successful bids, and new methods of marketing.

Five key trends that are shaping the meetings industry were identified:

- Sensory analytics – easy intelligence, dealing with things in real time
 - Tribalisation – creating kinships to develop outcomes, bringing together likeminded individuals to form groups, establishing connectivity
 - Content safaris – non-linear storytelling, in which the audience is in control of the content, leading to the need to reconstruct content at a moment's notice
 - Living 360 – from wellness to wholeness, incorporating physical, emotional, spiritual and social dimensions
 - Immersive telepresence – captivating the virtual audience, and using remote learning.
- The overriding message of the seminar was 'Help them imagine'.