

PRESIDENT'S MESSAGE – Michel Neijmann

Our future in good hands



Back in the office after an invigorating and inspiring General Assembly, I cannot help but share some reflections with you. The members attending the IAPCO Annual Meeting and General Assembly in Lisbon showed such a high level of interest and engagement that, although back behind my desk, I am still excited about our achievements together. Our Portuguese colleagues from Leading and AIM Group hosted us with lots of positive energy and showed how collaboration can create excellence. They generated an atmosphere in which the attendees were able to confront the future together, discussing the most effective strategies to further improve our strong commitment to quality. The buzz in the room and during the breaks was exhilarating and, figuratively speaking, some tough nuts were cracked. As a result, more members are taking on tasks through workshops and/or becoming IAPCO Ambassadors – and because of this, the future looks better for all of us!

But to be frank, despite my enthusiasm for the excellent exchange of knowledge and opinion during our Annual Meeting, it was something else that caused me to conclude that the future of PCOs is looking bright...

Last year, IAPCO introduced a new award that honours our Founding Fathers and recognises the innovative ways in which the younger generation of IAPCO members deal with the challenges of international PCOs. IMEX has also embraced the

opportunity to support this initiative. The IAPCO Innovation Award for PCOs attracted a number of applications this year, and Council presented three short-listed nominees to the audience in Lisbon. The nominees had prepared 3-minute videos explaining their innovative ideas, their implementation, and their successful contributions to their companies. Everyone except those who had nominated a candidate then had the difficult task of selecting the best innovation, and thus contributed 50% towards the final vote for the winner. The three candidates



showed very high levels of understanding of our business and with this a great capacity to integrate innovative solutions. The areas of innovation were social media, virtual meetings, and public relations strategies, with the nominees hailing from Bulgaria, Canada and Korea. Council members voted separately and confidentially on the basis of the full descriptive applications, which were received in advance of the Annual Meeting presentations. The winner of the IAPCO Innovation Award for PCOs will be announced during the IMEX Gala Evening in May and will receive the opportunity to attend an IAPCO seminar of their choice.

Considering the innovations of these applicants, it is clear to see that the future of PCOs is in good hands... which makes our industry the real winner!

Michel Neijmann
IAPCO President

The PCMA Column

6 simple tips for writing better emails in 2015

By David McMillin, PCMA Staff Writer

As another year of sending, 'replying all' and forwarding begins, it's time to re-evaluate your approach to your inbox. Here are some simple steps towards improving your electronic communication habits...

1. Avoid urgency

Everyone with an inbox is accustomed to receiving 'OMG-I-need-this-ASAP' messages – and everyone is tired of them. If it's urgent, it's worth a phone call. If it's not, be sure to include those magical words in your message: There's no huge rush on this.



2. Send compliments

All too often, we look at email as a way to accomplish one thing: sending requests. Rather than filling everyone's inboxes with notes on what you need and when you need it, set a goal to send people something they'll actually like on a regular basis. If a team member did an outstanding job at the weekly meeting, send them a two-sentence note on how impressed you were with the performance. If a client's organisation just made a big announcement on launching a new product, write a quick email offering congratulations. Use email as a chance to spread some cheer.

Internal distribution please forward to:

3. Be upfront

While a lengthy introduction might win you some literary recognition, the work inbox is no place for a full paragraph lead-in on how you're feeling that day. Be sure to clearly state why you're writing near the opening of the message.

4. Proofread

Sure, the 'sent from my iPhone' might help excuse your typos, but it still isn't doing you any favours in the eyes of a recipient. Be your own editor, and double-check your spelling and punctuation. It's a simple step that will make you look more organised.

5. Never let frustration out through your fingertips

Once it's in writing, it's never going away. If you're faced with a tough situation, email is not the channel for venting. Be respectful. Use email as a platform for introducing the need to discuss the issue, and suggest a time for a face-to-face meeting.

6. One email, one idea

Bullet-point lists can feel effective, but the human brain can only remember so much. Rather than listing five ideas and asking everyone on the email chain for feedback, focus on one piece of crucial information you want to communicate.

Looking for help outside of writing to your own colleagues and clients? Check out '3 tips to improve your meeting email marketing communications' at the PCMA website (www.pcma.com) to make sure your attendee messaging is on point.



An ecstatic bid team learn that Dubai has won the 2017 IAPCO Annual Meeting.

It was announced at the recent IAPCO Annual Meeting in Lisbon that the 2017 Annual Meeting & General Assembly will be held in Dubai. IAPCO's annual gathering brings together approximately 100 of the world's most influential conference organisers from 40 countries, who collectively manage approximately 7000

meetings per year with a combined annual economic impact of more than US\$5 billion. The winning bid was spearheaded by Dubai Business Events (DBE), a division of Dubai Tourism, which serves as the city's official convention bureau, in close partnership with local IAPCO members Meeting Minds and MCI Dubai. Key tourism

industry stakeholders Emirates and Madinat Jumeirah also played their part in securing the IAPCO meeting for Dubai.

"Part of our strategy to increase the number of visitors and business events hosted in Dubai every year centres on engaging with meeting planners and industry bodies from around the world, to raise awareness about Dubai as a leading destination for international business events," commented Steen Jakobsen, Director of Dubai Business Events. "By hosting the members of IAPCO, we are excited to be able to show what the city has to offer to a group of people who are highly influential in determining where major international meetings and association congresses take place every year."

"IAPCO offers a unique quality assurance platform, recognised by association, corporate and government clients,

through the application of a strict quality control process for its members," added Medhat Nassar, CEO of the Dubai-headquartered IAPCO member Meeting Minds Experts. "Winning the bid to host IAPCO 2017 is excellent recognition for the Dubai meetings industry and a vote of confidence by highly influential PCOs worldwide. We are truly delighted by the outstanding support extended by our bidding partners Dubai Business Events, MCI Dubai, Emirates and Madinat Jumeirah, which has been instrumental in putting together this successful bid."

FORTHCOMING IAPCO EDUCATION

Save the dates:

Bangkok: 1-3 July 2015

Auckland: 24-26 August 2015

Copenhagen: 18-21 January 2016

Whistler: 25-27 May 2016

"A smile is a curve that sets everything straight" – Phyllis Diller

EVENTS' CALENDAR				
Year	Month	Date	Event	Location
2015	May	13 – 17	IAPCO Council & Task Force Meetings	Malaga, Spain
		19 – 21	IMEX Frankfurt	Frankfurt, Germany
	Jun	1 – 3	FIEXPO	Lima, Peru
		4 – 6	World Meetings Forum	Cancun, Mexico
	July	9 – 11	AIBTM America	Chicago, IL, USA
		14 – 17	PCMA Education Conference	Fort Lauderdale, USA
		20 – 23	HCEA Annual Meeting	Denver, CO, USA
		1 – 3	IAPCO Regional Seminar with TCEB	Bangkok, Thailand
	Aug	7 – 9	The Meetings Show	London, UK
		5 – 7	CIBTM	Beijing, China
Aug	8 – 11	ASAE Annual Meeting & Exposition	Detroit, MI, USA	
	22 – 26	ECM Summer School	Vienna, Austria	
Aug/Sept	31 – 3	PCMA Global Professionals Conference (APAC)	Melbourne, Australia	
Sept/Oct	29 – 1	IT&CMA	Bangkok, Thailand	
Oct	13 – 15	IMEX America	Las Vegas, USA	
	19 – 24	IAPCO Council & Task Force Meetings	Dubai, UAE	
Oct/Nov	21 – 23	ITB Asia	Singapore	
	31 – 4	54th ICCA Congress	Buenos Aires, Argentina	
Nov	17 – 19	IBTM World	Barcelona, Spain	
2016	Jan	10 – 13	PCMA Convening Leaders	Vancouver, Canada
	Feb	19 – 21	IAPCO Annual Meeting & General Assembly	Cape Town, South Africa
		23 – 24	Meetings Africa	Cape Town, South Africa
	April	19 – 21	IMEX Frankfurt	Frankfurt, Germany
	Nov	12 – 16	55th ICCA Congress	Kuching, Malaysia

Triple honours for Porto!

The Alfundega Porto Congress Centre has won IAPCO's 2014 National Supplier Award, having been nominated by AIM Group Lisbon for its outstanding service, co-operation and flexibility. Carlos de Brito, President of the Associação para o Museu dos Transportes e Comunicações (AMTC), received the award on behalf of the Centre, which becomes the first Portuguese winner of one of IAPCO's awards, of which more than 60 have been presented in the past 20 years. "I am gratified to present this award to the Alfundega Porto Congress Centre," said Michel Neijmann, IAPCO President, "and their delight in receiving it is proof of the honour we are

happy to bestow on them." The IAPCO award was just one of three in 2014 for the Alfundega Porto Congress Centre, which was also recognised as the Best European Congress Centre in the Business Destinations Travel Awards, and received the Best Congress award from Publituris, a prestigious national tourism sector magazine. "It is one of the largest and most versatile congress centres in Portugal," commented Monica Freire of AIM Lisbon. "It is also located in one of the city's most emblematic and historical buildings, which makes it very special. The services provided by the Centre are of the

highest standards, ensuring the most modern equipment and the most effective and competitive solutions. I was proud to nominate them and even more delighted to see them win."



Carlos de Brito, Michel Neijmann and Monica Freire of AIM Group Lisbon who put forward the nomination.

FEATURE ARTICLE

The Pharmaceutical Partnership: Educate, Communicate, Innovate

By Mathias Posch, International Conference Services, Vancouver

'Compliance'... it's a word that makes professionals in the world of medical meetings cringe these days. The relationships between medical associations and pharmaceutical companies have never been more complicated. For quite some time, it seemed that it was easier for an association or a congress with the right following to get money out of companies than it was to steal candy from a child. In many cases, these relationships were uneven and the associations were clearly in a position of power, just like many of their members themselves.



regulate the market before it was done for them by the lawmakers. As almost all companies were faced with the same challenges, but came up with very different solutions, their representative bodies such as the European Federation of Pharmaceutical Industries and Associations (EFPIA) have tried to formulate an industry code. In itself, that is fantastic; however, in general these codes are no more than an overview on compliance, as specific compliance guidelines can vary immensely among different EFPIA member companies. In addition, the issue of cultural differences comes into play – what works well in North America might not work at all in Asia.

First-class tickets, boutique meetings in resort destinations and lavish hospitality were the tip of the iceberg, and unfortunately made for much better headlines than the millions of dollars that went towards education, research and development. As a way of illustrating the point a little better, picture the relationship as a pendulum. For a long time, it swung further and further in one direction, until it basically flung itself back to the other side as a result of tighter scrutiny, bad press and billions of dollars in fines. This is where we find ourselves today – with the pendulum stuck on the other side. Pharmaceutical compliance was primarily self-imposed by companies to

As if self-imposed regulation wasn't enough, governments have imposed a string of new regulations relating to the funding of physicians' activities. One of the most significant changes was the "Physicians' Sunshine Act", which was passed first in the United States but has quickly been copied within the European Union. Its purpose is to protect patients' interests by assuring them that physicians are acting in their best interests rather than on behalf of a pharmaceutical company that has paid them. Nobody could disagree with that aim; however, the details into which the

Sunshine Act goes, and the difficulties of its practical implementation, make it increasingly problematic to obtain funding for educational activities such as medical conferences.

Regulations differ from country to country, from company to company (as well as between company locations), and from year to year. It is up to us to keep the lines of communication open and active with our key sponsors in order to get the best possible benefit for our conferences and our delegates... which in turn will create the greatest benefit for our sponsors. The key to improving understanding in this area is constant dialogue.

Not all changes that have come our way in the past few years are bad. Bringing some transparency, and the focus on education and science, back to medical meetings is actually a good thing. However, it remains desirable that attitudes change regarding funding of

physicians to attend meetings, as well as the perception of needing to exclude the social element of meetings.

Networking is important – anybody who has attended a meeting in their field will admit that many of the best 'take-aways' come from dinner conversations with like-minded people from the same area of expertise... The value of such interactions will hopefully will be rediscovered.

Until then, the keys to success when seeking pharmaceutical partnerships for an association's activities are as follows: **Educate** – educate yourself and your team about the latest changes in terms of compliance regulations; **Communicate** – keep an open line of communication with your sponsors and corporate partners; and **Innovate** – be ready to change your approach to comply with all regulations and to fit the needs of your stakeholders.

PCOs: easing the pain for Associations

By Oscar Cerezales, MCI Group, Asia

The role of associations is to create, manage and evolve communities; as a result they play a fundamental role as platforms for the exchange of content, knowledge and opportunities. Moreover, with relevant exceptions, their mission, vision and purpose has been stable for a long period of time. However, all of that is changing – and fast...

Associations are now having to deal with various 'pain points' due to current economic, technological and generational macro trends. To ensure a sustainable future, they must develop adaptable strategic and tactical plans and address specific questions associated with these pain points, including:

- How should associations manage multicultural and multigenerational communities with different needs, different expectations and different objectives?
- What strategy should associations adopt in terms of sponsorship plans, taking into account that sponsors are applying increasing pressure when it comes to return on investment?
- How best can associations ensure their future sustainability – e.g. via revenue channel diversification, innovation, new markets, new ventures, maturity, efficiency, outsourcing, etc?
- What can associations do in terms of the right positioning, reach and brand awareness to ensure they become the content curators and thought leaders in their specific fields, given growing direct and generic competition?
- How should associations maximise their profits and delegate experience of their conferences?
- Finally, what should be measured, and how should success be tracked – e.g. number of members, engaged audiences, finances, etc?

With all associations, regardless of geography (e.g. an Asian association or a European), size (big or small), and speciality (e.g. medical or technical), needing to address these pain points, the role of PCOs is becoming increasingly crucial. In the past, PCO value propositions were transactional – i.e. it was all about the outsourcing of congress organisation. However, today – because of the trends mentioned above and the pain points being dealt with by the associations – PCO value propositions are all about business solutions. These are not only anchored in congress organisation, but also incorporate the whole outsourcing model – for example, contracting the right PCO should provide an association with support and benefit in the following ways:

- The Association can retain its focus on the core services to its stakeholders
- The PCO will represent a better proportion of variable versus fixed costs
- The PCO will bring innovation to the Association in terms of technology, products and services
- The Association and the PCO will become true partners – and through a higher-level partnership model, new business models may appear.

Through such benefits, a new era of partnerships awaits for Associations and PCOs.

On a mission to Hong Kong



With the anticipated growth of European economies as well as growing interest in Asian meetings markets, it is essential that PCOs are kept up to date with the latest developments from the destination branded as 'Asia's World City' – Hong Kong. The ongoing partnership between IAPCO and Meetings and Exhibitions Hong Kong (MEHK) ensures that IAPCO members are provided with first-hand information on Hong Kong and enables them to raise the profile of Asia as a global meetings destination.

As part of this collaboration, MEHK hosted its inaugural IAPCO Study Mission to Hong Kong on 2–6 December last year, an event that provided PCOs the opportunity to inspect the city's infrastructure, meeting facilities and hotels. In addition, they had the chance to experience Hong Kong's visitor attractions, shopping and dining options, with the Aqua Luna Harbour Cruise and the helicopter tour of Victoria Harbour providing particular highlights.



Delegates were given the opportunity to reach out to local clients and partners in Hong Kong, and a highlight of the Study Mission was the Hong Kong Business Forum, at which the PCOs received the latest updates on the convention industry in the city. Industry insights were presented by Sabrina Chan, Executive Director of The Hong Kong Association of the Pharmaceutical Industry, and Irene Law, Business Development, MEHK. Following the success of this first event, the next Study Mission to Hong Kong is scheduled for 2–7 December 2015.

"A sincere note of thanks to you and the team for the wonderful hospitality shown to us in Hong Kong over the last few days," said Jean Evans of MCI Dublin. "I got a real flavour for what the city has to offer, what type of client the destination would be suitable for, and how we could sell it well in the future. And I look forward to identifying future opportunities for business and collaboration. Thanks again for your support, your dedication to making our trip seamless, and for facilitating a thoughtful and educational programme for the IAPCO members."

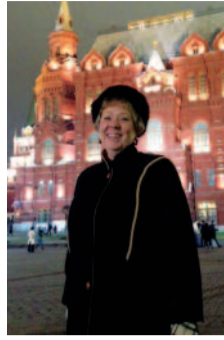
In Memoriam: Annick Debels

It is with sadness that IAPCO acknowledges the recent death of industry friend and colleague Annick Debels on 2 January. An elegant and very professional lady, Annick was the face of the meetings industry in Belgium for many years. She started her career in the industry working for a Belgian PCO. She subsequently became Assistant Manager and then Manager of the Belgian Convention & Incentive Bureau. In 2005 Annick became the Director of Ghent Congress, where she remained until her retirement in March 2014.



Moscow - Innovation in time

Moscow continues to invest in the future of congresses, and is on the IAPCO radar. Last year saw the Association's first IAPCO member, CTO Congress led by Sergey Chernyshevskiy, CEO, followed in quick succession by the recent IAPCO National Seminar, another first. Interest at EIBTM for further applications for membership indicated a definite shift in the professionalism and expansion of the Russian meetings market. The recent creation of the Moscow Convention Bureau is a further indication of the governmental support for creating international interest in bringing meetings to the city.



Not only did Sarah Storie-Pugh, Executive Director of IAPCO, and Patrizia Semprebene Buongiorno, Vice President, AIM Group International and IAPCO Council member, have the privilege to present to the eager participants at the national seminar, they were also able to learn of the many facilities and architectural treasures that abound in Moscow for the discerning international client. This insight was provided by the seminar participants themselves as they presented their Bid to win an international meeting

"But what about visa applications?" quizzed the IAPCO faculty, who were subsequently greatly reassured by the PCOs that fast track applications were being put in place for international meetings. Public transport via the architecturally amazing metro is fast, clean, safe and efficient. It carries 11 million people a day, but you would never know it from the ease with which you can travel around. New hotels are rapidly rising, including the recently opened Four Seasons Hotel, a magnificent venue under the walls of the Kremlin.

Yes, Moscow is innovative, available and enthusiastic with welcoming and friendly people only to keen to advance in the business of international congresses.

Never mind the size

The theme of the IAPCO/European Cities Marketing (ECM) seminar entitled 'It's not all about size: passion wins!', which was held at EIBTM in Barcelona last November, was that there are real benefits of working in destinations that are not necessarily the biggest or most well-known in a country. The presenters Barbara Schwaiger, from Salzburg Convention Centre, Austria, and Nicola McGrane, from Conference Partners Ltd, Ireland, explored how local partner commitment and dedication in so-called 'second-tier' destinations can create a very attractive alternative for PCOs and their clients. Their partnership emerged from a relationship begun when Salzburg Convention Centre hosted an IAPCO Council meeting in May last year. "There is no doubt that 'passion wins', and this is the key to the potential success of the so-called second-tier cities," stated Barbara. So what is the secret for the second-tier cities – how can they

'play in the big league'? The answer is through increased brand awareness, not only within the destination but also within other cities in the country and, indeed, comparable cities throughout the continent. "There must be professionalism within the destination, and the ability to convince clients of that professionalism," Barbara continued. "This means continuous investment in IT and congress technology, employee professionalism, and the ability to identify and respond to trends within the industry. But perhaps most of all, it requires the courage to be different – to not be overcome and overwhelmed by restrictive standards, and to think 'outside of the box' for the benefit of the client." Additionally, enthusiasm is infectious and such passion shines through when everyone works together within a city. Often, it is only in smaller destinations that this can be achieved, because the city itself becomes the event.

"A unified city brings into play not only the industry partners but also the government, the city, and the universities; it is essential that this unification is evident from the outset, even at pre-bid stage," commented Nicola. "Make yourself visible as a team – show your passion." But how can this be achieved? The answer is by attending conferences in advance of the bidding and gaining an understanding of what the client's priorities are when selecting a city; meeting the decision makers also helps. "[And at the site inspection] use every tool in the tool box: involve all partners, not just by having welcome banners at the airport but also by having people there as well," Nicola continued. "At the hotel, have the whole team there to greet the visiting client – even dress them in client corporate t-shirts; make the city an exclusive place [for the client] to hire. This is something only the smaller cities can achieve. The site inspection is yours to lose, but believe me, passion trumps all."

Rolling out the red carpet for DIFF

Madinat Jumeirah recently welcomed a host of famous actors and actresses for the 11th annual Dubai International Film Festival (DIFF), which took place on 10–17 December 2014. Hollywood stars Emily Blunt, Eva Longoria, Paul Bettany and director Lee Daniels were among the big names attending the event. Emily Blunt was there to enjoy the widespread acclaim for the film 'Into The Woods', in which she stars with James Corden, which was screened at the



closing of this year's event to a packed audience in the Madinat Arena. And to top things off, she was enjoying the luxurious Talise Spa at Madinat Jumeirah when she learned that she had been nominated for a Golden Globe Award in the category of Best Actress in a Motion Picture, Musical or Comedy! Since its inception in 2004, the DIFF has served as an influential platform from which Arab filmmakers and new cinematic talent have been able to launch themselves onto the international stage. Each year DIFF presents innovative and exciting cinema from the Arab world and beyond by introducing audiences to fresh local talent and original filmmaking. Madinat Jumeirah has hosted DIFF since the event's launch and is a key sponsor. It was proudly represented by a variety of colleagues from Al Qasr, Dar Al Masyaf and Mina A'Salam, with members of the resort's sales and marketing team and Talise Spa acting as hostesses on the red carpet each evening. Congratulations to Madinat Jumeirah on another successful DIFF!

Madinat Jumeirah is a Hotel Partner of IAPCO



In summing up the discussions, Nicola asked: "Would you plan to build a house without the builder? No – so why build a conference without the PCO. The formula for success is to involve the city stakeholders, the talent network and the PCO – combine the passion." Collaboration creates a sense of purpose, she said, noting that shared leadership is fundamental to the success of attracting international meetings to a destination. Nicola concluded with her favourite quote, from Maya Angelou: "People will forget what you said... People will forget what you did... But people will never forget how you made them feel."

New Association Frontiers: From IMEA to the N-11

By Sumaira Isaacs, MCI Dubai

Over the past 15 years, emerging markets have become the key drivers of the world's economic engine. Not only are companies fiercely competing for market share, but also professional and trade associations are seeking to expand in these rapidly growing economies through the development of local chapters offering value of relevance to local members. For example, India, the Middle East and Africa (IMEA), a region in which hyper-growth and huge local investment exist alongside well-documented social and political challenges, is currently bounding ahead in terms of business and innovation, particularly in the countries of the Gulf Co-operation Council (GCC).

Although the IMEA region has a relatively short history in terms of the association industry, continued economic investment and expanding education is creating a growing desire for professional learning and development. As governments come to acknowledge the full potential of associations to support the flourishing business environment, political will – coupled with the sheer size of the population – is providing the perfect environment for associations to thrive.

Some statistics help put into context the potential of the IMEA region for associations:

- With 78 countries in the region, IMEA has the highest number of emerging nations in any region of the world, as well as the world's fastest annual economic growth rate, of between 7% and 20%
- IMEA has a population of 2.7 billion (~37% of the world's population live there) and a total GDP of \$8 trillion
- IMEA is a region of extremes, containing the second most populated country in the world (India), and both

the richest (Qatar) and poorest (South Sudan) countries in the world by GDP per person

- The region enjoys annual foreign direct investments to the tune of more than \$50 billion
- The region is collectively the world's largest producer of oil and gas, providing 40% of supplies
- The region also boasts the world's biggest fleet of A380s and Dreamliners, as well as the world's largest airport and tallest towers
- IMEA has one of the world's highest rates for the penetration of mobile technology and social media, and also pioneered the concept of 'Mobile-Money' for the rest of the world
- With an average median age of 25 years (lower than China), the population is young, dynamic, and very ambitious.

IMEA represents a region with enormous potential today – but what about tomorrow? Which could be the next region to offer such potential in the future? In 2007, Goldman Sachs identified the so-called 'Next 11 (N-11)' countries that could potentially rival the G7 over time. Comprising Bangladesh, Egypt, Indonesia, Iran, South Korea, Mexico, Nigeria, Pakistan, the Philippines, Turkey and Vietnam, the N-11 is an eclectic group of countries that share common potential in terms of energy, infrastructure, urbanisation, human capital and technology – similar to the themes that helped define the so-called BRICS countries (Brazil, Russia, India, China, and South Africa). Despite their differences, there are many examples of these countries already working together economically. With most already offering strong institutional and association frameworks, the opportunities for associations in the N-11 are clear.

Unión Europea
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Andalucía

Málaga Convention Bureau
COMITÉ DEL SOL MÁLAGA
CONVENTION BUREAU

COPENHAGEN: 18-21 JANUARY 2016

WHISTLER: 25-27 MAY 2016

Forget the Silver Bullet

Lisbon Annual Meeting

Meetings will never die, delegates at IAPCO's 2014 Annual Meeting in Lisbon were assured. The need for human beings to interact, to stimulate each other's thinking, to generate new ideas and to learn from each other will still be important in the future – in, say, 2030. However, much else may well have changed by then, such as how we engage with each other, invite delegates, personalise experiences, manage logistics, and stay in touch with each other. With such a hectic pace of development, innovation and change is continuously occurring all around us.

Adrian Bridge, CEO of Taylors/Yeatman, suggested to IAPCO members that, rather than try to find a 'silver bullet' solution to innovation, they should look to make simple 1% incremental improvements to each process in the delivery chain. In addition, bringing new ideas and perspectives from people outside of the meetings industry might help with maintaining fresh approaches to business. PCO employees should not just deliver great service – that is a given, Bridge said, they should turn every participant at a meeting into an ambassador.

For IAPCO delegates uncomfortable with too much innovation and change, Dr José Alves provided some reassuring thoughts. He noted that the medical profession attends meetings for two major reasons: the first is to network



and socialise at such large gatherings; the second is to enable them to focus on scientific breakthroughs and developments at smaller meetings.

Steen Jakobsen, Director of Dubai Convention Bureau, provided food for thought regarding personalisation and meeting design and innovation, noting that new technologies are available to help meet these aims while retaining margins in the meeting business. 'Big data' is here to help, he stated, and it is not going away! Meanwhile, Chitra Stern of Martinhal Resort spoke about life balance: celebrate the milestones, however small they may seem to be, and to take five minutes to appreciate the steps that have been taken. As Pedro Norton de Matos of Greenfest commented, "When people smile your

heart gets bigger – 'listen' has the same letters as 'silent'."

"Members have very different learning needs and business challenges, which they are sometimes reluctant to share with others – but once the conversation on the challenges and possible solutions begins, it's refreshing and very useful," highlighted Hazel Jackson, of Biz-Group FZ, who facilitated discussions at the Annual Meeting. Summarising her views of IAPCO members and their participation in the meeting, she stated: "Lisbon provided the opportunity to share best practice, to discuss trends and to explore solutions through a programme that stretched thinking, inspired change and gave new insights. Members all live and breathe the IAPCO core values, and there is an amazing 'family feel', but as with any association one gets out what one puts in.

Members who attended the Annual Meeting in Lisbon might or might not have got their 'number 1' breakthrough idea, but what has certainly been achieved in this environment is the opportunity to reconnect with old friends, to make new ones and once again to believe you are not alone in this vibrant, challenging and competitive industry." She concluded by telling members: "You have all earned the right to be proud and to belong to IAPCO."

Porto: Music to our Ears!

Hosted by the Porto Convention Bureau, the IAPCO Council relished the cultural highlights of Porto, Portugal, during its recent meeting, experiencing, among others, the delights of a visit to the Casa da Música, the major concert hall space in the city, which proved a highlight of the meeting.

Porto is a Host City Partner of IAPCO



Designed by Remment Lucas 'Rem' Koolhaas, a Dutch professor in the Practice of Architecture and Urban Design at the Graduate School of Design at Harvard University, Porto's Casa da Música is home to the cultural institution of the same name, with its three orchestras – the Orquestra Nacional do Porto, Orquestra Barroca and Remix Ensemble. The past 30 years have seen frantic attempts by architects to escape the domination of the 'shoe-box' concert hall, and rather than struggle with



Inside the Casa da Música.

the inescapable acoustic superiority of this traditional shape, the Casa da Música attempts to reinvigorate the traditional concert hall in another way: by redefining the relationship between the hallowed interior and the general public outside. It has a distinctive faceted form made of white concrete, while inside, the elevated 1300-seat Grand Auditorium has corrugated glass facades at either end that open the hall up to the city and offer Porto itself as a dramatic backdrop for performances.

A particular highlight for the IAPCO Council was dining in one of the iconic smaller spaces of the Casa da Música, overlooking the magical skyline of the so-called second-tier city of Porto. Expressing his admiration, IAPCO President Michel Neijmann said: "Porto has much to offer the meetings industry: it is small, compact, friendly, and efficient; and this incredible building is testament to the forward-thinking attitude of the city. The Council is so happy to spread the word about Porto, and we thank you for your hospitality, your generosity and your friendship."

The Council were equally impressed with the facilities at the Sheraton Porto Hotel, who sponsored the meeting. The hotel embodies a whole world in which fine art, design and comfort are beautifully blended. Situated in the business and cultural district of Porto, it is a wonderfully modern mix of marble, wood, steel and glass that boasts facilities including 18840 square feet of multifunctional meeting space that are complemented by 266 luxurious bedrooms and suites, with a wireless environment throughout.

First in the Cube

PCO: CPO HANSER SERVICE, Germany

CPO HANSER SERVICE held its first congress in the new CityCube venue in Berlin last November, when it hosted the Berlin 2014 Psychiatry Congress, the annual congress of the German Association for Psychiatry, Psychotherapy and Psychosomatics (DGPPN). This was the first DGPPN congress at the new venue, following ten consecutive years at ICC Berlin, which closed down in early 2014. Conference attendees, exhibitors, and everyone involved appreciated the modern architecture and state-of-the-art facilities offered by the CityCube.



The 2014 DGPPN annual meeting at its new home proved a great success and represented the largest congress held at the CityCube so far. More than 9000 delegates from 53 countries had the opportunity to attend a total of 662 scientific sessions and 83 educational and training sessions. There were a total of 1637 speakers, lecturers and poster authors, and the congress also featured a number of sessions aimed at a non-scientific audience, such as symposia for teachers and pupils, symposia for nurses, and podium discussions for the general public. The congress was expertly managed by CPO HANSER SERVICE, who will be bringing the 2015 DGPPN meeting again to the CityCube this November.

Taking the social route to sponsorship

Lisbon Annual Meeting

"The future of sponsorship is social," proclaimed digital advocate Miguel Neves, Senior Online Community Manager for IMEX Group, while discussing the topic of 'Reaching financial targets' at the recent IAPCO Annual Meeting in Lisbon. "Social media is non-intrusive, it is interactive (viral at its best), it builds relationships, and its return on investment is measurable." Neves highlighted the most important elements of what sponsors require from their partners, based on the findings of the IEG Sponsorship Report. Exclusivity is the most important attribute, closely followed by visibility, brand loyalty and a customised deliverable. However, 73% of deliverables do not meet the return on investment, which is the most important aspect to the sponsor. Notably, the report found that social media is the number 1 channel for activating sponsorships (90%).



"My world consists solely of on-line communities," Neves explained. "We are constantly fighting for everyone's time and attention and at the cost of minimum budget/spend." Based on his work for the IMEX Group, Neves provided examples of engagement, budget-free marketing and raising sponsorship that embraced both physical and digital branding. He noted that 'outbound' marketing plays an important part, as do 'social team activities' such as photo booths, Pixe Social, selfie competitions, and so on.

As Neves noted, we are all aware of where Wi-Fi sits in the priorities of our lives:

Of course, he explained, there are positives and negatives associated with social media sponsorship. For example, it can be easily evaluated; however, it has low profit margins for now, it requires a socially active sponsor and can be resource-intensive. In contrast, it is easily adaptable, data-rich, has a sales pipeline, can feature user-generated content and, fundamentally, it can go viral.



Reaching new Horizons

Lisbon Annual Meeting

The theme of the 2015 IAPCO Annual Meeting and General Assembly, which took place in Lisbon, Portugal, on 13 – 15 February, was 'Reaching new horizons through co-operation', a philosophy exemplified by AIM Group Lisbon and Leading Congress & Association Management, who provided thrilling experiences for the IAPCO delegates through collaboration and working together for a common goal. In the two years since Lisbon was announced as the winner of the bid for the 2015 IAPCO meeting, these two IAPCO members worked with a destination team that also included the Lisbon Convention Bureau, the Cascais Convention Bureau and the Epic Sana Lisboa in order to present the very best of their extraordinary city to delegates. In so doing, they showed that their collaborative 'whole' was even greater than sum of its parts – that is, the alliance between these two competitors, Leading and AIM Group, resulted in an even greater achievement than working individually would have done. Thus the meeting proved that successful co-operation between leaders in the events management industry is the answer

for successfully 'reaching new horizons'.

Lisbon, the so-called 'city of the seven hills', offered a very special personal experience to the 80 leading meetings professionals, including project managers through to CEOs from the best event management companies around the world, who gathered for the IAPCO meeting to learn from inspiring invited speakers and to experience the Portuguese customs and lifestyle. They discovered that Lisbon is a destination that can offer a range of experiences, including the incredible tastes and beautiful sights that it has in abundance.

The participants left with happy memories of the city, engendered by an exciting social programme that took them to such highlights as the Palácio da Foz and Coconuts in Cascais.



Palácio da Foz.

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Keith Burton, African Agenda

Annual Meeting & General Assembly: Cape Town Host: Keith Burton

Zeroing in on Nihonbashi

PCO: Congress Corporation, Japan

Headquartered in Tokyo, Congress Corporation is opening a second conference facility in its 'CongresSquare' concept in April 2015. The CongresSquare concept offers flexible spaces responding to a broad range of organisers' needs, with high-quality facilities and excellent access for attendees via public transportation. The new facility is located in Nihonbashi, one of the oldest districts of Tokyo, and follows on from the initial CongresSquare facility in Nakano (Tokyo), which opened in 2012.



Nihonbashi, depicted in a woodblock print by Hiroshige, one of the 'One Hundred Famous Views of Edo'.

The area developed into a commercial centre, and today Nihonbashi retains that status as the home of the Bank of Japan, the headquarters of various pharmaceutical and financial corporations, and many shops trading in traditional provisions. Nihonbashi also remains the 'zero mark' for distance measurements to/from Tokyo.

The area has always been attractive and filled with history, and today is gaining renewed attention as an area targeted for redevelopment. Congress Corporation believes that, as a PCO, its work is not only to plan and operate conferences, but also to contribute to the revitalisation of the local community. It aims to do this by utilising its expertise in planning, constructing and managing meeting facilities that will, in turn, attract people to the area from near and far, thus stimulating the exchange of knowledge and ideas.



CongresSquare Nihonbashi.

The name Nihonbashi means literally 'Japan bridge' and derives from a historic bridge that was built in 1603, which became the district's landmark and the starting point for the five major roads leading outwards from Edo (present day Tokyo). Crossing the bridge in those days, one could view the Shogun's Edo castle, and even Mount Fuji beyond, as featured in the colourful woodblock prints of the Edo period (1600-1868), during which time Edo's culture flourished.

Giving food for thought

PCO: Erasmus, Greece

One of the key principles of Greek PCO Erasmus is 'giving back to the community', which it does not simply to be seen to be socially responsible, but to support what it feels is fundamentally important for the future of the world – educating children. Recently, an Erasmus donation was made in support of the Peninsula School Feeding Association (PSFA) in South Africa, an organisation that offers nutritional meals to hundreds of schoolchildren in Cape Town. The PSFA recognises that children who are inadequately fed cannot concentrate at school, and so pro-



vides meals to children in 145 schools that are designed to give the necessary protein, carbohydrates, vitamins and minerals. To support this work, Erasmus donated 14000 ZAR to the PSFA during its recent Experts in Stone Disease Conference, which it organised in Cape Town in December 2014. This donation was sufficient to cover the meals of 700 children for one week.

In addition, Erasmus co-operates with the not-for-profit organisation 'Boroume', which means 'we can' in Greek. Boroume fights food waste by acting as a communication hub connecting those in need with those who can offer. Through this organisation, Erasmus donates suitable surplus food from the events it organises to welfare institutions, soup kitchens and municipal services.

Today, Boroume offers on average more than 3000 portions of food each day through its network in Greece.

The importance of giving something back

By Patrizia Semprebene Buongiorno, AIM Group International

Social responsibility is an integral part of IAPCO's philosophy, and it is the association's intention to always do more. I would like to take this opportunity to share with you the progress made in Burundi on a project that we, as IAPCO members, have been involved with since 2013. Through FIMAC, the International Foundation of Doctors for Central Africa, we continue to provide help to a village in the north of Burundi called Bubanza. Burundi is a small country in Central Africa with a population of more than 7 million that is growing sharply. There are many severe health problems in this area – there is a high mortality rate from malaria, HIV, tuberculosis and malnutrition, while in the field of orthopaedics, the population faces congenital and acquired malformations. IAPCO members provided contributions through their membership fees to help the population as well as the hospital of Bubanza, and, during 2014, 40 members contributed €1495.

I go to Burundi every year on behalf of FIMAC and can personally assure members that these donations and funds are used to help and support the hospital and the whole community, including the children. I have just returned from one such visit during which we distributed 100 kg of clothes, toys and school supplies, including pens and notebooks, to the delight of the children in the school and orphanage. You can imagine how touched I was by the children's gratitude and excitement. It was certainly a situation



in which I gained as much as the people we helped. Through the donations from IAPCO members we are also able to support the expenses involved in the post-surgical stays of patients following operations carried out by FIMAC surgeons. FIMAC relies on a team of volunteer doctors who make six missions a year to operate on the most difficult orthopaedic cases. With an average of 40 operations per mission, they operate on approximately 240 people each year who otherwise would not have a normal life due to their malformations, tropical ulcers that erode muscles, tendons and sometimes bones, infantile clubfoot and other congenital diseases.

We now are working on a 'Brighten the life of a child' project that is contributing to the construction of an IAPCO basketball court in Bubanza. Sport can be a powerful tool to promote child and youth development. Physical education plays an important role in the lives of

children, increasing school enrolment, retention and access to education, and fostering academic achievement. To create a sports infrastructure in this rural area will not be easy. The terrain in Bubanza is very difficult to work with, there are many hills and they will need to flatten the area and

build retaining walls. The sum we need to raise is €8000! It is a challenging goal but we feel it is money that will be well spent.

So far this year we have raised more than €6200 but we need more to reach our goal. This work resonates with our hope for a better world, and our wish is that you would like get involved. Please be generous, and let's see the creation of an IAPCO basketball court in Bubanza!

Our daily lives pull us in so many different directions, and we sometimes think we don't have the time to make a difference. Yet we are surprised to see how simple acts can have a big impact on other people's lives as they touch our own.

If you would like to donate please contact the IAPCO Secretariat (Bubanza basketball court): info@iapco.org

The record attraction of Toronto!

Tourism Toronto, the tourism and convention association for Canada's largest city, has announced that 2014 was a record year in terms of the numbers of future meetings and delegates confirmed as coming to the city. In the 12 months ending 31 December, Tourism Toronto and its partners confirmed 665 future meetings and conventions that are expected to bring 463 400 attendees to the Toronto region, requiring a record number of more than 640 000 hotel room nights. "Conventions, meetings and events are a mainstay of the tourism economy in Toronto, providing solid business for the region and supporting hundreds of thousands of jobs," said David Whitaker, President and CEO of Tourism Toronto. "Conventions generate spending on a range of businesses, including hotels, restaurants, retail, taxis and convention centres. In addition, a significant number of services benefit from the meetings industry such as audio-visual, entertainment, attractions and transportation."



meetings will be held at the Metro Toronto Convention Centre. Toronto also hosted a number of such global events in 2014, including the International Astronautical Federation meeting, with 3200 attendees from around the world, the American Association for Thoracic Surgery congress, with 4500 attendees, the Million Dollar Round Table meeting, with 7000 attendees, and the Lions Club International meeting, with 15000 attendees.

"Toronto offers so much for our meeting delegates – from great convention facilities right in the heart of the downtown area, to plenty of flight options and all the culture that can easily be explored outside of the convention hours," said Laurie Cipriano of the American Educational Research Association. "Choosing Toronto for our meeting in 2019 made a lot of sense and will be well-received by our members."

Toronto CVB is a Corporate Partner of IAPCO



The meetings confirmed in 2014 for Toronto included a number of major wins, such as the 2019 congress of the American Educational Research Association, which is expected to bring 14400 attendees to the city, and the 2016 Perfect China event for 5000 attendees. Overall, 16 of the meetings confirmed in 2014 fall into the category of 'major meetings' that attract more than 2000 attendees and require multiple hotels. Thirteen of these major

Fashion for Kids

PCO: C-IN, Czech Republic

The city of Prague played host to the 10th anniversary of the 'Fashion for Kids' charity fashion show in November 2014, an event started by the Tereza Maxova Foundation and regularly organised by PCO C-IN as a part of its social responsibility programme. 'Fashion for Kids' was the brainchild of Czech supermodel Tereza Maxova, who in 2004 had the innovative idea of connecting the world of fashion with the world of corporate social responsibility, and launched the event with the aim of raising money to support children in need. "The world of fashion has always used me, and now I have the chance to use it for something that really matters," she said.



The show featured famous designers such as Vivienne Westwood and Jean-Paul Gaultier, supermodel Karolina Kurkova, and an intimate performance from the famous musician Bryan Adams. An event of such stature required a wide range of services from C-IN, which differed greatly from those typically needed for scientific conferences! In particular, these included full event management, the casting of models and provision of technical support. C-IN demonstrated that in addition to the range of scientific congresses in its portfolio, it can also provide clients with a variety of professional services for many different events.

Thanks to multiple generous donations, the 10th anniversary event raised the highest total to date, of almost €900,000. The C-IN team gained great moral satisfaction from its long-term support of such a worthy cause.

COUNCIL AND CAPE TOWN

The 2016 IAPCO Annual Meeting & General Assembly will be held in Cape Town in February and will tie in with Meetings Africa, the continent's premier industry show. Keith Burton, of African Agenda, will be host to the meeting and as such was opted to the IAPCO Council as of February 2015. Gonzalo Perez Constanzo steps down as Immediate Past President. There were no other changes to the IAPCO Council which remains a strong driving force of the Association.

Committee of Ethics

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Kayo Nomura
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Whilst every care is taken in the preparation and publishing of *The PCO*, the views expressed are not necessarily those of IAPCO or its members, or of the Editor, and no responsibility can be taken for articles, errors or comment.

Clubbing to bring major meetings to Liverpool

'Club Liverpool' is the new brand for the city of Liverpool's event ambassador programme, an initiative that is designed to promote the city as a world-class conference and event destination. Over the past decade, more than 120 national and international events have been attracted to the city region by Liverpool's influential ambassadors, and the new scheme – led by the Liverpool Convention Bureau, working in partnership with ACC Liverpool, home to the BT Convention Centre, Echo Arena and Exhibition Centre Liverpool – aims to build on these successes, to entice further major events to the city, and to attract inward investment from a global audience.

Club Liverpool currently includes more than 100 leading members of Liverpool's medical, academic, business and cultural communities as city ambassadors, and aims to double this number in the next 12 months, reinforcing its aspirations to grow and develop events in key sectors such as the education, scientific and medical fields. Professor John Hunt of the University of Liverpool, an existing ambassador, said: "Being part of the ambassador programme allows you to more formally connect with all the help that's available in the city for hosting events, and lets others see how fantastic the city is."

"Hosting business events and conferences has a huge economic impact on the city, extending right across the hospitality, retail and tourism sectors," noted Sara Wilde McKeown, chair of Liverpool city region's Visitor Economy board. "To secure these events we have to compete with leading cities around the world – creating valuable connections through a robust ambassador scheme is the strongest way to achieve this. Our influential ambassadors raise the credibility of the city as a national and international event destination and help open pathways to attracting different subject matters and sponsors to the city. This is why we have focused on building on our existing programme, which has already been proven to bring significant economic value to the city over recent years."



Left to right: Chris Brown of Marketing Liverpool, Sarah Wilde McKeown, Chair of Visitor Economy, and Bernard Molloy, Chair of Superport, presenting commercial real estate investment opportunities.

ACC Liverpool is a Supporting Partner of IAPCO



SUPPORTER OF IAPCO EDUCATION 2014-2015

Opening Spaces and Minds



www.openspace.mcec.com.au



www.openspace.mcec.com.au

The packed programme of AIME 2015 came to a close on Thursday 26 February with Melbourne Convention and Exhibition Centre's (MCEC) third annual Open Space event, a free event designed to showcase creative uses of MCEC's spaces. The theme of Open Space 2015 was innovation, and the event featured world-renowned speakers and futurists Rachel Botsman and

Chris Riddell, who delivered thought-provoking keynote presentations on the power of collaboration and sharing, through technology, to transform the way people live, work and consume.

Open Space 2015 was designed to make guests think outside the box, and to provide a showcase of MCEC's capabilities and its ability to deliver events unlike anything else. In addition to the plenary hall being transformed three times in front of the audience's eyes using MCEC's cutting-edge technology, the venue served up a complimentary taste of its award-winning food in a unique pop-up café concept, which included furniture made from reclaimed materials from Australian historical landmarks and buildings... along with a skateboard ramp serving as a communal seating area within the café. Guests were able to join the conversation via social media using #OpenSpace15, which allowed those who were unable to attend to also be part of the experience.

MCEC is a Convention Centre Partner of IAPCO



Social Media for METROPOLIS

PCO: MCI India

METROPOLIS, the World Association of the Major Metropolises, is the leading international organisation for cities and metropolitan regions with more than one million inhabitants. The organisation, which was founded in 1985, has more than 130 international members and operates as an international forum for exploring issues and concerns common to all big cities and metropolitan regions. Its flagship triennial congress was held in Hyderabad, India, in October 2014, and had the theme of 'Cities for all'. In order to raise awareness of the congress and to attract a large number of quality delegates, MCI

India designed a detailed social media and PR strategy that played a vital role in increasing the event's profile within a relatively short lead-time of two months. MCI's strategy resulted in the Facebook page for the event registering 12585 'like's, more than 100 mentions on Twitter within five days, as well as approximately 400 000 impressions on the LinkedIn page. This social media strategy ensured that multiple stakeholders were engaged and resulted in a successful congress that attracted more than 2000 international delegates – an increase of 500 delegates compared with previous years.

"I would like to congratulate MCI's leadership and all members of the team, who were extremely professional, courteous and quick to respond despite the often difficult circumstances, cultural differences, tiredness and the many complications inherent in running this congress," said Alain Le Saux, Secretary General of METROPOLIS.

New website reveals distinctive DNA

PCO: Mondial, Vienna, Austria

Vienna-based European PCO Mondial Congress & Events recently launched its new website, which was predominantly conceived and developed by the Mondial team itself. The site aims to highlight the uniqueness of the PCO, putting industry clichés and conven-

The new world of IBTM

The IBTM portfolio of events has been rebranded by Reed Travel Exhibitions as 'ibtm events – connections mean everything'. With the recent acquisition of ICOMEX the portfolio now covers six continents, and as part of the rebranding six of the current eight events (excluding AIME and ICOMEX) will be given a new brand image and logo, identifying them by region. Notably, EIBTM becomes 'ibtm world', reflecting its status as a global industry event. The new logos will communicate each show's proposition and the region that it serves, and will help to firmly establish the events' individual statuses in the market while retaining the over-arching ibtm brand.

"As our family of ibtm events evolves, we need to clearly establish each individual event proposition for the market that they serve," commented Sallie Coventry, Portfolio Director for ibtm



events. "We have also introduced different event formats for a number of our events over the past two years, but the common denominator for them all is still the same defining principals: that they deliver top-level hosted buyers and connections, which in turn create business opportunities. At the same time, EIBTM is the flagship show for the portfolio and must be defined as representative of the world."

Meetings Management takes to the AIR

Centium Software has developed what it believes is a new paradigm in meetings management technology, representing something that the industry has never seen before. Its all-new EventsAIR system aims to rewrite the rules on how meetings technology operates. "The world we operate in today is dramatically different than that of even a few years ago," said Trevor Gardiner, CEO of Centium Software. "We are seeing new technology appear with exciting new capabilities, and we knew we had an opportunity to do something completely new to our industry."



EventsAIR is designed like an app, installs from the cloud, and has a development cycle that features improvements and enhancements every two weeks. Built upon the Microsoft Azure network of data centres, EventsAIR provides a level of security and productivity not typically found in more traditional solutions. In addition to introducing this innovative architecture, the team at Centium software has also designed technology to enable the development of third party apps via its new EventsAIR App Store. "Today, our customers don't need to create custom applications that become static and stale," Gardiner said. "Now, our clients can enhance the functionality of EventsAIR and build custom workflows and portals that provide a virtually limitless set of options for the future."

Centium Software (formerly Amlink Technologies) has been helping meetings managers cope with the thousands of tasks involved in running events since 1987, via its EventsPRO system. Over the years, the company has aimed to remain at the cutting edge of technology and to keep focused on maintaining a tool that is relevant and in sync with the needs of industry, and the result is the new EventsAIR system.

Centium/EventsAIR is a Technology Partner of IAPCO



www.mondial-congress.com/en/dna/our-dna

tions aside. "We believe that the unique combination of features, views and talents of our team really makes us what

we are," explained Mondial Congress Managing Director Stefan Walter. "It was important to us to see this individuality reflected in our web presence." The philosophy is also true for congress organisation – on the surface, congresses may appear similar in nature. However, a closer look reveals each event's numerous different facets, which are all manifestations of its distinctive DNA, and to highlight these nuances is a crucial aspect of a PCO's work.

PARTNERS/SPONSOR IAPCO

<p>Host of May 2015 Council Meetings</p>	<p>Corporate Partner 2015</p>	<p>Corporate Partner 2015 and host of October 2015 Council Meetings</p>	<p>Corporate Partner 2014-2017</p>
<p>Airline Partner 2015</p>	<p>Hotel Group Partner 2015</p>	<p>Convention Centre Partner 2015</p>	<p>Convention Centre Partner 2015</p>
<p>Supporters of IAPCO Education</p>	<p>Technology Partner 2015</p>	<p>Host Venue of February 2015 Council Meetings</p>	<p>Host Destination of February 2015 Council Meetings</p>

CASE STUDY

The first in a series of case studies from leading PCOs around the world

One Young World 2014

By Nicola McGrane, Conference Partners, Ireland



Nicola McGrane, Managing Director of Conference Partners, reaches the stars.

The One Young World Summit is a unique concept in conferences in that it gathers the brightest young leaders from around the world and empowers them to make lasting connections and to develop solutions to some of the world's most pressing issues. One Young World delegates are 18-30-year-olds who have demonstrated leadership abilities and a commitment to effecting

issues ranging from peace and conflict resolution to global business, and from education to human rights and sustainable development. Ireland was selected as the venue for this high profile and influential conference thanks to the hard work of Bob Coggins, Clara Kelleher and Valerie McGrane, under the guidance of Nicola McGrane, Managing Director of Conference Partners, who brought more than 20 years' experience of winning conferences for Ireland to the process. The theme of the bid – 'One Thousand Welcomes' – was a play on the traditional Irish 'one hundred thousand welcomes', or C ad M ile F ilte, adapted to complement the One Young World brand. Significantly, the bid was supported by the President of Ireland, the Minister for Transport, Tourism and Sport, the Lord Mayor of Dublin, the Gaelic Athletic Association, F ilte Ireland and numerous other key organisations in a concerted and ultimately successful 'Team Ireland' approach.



positive change. Many have already had an impact in their home countries on a range of issues, such as the role of business in society, transparency in business and government, the impact of climate change, global health and hunger relief.

The annual One Young World Summit was founded in 2009 by David Jones, Kate Robertson and the Founding Corporate Partner Havas. It is the pre-eminent global forum at which young talent from global and national companies, non-governmental organisations, universities and other forward-thinking organisations are joined by world leaders, who act as One Young World Counsellors. Dubbed 'Davos for the Youth' by some, Summit delegates debate, formulate and share innovative solutions for pressing issues currently facing the world. After each Summit the delegates, who are then known as One Young World Ambassadors, work on their own initiatives or bring the power of the One Young World network to initiatives already in existence. Of those in employment, many return to their companies and set about creating change from within their corporate environment.

Team Ireland

The fifth Summit took place in Dublin on 15-18 October 2014, attracting 1300 young leaders from 190 countries. Global leaders, including Kofi Annan, Sir Bob Geldof, Antony Jenkins and Mary Robinson, spoke alongside the delegates to address key

Peace and Conflict Resolution

The 3-day programme consisted of special and plenary sessions based on the key topics of: Education; Human Rights; Leadership & Government; Global Business; Sustainable Development; and Peace & Conflict. Speakers included Kofi Annan, four former Latin American Presidents, Dame Ellen MacArthur, Mark Pollock, Caroline Casey, Ali Hewson, Professor Muhammad Yunis, Ronan Dunne and Lord Michael Hastings, to name but a few. The One Young World Peace and Conflict Resolution Project highlighted Ireland's unique history of conflict resolution and explored lessons learnt from the Northern Ireland peace process. With half the One Young World community living in a country affected by conflict, a series of sessions led by Dr Martin MacAleese, Sean Murray, a Sinn Fein member and former IRA prisoner, and Jackie McDonald, Northern Ireland activist and former UDA prisoner, offered delegates from more than 14 conflict-affected countries such as Iraq, Israel, Palestine, Ukraine, Kashmir, South Sudan, Sudan, Somalia, Afghanistan and Pakistan a platform to share stories and develop ideas for strengthening efforts towards conflict resolution in their own countries.

Seeing the sights in Dublin

An innovative aspect of the Summit programme was the external breakouts that took place across 26 separate sites in Dublin on the Friday afternoon. Delegates pre-registered for their breakout of interest and were then transported by bus or on foot in groups of 30-35 people to an off-site location for their chosen session. Each breakout was hosted and organised by a company or organisation, and this unusually large-scale, offsite activity was co-ordinated by Conference Partners, with each hosting company/organisation providing lunch, the venue and an exciting interactive programme to delegates. The range of hosts included Google, Facebook, KPMG, Diageo, Kanchi, ESB International and Dublin City Council, further reinforcing the 'Team Ireland' aspect of the conference as well as the relevance of the Summit to today's business, public sector and charitable communities. As part of the Summit's promise to give delegates a real introduction to the Irish way of life, and to live up to its legendary reputation for hospitality, Dublin welcomed One Young World delegates with a 'One Thousand Welcomes' tour.



it's one of people... pulling through," they explained. Other aspects also contributed to Dublin's win, such as the strength of the bid by the young ambassadors and the city's position as 'the capital of new technology for the whole of Europe'. Conference Partners was selected as the local PCO in December 2013 and worked closely with the Dublin Advisory Committee, the One Young World office in London and public relations companies to ensure that the conference exceeded the bid promises and went off seamlessly and successfully.

Small groups of delegates were introduced to a young Dubliner, who then took them on a 'local's tour' of Dublin, enabling them to see the real sights and sounds of the city – not just the ones on the tourist maps, but the authentic fabric of Irish life. Guides included staff or student volunteers from the organisations hosting the breakout sessions; although they were provided with briefing notes and suggestions for itineraries, the idea was that the guides took ownership of their tours and brought their own personalities and creativity to them.

Off to a good start



Education is at the heart of every career path, whether setting out at the tender age of the "Under Fives" with hesitant steps to your first school, or returning to learning in one's latter years for the pure pleasure of increasing one's store of knowledge and expanding the horizons of personal expertise. Somewhere in the middle of this learning timespan comes the need for continuing professional education to ensure up-to-date know-how and practice to guarantee quality of service and deliverables.

To this end, IAPCO Education provides the platform for such continuing professional education for PCOs, Meeting Planners and other sectors of the meetings industry. And 2015 has already got off to a good start with the Annual Seminar taking place in Switzerland in January, the Meetings MasterClass in Lisbon in February and the first Regional Seminar of the year delivered in Doha, Qatar in March.

Programmes were received with enthusiasm with interaction, debate and networking key components of the learning experience:

"Fantastic and imperative to see presentations and insights of Convention Bureau International Standards delivered to Qatar's developing business sector. It stimulated the necessary dialogue to motivate the attending stakeholders to begin working together to win international business events for Qatar." Amanda Barnett, International Meetings & Events.

"The MasterClass helped me in thinking how I can be a better Trusted Advisor (with my clients and my team); made me more open and eager to be more curious about existing clients and potential new ones; get more input from the team players and last but not least, I met very interesting and inspiring speakers and industry meeting players. Very Exciting!!!"

Already in the pipeline are seminars in **Bangkok** [1-3 July 2015], **Auckland** [24-26 August 2015], **Copenhagen** [18-21 January 2016] and **Whistler** [25-27 May 2016]. Full programmes for all events available on the website as of June 2015 [Bangkok available now with on-line registration open].

Gothenburg grand opening

The Swedish Exhibition & Congress Centre and Gothia Towers has made a huge step forwards to becoming a destination of choice for many international PCOs and their clients with the grand opening of a fully integrated hotel, exhibition, event and conference

facility. The Gothenburg Convention Bureau teamed up with all parties and invited a small group of clients to familiarise themselves with the new facilities, as well as the people behind them; Michel Neijmann, representing IAPCO at the weekend programme in December 2014, highly commended the new venue. The Gothenburg Team displayed true excellence in the way they promoted and hosted the event and deserve maximum credit for making the experience a lasting, very positive memory for all attendees.



Gaining the World's attention

An international press delegation consisting of leading media outlets from around the world attended the Summit, reporting on the event and interviewing the delegates and Counsellors. High-impact coverage was secured across global broadcast outlets including the BBC, CNN, CNBC, Sky News, Bloomberg, Al Jazeera, CCTV, SABC, TV Asahi, RTE and Arise TV.

Based on Failte Ireland's calculations regarding the value of conferences to the local economy, the One Young World Summit generated €1.95 million for Dublin and Ireland. Not only did it place Dublin prominently on the international stage as a leading destination for high-profile conferences, but it also contributed tangible economic benefit.

A world-class conference

"From the outset, it was clear the gigantic task of hosting the event in Ireland would require the management skills and experience of an international PCO with a wealth of local insight

and knowledge," explained Bob Coggins, who was a member of the Dublin Advisory Committee for One Young World 2014. "The best decision I made was to introduce the One Young World team to Conference Partners, and the result was a world-class conference delivered despite an array of complex visa and logistical issues. The event differed from previous years as the city really got involved, and the delegates used the city as their conference centre, with more than 30 venues used over the 5 days. Thanks to the involvement of world-class Irish performers, local Irish children's choirs, more than 250 volunteers, the Irish business community and – most of all – an array of Irish suppliers, the One Young World Summit became truly Irish this year.

It was a privilege and an honour to be involved, but it was a pleasure and a comfort to have the support of Conference Partners making it easy to host one of the most meaningful annual events on the planet."

COPENHAGEN: 18-21 JANUARY 2016

WHISTLER: 25-27 MAY 2016

50 Years of Excellence

PCO: Kenes International, Switzerland

It's not often that a PCO celebrates its 50th anniversary in the business, but for Kenes Group, January 2015 marked a half-century in the conference and association management industry – the very definition, some might say, of the expression “long-term”. Kenes is celebrating its golden anniversary with a host of employee and client events worldwide.

Kenes was founded in 1965 by Gideon Rivlin, who is one of the pioneers of the global PCO industry and who, early in his career, served as President of IAPCO. Five decades and 3000 conferences later, Gideon is still actively involved in the company, which is now managed by CEO Dan Rivlin. “Kenes started out in a tiny two-room flat in Tel Aviv,” explained Gideon. “At the time, international



Rivlin – father and son.

meetings in Israel were unheard of, but I was determined to prove everyone wrong.” It wasn't long before Gideon received a request from the Hilton Tel Aviv to organise its grand opening event – it was an overwhelming success



and helped to launch Kenes on the path to where it is today, with more than 120 long-term and returning clients dedicated to medical and scientific conferences.

The Kenes template has not really changed in 50 years. “It's true – for the past 50 years, we have focused on the same kind of business: international medical meetings,” commented Dan Rivlin. “We are now considering different market segments that could enhance our value outside the medical field. We draw a lot of strength from our heritage, and yet we're in a fast-paced, competitive business that forever challenges us. It's an exciting mix – and we constantly have to find the balance.”

What's going where; some recent key wins

17th International Congress on Infectious Diseases (ICID)
March 2016; Hyderabad, India
2500 participants
PCO: MCI India

European Community on Computational Methods in Applied Sciences (ECCOMAS)
June 2016; Crete, Greece
2000 participants
PCO: Erasmus S.A., Greece

European Operating Room Nurses Association (EORNA)
April/May 2017; 1600 participants
PCO: ERA Ltd, Greece

European Society for Dermatological Research
2017; Salzburg, Austria;
1000 participants
PCO: C-IN, Czech Republic

European Conference on Mathematics Education (CERME)
2017; Dublin, Ireland
700 participants
PCO: Keynote PCO, Ireland

85th European Atherosclerosis Society Congress (EAS)
2017; Core PCO services
2000 participants
PCO: AIM Group International

62nd Congress of the Japanese Society for Dialysis Therapy
June 2017; Yokohama, Japan
15000 participants
PCO: Congress Corporation

Plant Biology Europe (FESPB/ESPO)
2018; Copenhagen, Denmark
1500 participants
PCO: DIS, Denmark

International Congress on Genetics
July 2018; Vancouver, Canada
2000 participants
PCO: ICS, Canada

International Congress of Radiation Research (ICRR)
2019; Manchester, UK
1000 participants
PCO: Conference Partners

2014 Award for ICS for WCLC 2013

PCO: ICS, Vancouver, Canada

The 15th World Conference on Lung Cancer (WCLC), which was held in Sydney in October 2013 and managed by International Conference Services (ICS) Canada, was named ‘Best Meeting or Conference’ at the Australian Event Awards – Industry Night of Nights event in November last year. The WCLC is the largest international meeting dedicated to lung cancer and thoracic malignancies and is organised every two years by the International Association for the Study of Lung Cancer (IASLC). “We are absolutely thrilled to be recognised by this award,” said Mathias Posch, President of ICS. “WCLC 2013 was a prime example of what can be accomplished in a true collaboration with all relevant stakeholders, including exemplary local conference presidents, professional colleagues at Business Events Sydney and the Sydney Convention and Exhibition Centre, and a long-term partner in IASLC, which has put its trust in ICS for many years.”

New Member

Congrex Switzerland Ltd
Alain Pittet, Managing Director
Peter Merian-Strasse 80
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Congrex Switzerland provides consultancy and management services in the areas of association management, congress organisation and accommodation management. Its clients range from national and international associations to governmental organisations and corporations. Depending on a client's needs, Congrex Switzerland can act as a full service provider, or it can utilise its expertise in specific areas, delivering individual parts of projects. Close collaboration with clients enables the company to address complex challenges and to deliver exciting projects that are professionally organised.

Sorrow at Tragic Accident

IAPCO expresses their great sorrow at the tragic accident which occurred in Uruguay last month, where 10 people, many of whom were from within the meetings industry, died in a plane crash shortly after take-off. Carlos de Elias was well known to many IAPCO members, having been active in the industry for over 20 years. “Carlos was a very successful entrepreneur” said Gonzalo Perez Constanzo, Immediate Past President of IAPCO, “He was greatly involved within our industry and, among other active roles, he was president of AOCA. We shall all miss him and his colleagues.”

MEMBER NEWS IN BRIEF

MCI receives re-accreditation

MCI group has been re-accredited by the AMC Institute, the global trade association responsible for setting standards of good practice in the Association Management Industry. Of more than 500 association management companies worldwide, only 74 have achieved AMC Institute accreditation to date. MCI remains the only non-US-based company to receive accreditation, which it has successfully maintained since 2006.



Bannie Kim appointed President of KAPCO

Bannie Kim has been appointed as the new President of KAPCO, the Korean Association of PCOs. Bannie has made significant contributions to the Korean meetings industry over many years, and has proven track records of leadership for organisational growth and of industrial development in the country. She has always demonstrated a strong commitment to engaging with the convergence of the meetings profession with other industries. Her contributions have included promotional activities for PCOs, development of the expert community, creation of a standard industrial classification list for Korean PCOs, and the scrapping of unfair trade and transactions, and unnecessary requests for proposals.

TFI Group welcomes new talent

TFI Group has seen considerable growth over the past 12 months – both in terms of business across its three areas of pharma, association and corporate events, as well as in terms of a substantial increase in headcount. Michael Foreman has been appointed as Sales and Marketing Director to head up a growing sales force at TFI Group. “We are delighted to have Michael on board to lead our sales teams,” said TFI's associations business development specialist Barbara Blow. “Michael is a highly respected meetings industry ambassador, brings with him immense experience and shares our vision for innovative engagement – we are delighted to have him on board.”



In addition, TFI has made other appointments at Board Level, including Sanjay Patel as Financial Director and Lisa James as Director of Operations. Simon Maier has taken on the mantle of Group Creative Director.

Congrex Switzerland selected as partner for Maritz Travel Company

Maritz Travel Company, which consists of Maritz Travel Meetings & Incentives and Experient, has selected Congrex Switzerland as a partner for its Maritz Global Meetings Network. As a partner in the network, Congrex Switzerland will serve as meetings experts for Switzerland, offering extensive regional knowledge, capabilities and cultural solutions for Maritz Travel Company's clients, and designing and delivering global meeting experiences.



ICS's Grit Schoenherr named President of PCMA Canada West

Grit Schoenherr, Senior Conference Manager at International Conference Services, has been named President of the Canada West Chapter of the Professional Convention Management Association (PCMA). Representatives of ICS, which has its headquarters in Vancouver, have been involved with PCMA for many years, and ICS is delighted that one of its key team members is leading the Board for Western Canada.

20000 sporting room nights for Gyro

Gyro Conference has been appointed as the selected partner for accommodation for the Youth Olympic Winter Games, which are taking place in Lillehammer, Norway, in February 2016. Its mission is to plan and prepare good accommodation for all the guests who will be coming to Lillehammer during the Games, with an important part of the job being to establish partnerships and contracts with nearly 50 properties and for approximately 20000 room nights. Gyro has previous experience in providing accommodation for sporting events, having undertaken a similar role for the World Ski Championships in Oslo in 2011. The company is also currently working on the World Cup in Nordic skiing at Lillehammer and in Holmenkollen/Oslo, and worked on the bid committee to bring the Olympic Winter Games to Oslo in 2022.

IAPCO Active at IMEX

Monday 18 May

- Association Day: IAPCO session with PCMA
Strategic Positioning of Medical Conferences in Today's Environment

Tuesday 19 May

- Partner Breakfast with Hamburg CVB
- IAPCO/PCMA Seminar: *Cultural differences beyond behavioural*
- Partner Lunch with Toronto CVB
- IAPCO Ambassador's Meeting
- IAPCO Get Together
- Partner Dinner with MEHK

Wednesday 20 May

- Partner Breakfast with Dubai Tourism Events
- IAPCO Seminar with ACC Liverpool and Melbourne CVB: *ICCs – from ground zero to high flying marketing*
- ADMCI/DMAI/IAPCO Seminar: *Collaborate to improve your meeting ROI*
- IAPCO Press Conference – *Launching the new IAPCO Education Programme*
- IMEX Gala Awards Evening: presentation of IAPCO Innovation Award

All this in addition to a stand brim-full of appointments and a packed IAPCO Hosted Buyer Programme – come and be a part of us on Stand G316.