

PRESIDENT'S MESSAGE – Michel Neijmann A new EDGE to IAPCO



During the IAPCO Annual Meeting and General Assembly in Lisbon earlier this year, we discussed options by which to further improve the quality programme of the association. Embracing the key principle that 'education drives quality', members provided us with the mandate to investigate the implementation and administration of appropriate initiatives. This decision has helped define another

milestone in the long history of IAPCO, which has always represented our collective determination to improve quality standards in the international meetings industry. IAPCO members worldwide are aware of the continuous need to reflect on their own performance and to carefully analyse their business models. Additionally, with an increasing demand for experienced staff, it is no surprise that an emphasis on education is at the top of the agenda for IAPCO for the coming years.

At IMEX in Frankfurt in May this year, IAPCO launched its new education programme – EDGE – which is designed to

better meet the needs of our members and the dynamic meetings industry. Having said farewell after 37 years to the traditional Annual Seminar in Wolfsberg, IAPCO is now offering EDGE, a global seminar dedicated to professional congress organisation at general, intermediate and advanced levels. Importantly, and with a key aim of improving membership engagement, IAPCO is offering members the opportunity to organise their own EDGE seminar and thus take the lead in providing an educational platform in their region. Local and regional support will be welcomed, and will enable a broader commitment to the regional meetings industry, as well as more accessible registration fees.

IAPCO has started the year with a very positive outlook on the future, and I am sure we will make great progress together towards realising our goals. As always, I look forward to meeting with many of you in person throughout the year. In the meantime, stay happy and healthy!

Michel Neijmann,
IAPCO President

IAPCO EDUCATION

EDGE

Experts in Dynamic Global Education

IAPCO launches EDGE

see inside for full details

Thought for the day...

"A problem is solved by continuing to find solutions"

The First Winner announced at IMEX

Andrew Dergousoff, of ICS Canada, was announced as the winner of the inaugural IAPCO Innovation Award at the IMEX Gala Evening at Frankfurt Opera House on 20 May. The new award for PCOs attracted numerous applications. The three short-listed nominees were presented by Council to the audience at IAPCO's Annual Meeting in Lisbon earlier this year, for delegates to vote on the nominees' innovative ideas, implementation, and successful contributions to their companies.

In addition to Andrew, and his work on virtual meetings, the short-list included Magdalena Atanassova, of AIM Group Bulgaria, for work involving social media, and Dohyun Kim, of MECI Korea, who worked on public relations strategies. All three candidates showed very high levels of understanding of the meetings business, along with a great capacity for integrating innovative solutions, but there could be only one winner. "I could not be more delighted," said an overjoyed Andrew. "It was a real honour just to be shortlisted, but



Andrew with Mathias Posch, President, ICS Canada.

to win... that was something I only dreamt of. It is a fantastic recognition."

The IAPCO Innovation Award began last year following the deaths of the final two 'Founding Fathers' of IAPCO. To honour their legacy, IAPCO introduced this new award to recognise the innovative ways in which the younger generation of IAPCO members, aged 35 years or less, deal with the challenges faced by international PCOs. "To celebrate the tremendous efforts of these four individuals (the Founding Fathers), we have created an



award to commend the most creative and high-achieving young members of staff at IAPCO member companies," said Michel Neijmann, President of IAPCO. "It is vital we encourage and reward those who are the future of the profession." IMEX also embraced the opportunity to support this initiative. "We are delighted to support IAPCO in this way," commented Carina Bauer of IMEX. "The advancement of youth, creativity and education are all elements of this industry with which we are happy to be involved. We wish the applicants good luck in this innovative challenge."

Considering the innovations of this year's entrants, it is clear to see that the future of PCOs is in good hands... which also means that the industry itself is a winner!

The PCMA Column Is Amazon about to disrupt the hotel industry?

By David McMillin,
Staff Writer, PCMA

From William Shatner's 'I know a guy' advertisement to Booking.com's 'Booking dot yeah' campaign, online travel agencies (OTAs) are working hard to appeal to leisure travellers, business guests and conference attendees. Now it seems that the competition in the OTA world is about to heat up thanks to one big name: Amazon.

Rumours of the e-commerce giant's entrance into online booking first surfaced in November 2014¹, and now online users are beginning to cash-in on the savings opportunities. From a \$109 room at The Heldrich in New Brunswick, NJ, to a \$69 room at the St Louis City Center Hotel, to a \$159 room at the La Paloma – Las Flores, Amazon Local offers a range of boutique properties with large savings opportunities. The key word here is 'boutique'. According to a report from Skift², Amazon is focusing solely on independent properties. Rather than aiming to partner with major hotel brands, Amazon is dipping its toes into the hotel waters with properties that will be able to benefit from the e-commerce company's massive existing reach.

¹ <http://skift.com/2014/11/28/exclusive-first-look-at-amazon-travels-new-hotel-contract/>

² <http://skift.com/2015/03/23/amazons-new-hotel-business-begins-to-take-shape/>

³ <https://www.mainstreet.com/article/should-you-start-shopping-for-hotel-nights-on-amazon-a-true-story-of-money-saved>

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Amazon won't steal your attendees... yet

Amazon Local's hotel offerings are still in their infancy. A recent search of a variety of zip codes surrounding some of the most popular convention destinations yielded very few results. For now, it seems that finding a room next to the convention centre will be highly unlikely, however, Amazon has never operated with small intentions. From researching drone delivery that could bypass FedEx and UPS to launching a media player that will take on traditional cable TV, Amazon CEO Jeff Bezos approaches every opportunity with a belief that his company can be a dominant force.

Based on the way Amazon is reportedly structuring its deals with hotel partners, properties will be lining up to take advantage of Amazon's engine. While many independents might pay up to 30% for a reservation booked on Expedia, Travelocity or Priceline, Amazon's terms appear to be much more reasonable. A report from Robert McGarvey at MainStreet³ reveals that some properties have signed deals with Amazon that only require a booking fee in the neighbourhood of 15%.

EVENTS' CALENDAR

Year	Month	Date	Event	Location	
2015	May	13 – 17	IAPCO Council & Task Force Meetings	Malaga, Spain	
		19 – 21	IMEX Frankfurt	Frankfurt, Germany	
	June	1 – 3	FIEXPO	Lima, Peru	
		4 – 6	World Meetings Forum	Cancun, Mexico	
		9 – 11	AIBTM America	Chicago, IL, USA	
	July	14 – 17	PCMA Education Conference	Fort Lauderdale, USA	
		20 – 23	HCEA Annual Meeting	Denver, CO, USA	
	August	1 – 3	IAPCO Regional Seminar with TCEB	Bangkok, Thailand	
		7 – 9	The Meetings Show	London, UK	
	September	5 – 7	CIBTM	Beijing, China	
8 – 11		ASAE Annual Meeting & Exposition	Detroit, MI, USA		
October	22 – 26	ECM Summer School	Vienna, Austria		
	24 – 26	IAPCO EDGE Seminar	Auckland, New Zealand		
November	Aug/Sept	31 – 3	PCMA Global Professionals Conference (APAC)	Melbourne, Australia	
	Sept/Oct	29 – 1	IT&CMA	Bangkok, Thailand	
December	Oct	13 – 15	IMEX America	Las Vegas, USA	
		19 – 24	IAPCO Council & Task Force Meetings	Dubai, UAE	
2016	January	21 – 23	ITB Asia	Singapore	
		Oct/Nov	31 – 4	54th ICCA Congress	Buenos Aires, Argentina
	February	Nov	13	UIA Round Table Europe	Brussels, Belgium
		17 – 19	IBTM World	Barcelona, Spain	
	March	10 – 13	PCMA Convening Leaders	Vancouver, Canada	
		19 – 21	IAPCO EDGE Seminar	Copenhagen, Denmark	
	April	9 – 11	IBTM Arabia	Abu Dhabi, UAE	
		11 – 13	ACE of MICE Exhibition	Istanbul, Turkey	
	May	19 – 21	IAPCO Annual Meeting & General Assembly	Cape Town, South Africa	
		23 – 24	Meetings Africa	Cape Town, South Africa	
June	23 – 24	AIME	Melbourne, Australia		
	March	2 – 4	COCAL	Guadalajara, Mexico	
July	April	19 – 21	IMEX Frankfurt	Frankfurt, Germany	
	May	25 – 27	IAPCO EDGE Seminar	Whistler, Canada	
August	Nov	12 – 16	55th ICCA Congress	Kuching, Malaysia	

FEATURE ARTICLE

Maximising congress attendance: an increasing challenge for associations

By André Viator, Barceló Congressos

When working with international associations on their meetings these days, one of the most common statements that I hear is: "We are planning to cut costs in our congress budget since we don't know what will happen in 2 years' time!" It is a fact that uncertainty continues to grow regarding both industry support and delegate attendance, particularly in the healthcare sector. The concern, which has been with us for many years, is that attracting delegates to a conference or scientific meeting has become more and more of a challenge and a headache for associations.

This is due to a variety of reasons. It is not only because of a steadily increasing number of competing conferences, but also due to the fact that professionals are entitled to take fewer days off for continuing education. On top of that, corporate compliance policies and new industry regulations are affecting the ability of companies to invite delegates.

There is also another fear factor – how will on-line access to digital educational content and e-learning platforms impact the attendance at face-to-face meetings? An increasing number of associations are making all congress content available through a dedicated e-library at their websites, either for a limited period of time or all year round. Nevertheless, several case studies actually show that access to digital content does not prevent people from signing up for the next conference – and in fact motivates non-attendees to go, and not to miss out on the face-to-face experience. That sounds promising... However, it is important to get the basics right, including a cutting-edge scientific programme, an attractive programme design and format allowing for delegate engagement and providing good networking opportunities, as well as the best return on investment (ROI) or on objectives (ROO)!

Let us return to our initial challenge... One of the major concerns of associations today, very often due to a lack of expertise, is how to reach out to their potential target groups and to design a strategy and communication plan that will enable them to maximise delegate attendance for their face-to-face meetings. There are two key questions to be answered. How do potential participants find out



about the conference and its value? How do we effectively communicate in order to reach 100% of our target group and to achieve the desired impact, taking into account the generational differences?

A 360-degree marketing and communication strategy is needed that encompasses the three main areas of marketing:

1. Digital marketing – embracing brand creation, congress promotion via an official congress website, video, webinars, on-line 'teaser' sessions, a congress app, electronic marketing such as email blasts, and social media and e-newsletter campaigns.
2. Traditional marketing methods – including printed promotional activities, advertising and PR.
3. Face-to-face marketing – consisting of promotional campaigns in collaboration with industry and sponsors, promotion through an ambassador programme acting as an extended sales force, as well as promotional campaigns at other industry events and the preceding conference.

Social media campaigns are relatively new to many of our clients but are more commonly integrated in the promotion plan since they help

to reach out to those potential conference delegates not covered in any existing database or mailing list. However, it requires some expertise to use the right media and channels, depending on whom we are targeting and for what purpose. This is where PCOs may add tremendous value.

It is interesting to see that some cities and Convention Bureaux have also seen a unique selling point in assisting association clients in 'delegate boosting'. This is done by providing services and tools such as use of in-house media and PR channels, specially designed apps, on-line tools and widgets promoting corporate social responsibility programmes, exclusive packages or special discounts to conference delegates for local transportation, cultural activities, and restaurants, and even healthcare insurance to enhance the visitor experience – to name only a few.

PCOs are increasingly asked by association clients to take an active role and become a central part in the promotion strategy, as well as the execution, of the overall communication plan. It requires quite a deal of expertise to choose the right channels, and PCOs are of utmost value due to their experience gathered from working with so many different communities and delegate profiles.

Talking science in Tokyo – Nobel Prize Dialogue comes to Japan

PCO: Congress Corporation

Congress Corporation was honoured to assist the Japan Society for the Promotion of Science (JSPS) and Nobel Media AB in convening the first Nobel Prize Dialogue to be held outside Sweden on 1 March 2015 in Tokyo, at the Tokyo International Forum. The meeting was inspired by the Nobel Week Dialogue event, which has been held in Sweden since 2012 on the day before the Nobel Prize ceremony, that

aims to deepen the dialogue between the scientific community and the rest of society on issues connected with the Nobel Prizes, and takes advantage of the presence of the Nobel laureates in Sweden at the time of the ceremony.

This year, the Nobel Foundation wanted to take this concept overseas, and Nobel Prize Dialogue Tokyo 2015, which had the topic of 'The Genetic Revolution and its Future Impact', was convened in Japan.



Suzuka Arai, Congress Corporation.

Congress Corporation knew that the success of the meeting would be very important for the Nobel Foundation, the Japanese hosts, and Japan itself, giving rise to a positive pressure to deliver! The company's young rising star Suzuka Arai was the project leader for the event from the very outset, after she read in the newspaper about the Nobel Foundation's decision to take the Nobel Prize Dialogue concept overseas. She followed this up with a perfectly timed sales call to JSPS, and was thus involved with preparations for the meeting for a whole year, as well as with on-site operations, supported by other experienced Congress Corporation staff.



Art deco staircase.

© Nobel Media AB

The company worked with JSPS in developing all aspects of the meeting, going 'all-out' to meet the expectations of both Nobel Media and JSPS. The most important aspect for the clients was to ensure impeccable design throughout that was at least on a par with the calibre of design produced for the equivalent events in Sweden. This covered everything from the website to each type of ID badge for delegates. The Congress Corporation team photographer shot the deep red, art deco winding staircase, evoking a gene, that the organisers loved and selected as the main design image for the meeting, for use on the website and printed materials.

The organisers were also very concerned about the staging, and Congress Corporation's design proposal utilised colourful boxes to match the topic of Nobel Prize Dialogue Tokyo 2015. The design was highly rated by the organisers and everyone involved. The participants told Congress Corporation, "This is better than Sweden!"



© Nobel Media AB – The innovative stage design that was a hit with the organisers.

The company were very happy with their achievements, stating, "We are proud of the success of the first Nobel Prize Dialogue in Japan and the fact that we executed our duties making the most of the energy and talent of our up-and-coming staff in Congress Corporation, which in turn will prove to be a valuable experience for their career development. We do hope this will lead to the Nobel Prize Dialogue returning to Japan in the near-future."

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- Toronto has emerged as the second largest financial centre in North America and ranks as a 'Top Ten' global financial centre.²
- 32% of the nation's technology businesses occupy Toronto, making it Canada's centre for technology research and development.¹

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Taking the load in Prague

PCO: C-IN, Prague, Czech Republic

Variable amplitude loading was the focus of the 3rd International Conference on Material and Component Performance under Variable Amplitude Loading (VAL 2015), which took place in the Prague Congress Centre on 23–26 March 2015. The meeting was organised by the Czech Technical University of Prague, and IAPCO member C-IN was engaged as the PCO responsible for organising the whole event, which included a series of mini-symposia designed to initiate and cultivate discussion about the key issues in fatigue and fracture analysis, of which variable amplitude loading is one.



Cetin Morris Sonsino.

Variable amplitude loading is an important concept to understand; due to the complexity of the damaging processes involved in fatigue, simplified loading is often regarded as necessary when developing predictive models. For example, when designing new machines, knowledge of the final services loads is limited, and thus such simplifications must be used. However, variable amplitude loading is a more common scenario than simplified loading, and can have an important impact on the life of a product. Companies that produce machines intended for a particular purpose understand that without the correct knowledge of the likely service life of their products, their relationships with customers will suffer – but through symposia such as those at VAL 2015, they can gain a deeper understanding of the issues, enabling them to provide customers with the guarantees that they expect.

Drumming up a special celebration

Core PCO since 2002: CPO HANSER SERVICE

The European Society of Sexual Medicine (ESSM) celebrated its 20th anniversary earlier this year with a very special opening ceremony at its Annual Congress, which was held at the Bella Center Copenhagen in Denmark in February and attracted 1250 delegates from 65 countries. After a conventional start, with official speeches and an awards ceremony, the lights went off and the audience was treated to a spectacular performance from the Copenhagen Drummers.



The performance started with four young men entering from the back of the auditorium playing traditional marching music on their drums using illuminated sticks. On reaching the stage, the spectacle increased, with elements including black light drumming, drumming on garbage bins and ladders, and water drumming with special lighting effects, all culminating in a pyrotechnic finale. Suddenly, the lights went off again, and then a gentle, husky voice began singing 'Happy birthday to you' in the style of Marilyn Monroe... before a highly professional look-and-sound-a-like came on stage with a huge birthday cake and a kiss for the President to celebrate 20 years of ESSM! After giving the performance a standing ovation, delegates were treated to a piece of the celebratory birthday cake at the special anniversary reception that followed.

New Kid on the Block

PCO: Dekon Group, Turkey

Over the past year or so, Dekon has exponentially expanded its Expo experience to such an extent that it has now taken the next logical step and grown the portfolio of the Dekon Group to include its own Dekon Expo company. Dekon's first Expo work came in March

its Expo experience in places including Kazakhstan, Azerbaijan and the United States.

So, what started as a congress business has now developed its own spin-off offering clients high-tech CAD



2014; having just organised a conference in Argentina, the Turkish Defence Ministry asked Dekon Congress to organise a tradeshow booth at an Expo in Chile. Following this first successful operation, Dekon enjoyed several more wins in fields other than defence, growing

floor designs, booth designs, furniture rental and all other aspects required for a successful tradeshow, with scaled models of stand designs providing clients with true visual representations of their stands instead of having to interpret drawings and plans.

AIMing for Germany

PCO: AIM Group International, Italy

AIM Group International has strengthened its European operations and incorporated two new companies into its Affiliate Partner programme to boost its geographic and business presence in Germany.

The new partners are Quality Travel, a Berlin-based event management agency, and live2communication, a Munich-based events, incentives, promotions and exhibitions company.

This strategic development represents a natural move for AIM given that ICCA has continuously ranked Germany as one of the leading conference destinations in Europe for the past decade – not only does the country provide an excellent infrastructure and high value-for-money-spent, it offers extensive industry expertise for international conferences and events. And all of this is further enhanced by strong partnerships, such as the combination of AIM Group's 50 years of expertise and the local know-how of its affiliates.

AMC renews for Congrex Switzerland

PCO: Congrex Switzerland

Congrex Switzerland renewed its relationships in the fields of multiple sclerosis and stroke earlier this year, with the European Committee for Treatment and Research in Multiple Sclerosis (ECTRIMS) continuing its association management contract until the end of 2017. In addition, the mandate for the ECTRIMS summer schools and workshops has been extended by the same period.

Furthermore, the European Stroke Association has contracted Congrex Switzerland to provide another two years of association management services. This will include the European Stroke Science Workshop, which is to be held on 19–21 November this year in Garmisch-Partenkirchen, Germany.

What's going where – latest wins for IAPCO members

International Conference on Public Policy (ICPP)

July 2015; Milan, Italy
1100 participants – Housing
PCO: AIM Group Milan, Italy

International Society for Vascular Surgery 2015 Congress

September 2015; Athens, Greece
600 participants
PCO: Erasmus S.A., Greece

NATO Parliamentary Assembly 2015

October 2015; Stavanger, Norway
900 participants
PCO: Congress-Conference, Norway

EUROSON 2015

November 2015; Athens, Greece
1600 participants
PCO: ERA Ltd, Greece

Velo-City Global

March 2016; Taipei, Taiwan
1000 participants
PCO: GIS Group, Taiwan

International Mesothelioma Interest Group

May 2016; Birmingham, UK
1000 participants
PCO: ICS Canada

29th International Electric Vehicle Symposium and Exhibition

June 2016; Montreal, Canada
3000 participants
PCO: JPdL, Montreal

European City of Science (ESOF)

July 2016; Manchester, UK
5000 participants
PCO: Conference Partners, Ireland

25th European Academy of Dermatology and Venereology Congress (EADV)

Sept/Oct 2016; Vienna, Austria
8000 participants
PCO: C-IN, Czech Republic

75th Annual Meeting of the Japanese Cancer Association

October 2016; Yokohama, Japan
5000 participants
PCO: Congress Corporation, Japan

11th Triennial Congress of the World Association of Theoretical and Computational Chemists (WATOC)

August 2017; Munich, Germany
1200 participants
PCO: Interplan, Germany

11th International Kimberlite Conference

September 2017; Gaborone, Botswana
600 participants
PCO: Venue West Conference Services, Canada

International Association for the Protection of Intellectual Property Congress (AIPPI 2017)

October 2017; Sydney, Australia
2000 participants
PCO: Arinex Pty Ltd, Australia

EUROSPINE

October 2017; Dublin, Ireland
4000 participants
PCO: Mondial, Austria

XXII Ibero-Latin American Congress of Dermatology (CILAD)

2018; Panama
5000 participants
PCO: Barceló Congresos, Spain

World Association for Infant Mental Health

June 2018; Rome, Italy
900 participants
PCO: Ega Worldwide Congresses & Events, Italy

International Congress on Emergency Medicine

June 2020; Buenos Aires, Argentina
2200 participants
PCO: MCI Group Argentina

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IAPCO EDUCATION
EDGE
COPENHAGEN



This second EDGE Seminar is an advanced course on professional congress organisation. As meetings industry professionals, participants face a future of rapid and profound change. As the logistical aspects of the business become increasingly commoditised, a worldwide shift to an 'experience economy' is becoming progressively more evident. In this challenging environment, success for your clients and company means being able to deliver real and measurable value based on current learning and experience.

GENERAL INFORMATION

Date: 19-21 January 2016
Venue: Scandic Copenhagen
Host Organiser: DIS Congress Services
Festive Dinner: Wallmans

PROGRAMME TOPICS

- Trends in our World
- Bidding for a Conference
- Engaging the Delegate
- Site Visits and Fam Trips
- New Technical Trends
- Negotiation Skills
- Compliance
- Advanced Sponsorship
- Strategic Marketing – beyond the email blast
- The PCO

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- Malene Rix, Executive Advisor & Trainer, Denmark
- Martin Jensen, Lundbeck, Denmark
- Hans Henrik Friis, Teletech, Denmark

HOSTS

This EDGE Seminar is co-hosted by DIS Congress Services, Copenhagen, Denmark, and by the Wonderful Copenhagen Convention Bureau.



IAPCO EDUCATION
EDGE
WHISTLER



This will be the first ever IAPCO Educational Seminar in North America and Whistler, BC, provides the perfect environment for this in-depth learning experience. Meetings professionals are invited to join us for a unique learning experience that is focused on a well-rounded look at conference management and the changing landscape of our industry. In order to maximise learning outcomes and networking opportunities, this seminar is strictly limited in size and allows for maximum interaction with faculty and industry experts. If you are serious about your career in the meetings industry, you must not miss this rare opportunity.

GENERAL INFORMATION

Date: 25-27 May 2016
Venue: Whistler Conference Centre
Host Organiser: ICS Vancouver, Canada

PROGRAMME TOPICS

- The New Face of Meetings 2016
- Basics of Bidding
- Project Plan
- A Career in the PCO Industry
- Strategic Marketing – beyond the email blast
- Engaging the Delegate
- Managing the Client & Client Expectations
- Contract Management
- Conducting Successful Site Visits & Fam Trips
- Compliance
- Sponsorship & Fundraising
- Programme Management

HOSTS

This EDGE Seminar is co-hosted by International Congress Services Ltd, Vancouver, Canada and by Tourism Whistler.



IAPCO at the cutting EDGE of education

Earlier this year, IMEX saw the launch of an innovative new educational offering, known as 'EDGE from IAPCO'. The EDGE – Experts in Dynamic Global Education – initiative offers a dynamic educational seminar to replace the traditional Annual Seminar that will not be limited to one venue in Switzerland but will now be offered worldwide, with three seminars per year in different regions. EDGE will provide education at three levels of experience – general, intermediate, and advanced – with the aim of giving people the 'edge' that they need in a competitive global environment.

EDGE seminars will be focused on professional congress organisation, replacing the traditional Wolfsberg Seminar, and will be an important opportunity in international MICE education for PCOs, meeting planners, and the wider meetings industry. As host of the seminars, the 'Destination Partners' of IAPCO Education will participate in the programme, showcasing their destination and bringing an international flavour to their EDGE meeting. With these new offerings, IAPCO will be delivering affordable and accessible cutting 'EDGE' seminars worldwide, encouraging members to ask themselves: are you standing on the EDGE of the future?

MMC – The Trusted Advisor

By Jurriaen Sleijster, MMC Faculty

When it comes to delivering quality work, a key aspect is trust. Would you buy something from a person that you didn't trust? How about a whole congress?! The answer is no, of course – and so, while IAPCO is all about delivering quality, in order to get an opportunity to deliver such quality work, there is a need to establish a relationship with our clients that is based on trust. Given the importance of this issue, a key focus of the recent IAPCO Meetings MasterClass education programme was the topic of 'The trusted advisor'.

More than 25 senior meetings industry professionals gathered in Lisbon on 15–18 February this year to discuss what it takes to become a trusted advisor to clients. The faculty leading the discussions included Jan Tonkin of The Conference Company, Mathias Posch of International Conference Services, Lyn Lewis-Smith of Business Events Sydney, and Jurriaen Sleijster of MCI. Initial discussions focused on the global trends affecting business, and the debate then widened to incorporate applying methods to translate the impact of these trends into 'actionable' advice.

It takes more than knowledge to

become a trusted advisor – it is about building relationships, increasing trust, and developing the right mind-set. MasterClass participants studied David Maister's famous 5-step model for building trust, which encompasses 'Engage', 'Listen', 'Frame', 'Envision', and 'Commit', and then applied their learnings in various group exercises and simulated reality sessions in order to experience the impact of building trust when advising clients. As the participants found, trust grows, but it takes work – actions, words, body language... and time. Trust is a matter between people – it is both rational and emotional, and it is a two-way street; trust doesn't build if it only comes from one side. At its core, building trust is about relationships, and shared values and principles – understanding that, even if it's 'business', it's personal. That's why, in the meetings and congresses world, in which people meet with people all the time, trust is an essential ingredient. The best relationships are based on trust, so if you want to be a trusted advisor, 'go first' and don't tell but simply start contributing; listen, and keep asking questions. And say what you mean, not simply what the client wants to hear – the best meetings run on trust.

A wonderful place to begin

With the launch of IAPCO's EDGE programme, the Annual Seminar – familiarly known as the Wolfsberg Seminar – moves into a new era. It is with a tinge of sadness but with no regrets that IAPCO says goodbye to its traditional Wolfsberg venue, which has been the home of the Annual Seminar for 37 years and has seen more than 2000 students learn their trade in the meetings industry.

It is perhaps less well known that the very first IAPCO Annual Seminar was held, 40 years ago, at Scanticon in Denmark. Therefore it seems fitting that the first of IAPCO's new EDGE seminars in Europe should also be held in Denmark, this time at the Hotel Scandic Copenhagen. The hotel is located in central Copenhagen, has stunning views over the water and Copenhagen city, and is close to attractions such as Copenhagen's Tivoli Gardens. A sleek and modern venue, the Scandic Copenhagen is an ideal fit for the modern EDGE programme. However, one aspect of the old Wolfsberg Seminar is retained – the traditional January timeslot. So, in January 2016, it is time for Europe to say 'Goodbye Wolfsberg, Hello EDGE'.



Qatar engages all

Qatar hosted its first IAPCO regional seminar, entitled 'Engaging all', in March this year, with more than 50 participants from all sectors of the meetings industry attending the 3-day event. The seminar was organised by the Qatar Tourism Authority (QTA), and facilitated by IAPCO educators Mathias Posch of ICS Canada, Nicola McGrane of Conference Partners Dublin, and Sarah Storie-Pugh, Executive Director of IAPCO. QTA, which is in charge of planning, regulating, and promoting sustainable tourism in Qatar, plays a key role in the success of global and regional business events held in Qatar, and achieves these objectives by forming numerous collaborations and networks aimed at providing new business opportunities.



The concentrated seminar programme was engaging, didactic and, in some instances, controversial as representatives from the different sectors of the meeting industry expressed their needs and opinions, however, all agreed it was an excellent learning experience.

"Fantastic and imperative to see presentations and insights of Convention Bureau International Standards delivered to Qatar's developing business sector," said Amanda Barnett, International Meetings & Events. "It stimulated the necessary dialogue to motivate the attending stakeholders to begin working together to win international business events for Qatar." Dr Alaa Biomy of IBHAR Exhibitions agreed praising the content of the meeting: "The seminar was great. It summarised in 10 hours the knowledge to be gained from a 10-week course."

COPENHAGEN: 19-21 JANUARY 2016

WHISTLER: 25-27 MAY 2016



KEY FACTS

Date: 24 – 26 August 2015
 Destination: Auckland, New Zealand
 Venue: Pullman Auckland Hotel
 Host Organiser: The Conference Company, New Zealand
 Host: Tourism New Zealand Business Events
 Supported by: Auckland Convention Bureau
 CMP points: Applied for
 Web: www.iapcoedgeauckland.org

This inaugural EDGE seminar is to be held in Auckland from 24–26 August. EDGE Auckland offers an advanced education opportunity for PCOs, convention bureaux, venues and anyone else wanting an in-depth look at the challenges and opportunities of today's rapidly changing meetings landscape. Senior faculty from three countries will share their expertise on subjects ranging from strategic marketing and the impacts of technology to delegate engagement and how to craft winning bids. Sessions will be conversational in style, allowing participants to engage deeply with the themes and bring away insights and strategies that will have an immediate impact on the way they work.

Wolfsberg expertise to Auckland

It is fitting that the first of IAPCO's EDGE seminars will be held in New Zealand, the first country to see the light of each new day. "This is a programme that's intensely focused on the future of the meetings industry and the rapidly changing realities of life as a PCO," says Jan Tonkin, Vice Chair of the IAPCO Training Academy and member of the IAPCO EDGE Auckland faculty.

Jan says it's rare for an advanced education opportunity like this to arise in the region, especially one with such a hands-on practical format. "It's not about being lectured at, it's about getting elbow to elbow with faculty and peers, having continuous conversations in an open forum where you can discuss the things that matter to you. You can bring your ideas and problems to the group and learn strategies that will make an immediate difference to your daily practice."

The combined perspectives of senior educators from three different countries will be of huge benefit to

participants. "Together we'll be taking an in-depth look at the issues pre-occupying the meetings world right now including delegate engagement and experiences, the new world of hybrid meetings and the financial pressures facing us all."

"It's not just PCOs who will benefit from the opportunity", says Jan. "If you're a convention bureau or a venue, this is your chance to learn the real nitty-gritty of today's meetings industry."

the conference company



24 August 2015

The Meetings Industry: a snapshot

Taking the temperature of the current meetings market, looking at the implications of the worldwide shift to an 'experience economy' and the corresponding shift of the PCO's role from skilled logisticians to expert advisors and creators of outstanding experiences.

The New Face of Meetings

The pace of change in the 21st century is now one of the biggest challenges for individuals, companies and associations where the ability to react and adapt to changing circumstances has become necessary for survival. Looking at best-practice ways to respond to this challenge.

Bidding for a Conference: winning tactics

Competition among destinations to host events is tougher now than ever with the need to build the strongest possible bid team. How to market your bid by creating a strong, unified brand story around your destination, your people and your wider community of stakeholders, how to organise the bid process and an insight into the mysterious and powerful process of lobbying.

Serving the Clients of the Future

In the changing profile of today's client, understanding the priorities and outlook of a new generation of buyers is essential. How do PCOs stay relevant and tuned in to this new market, with the need for continuous upskilling to keep pace with technological and social change?

Strategic Marketing: beyond the email blast

Reaching audiences today means cutting through the vast amounts of information and other education options competing for delegates' time and attention. Indiscriminate mass emails will no longer do it: a more strategic approach to promoting your conference, including the careful segmentation of databases, strategically timed campaigns, personalised messaging and the power of response tracking is required.

25 August 2015

No-Surprises Financial Management

Good financial management is essential to a well-run conference. The general principles of financial management, including budgeting, budget control and cashflow forecasting, all to ensure no nasty surprises.

Meeting Formats: across the spectrum

Meetings are no longer a series of 'one person behind a podium' presentations. As the way we live has changed tremendously over recent years, so have the ways we learn and interact. Looking at various meeting formats, from face-to-face to fully online and hybrid versions in between. What format works best for whom and when, and the associated costs and benefits of each.

Meeting Design: tailors not cookie-cutters

Designing a successful meeting means tailoring the flow of the programme and the meeting environment to facilitate better learning, networking and motivation of the participants. Avoid the 'cookie-cutter' approach to meeting design, and instead create and market meetings that are compelling and relevant to their target audiences.

Prioritising and Mitigating Risk

Drawing up a list of risks is the easy part of risk management. The challenging part is prioritising those risks and planning ways to mitigate them using tools for undertaking strategic risk assessments both pre-event and on-site.

Conducting Successful Site Visits

Often after years of research, working on a bid and lobbying, it all comes down to one or two days in your destination with the potential client. However, site visits are seldom given the attention they deserve. Case studies of successful and unsuccessful site visits will provide pointers on preparation and what really matters most.

Navigating the Compliance Landscape

Sometimes in our work on corporate, government or medical meetings, we find ourselves having to navigate a maze of regulations and restrictions. Looking at the key aspects of understanding compliance – essential to conducting successful business in the meetings industry.

The Art of Sponsorship

How can you maximise your revenue while ensuring that you deliver market value and service? What's the most effective way to approach your sponsors? Assessing the importance of research and timing your approach, innovative ways to engage and inspire your sponsors, how to meet your sponsors' needs, the technical management of sponsorship and current pharma compliance legislation.

Content is King: good programme management

All too often the programme ends up bottom of the decision-making priority list. Looking at the importance of good programme management, including the key elements required to engage participants and deliver an inspiring, educational conference experience.

26 August 2015

Engaging the Delegate

As participants' expectations of meetings continue to change, delegate engagement must increasingly be the focus of PCOs and their clients. With technology providing a diverse range of other ways for people to connect and learn, delegates need to be convinced of the value your conference will deliver, including high-quality content and opportunities for networking and social interaction.

Working with Client Expectations

To justify your role as PCO, you need to meet or exceed your clients' expectations and deliver real and measurable value. You need to ensure the value of the result exceeds the cost of the resources. How do you assess the real needs of your clients, ensure that you achieve the meeting's objectives, and measure that success.

OPPORTUNITY TO PARTICIPATE IN DESTINATION PROGRAMME



FACULTY



Michel Neijmann
President IAPCO

Managing Partner, K2 Conference & Event Management Co., Istanbul, Turkey



Mathias Posch
IAPCO Council

Member, President, International Conference Services (ICS), Vancouver, Canada



Jan Tonkin
Vice President IAPCO

Managing Director, The Conference Company, Auckland, New Zealand

POSSIBILITIES BEYOND THE PRESENTATION

If you're looking for somewhere extraordinary to hold your next conference, New Zealand is the destination. It offers industry-leading experts, world-renowned researchers and specialists, all able to provide a higher level of education and expertise. Combine this with world-class facilities, genuine, friendly hosts and stunning locations, and you know that your event in New Zealand will be a huge success.

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Thailand – Proven ROI

IT&CMA Bangkok, 29 September – 1 October

www.itcma.com

With more than 20 years of organising successful industry trade shows, IT&CMA Bangkok know that delegates' time – your time – is extremely precious. For some, a trade event is all about finding the right suppliers and seeking business opportunities, whereas for others it is about gaining inspiration and learning how to implement successful practices in their own businesses. Many would also say that expanding global or regional contacts is their primary objective. At IT&CMA and CTW Asia-Pacific, the goal is to ensure that the best of three worlds are brought to you – business, learning and networking. Delegates can move with ease from an exhibition showcase, offering the largest representation of Asian national tourist offices, convention bureaus and international corporate brands, to all-day learning sessions on trending topics by industry experts renowned in their fields. This results in quantifiable savings in terms of time, lead acquisition and prospecting opportunity... in essence, a proven return on investment and increased productivity.

Third Regional Seminar

<http://iapcoeducation.org/regional-seminar/>

The Thailand Convention and Exhibition Bureau (TCEB) is working in partnership with IAPCO in a 3-year agreement to organise regional seminars in Bangkok, and this year sees the third such seminar taking place on 1–3 July, with faculty members Jan Tonkin, Michel Neijmann and André Vietor. The IAPCO/TCEB Regional Seminars represent an important aspect of TCEB's mission, which is to promote and facilitate networking, trade, knowledge exchange and the transfer of technical know-how, both regionally and on a global/local basis. "The MICE industry in Asia is growing at an extraordinary rate, in keeping with the rapid expansion of the economies of many countries in the region," commented Nichapa Yoswee, Director of MICE Capabilities Department, TCEB. "In Thailand, the MICE sector is growing at ~15% per annum. Therefore, it is important to ensure strong development in organisational skills that will lead to successful events; the IAPCO programme is developing these skills, serving the needs – and setting the standards – of the MICE industry."

To Suit You! Tailored Education

<http://www.themeetingsshow.com/>

Four days of tailored bespoke education provide a firm cornerstone of The Meetings Show programme for the week of 6 July, kicking off with the Association Meetings Conference at the QEII Centre.

The 3-day education programme of The Meetings Show itself will then feature tailored sessions developed by the Meetings Design Institute on the areas of meetings technology and meetings design, focusing on what's new and how to use it. Other areas of special focus will include the healthcare sector, with programmes specifically tailored for corporate in-house planners and the agency world. The corporate programme will include a focus on the area of managing and leading teams, along with the theme of getting the best from working with agencies. This area of the programme will also feature a session entitled 'Living the brand through events', which will be of particular interest to agencies pitching for corporate and association business.

Additionally, the agency programme will feature a number of tailored sessions. These will be focused on areas including: how to get the best from DMCs; managing your supply chain; rates and package negotiation; and how to 'nail' your pitch. These subjects have been included as a direct response to agency demands for education in these areas.

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CASE STUDY

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

Beyond Congress Management

Associations are more than just their congress, and IAPCO PCOs are more than just 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 its congress. IAPCO's philosophy is based entirely on quality, and its members actively share best practice and develop educational programmes and guidelines that 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 about members who have helped their clients to be successful – not just by organising their congress, but by achieving overarching business objectives.

UAE Cancer Congress 2014

Organised by MCI: Case Study by Sumaira Isaacs, Chief Operating Officer, MCI MEIA

The challenge

After heart disease and traffic accidents, cancer is the third leading cause of death in the United Arab Emirates (UAE), with the most common cancers being breast, cervical, prostate and lung cancer. In 2009, the first UAE Breast Cancer Summit was held and attended by 132 delegates. Recognising the need to diversify the scientific programme and medical education in order to reach key audiences, the congress President decided to engage MCI as a strategic partner to help raise the profile of the congress and to position it as a key regional meeting in the healthcare field. Looking at our success in growing congresses in emerging markets and our strong local connections in the healthcare industry, MCI was tasked with helping the congress meet the following challenges:

- Break away from outmoded approaches in order to diversify the scientific programme and medical education
- Provide various key educational opportunities and strong thought leadership
- Assist with the creation of partnerships with several international societies to grow the content and reach of the conference, both locally and abroad.

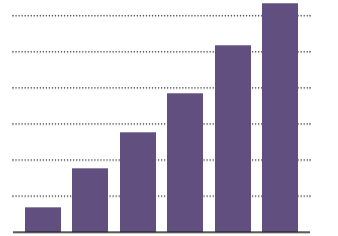
The solutions

We helped the congress to widen its target audience by rebranding itself as the UAE Cancer Congress and to raise its profile by partnering with a number of renowned regional and international institutions. By sourcing some of the best local and international speakers, we enabled the congress to revamp its scientific programme, to cover a wider range of topics and to provide up-to-the-minute educational lectures, congress sessions focused on practical case studies, as well as interactive discussions and workshops, including a live surgery workshop conducted by Tata Memorial Centre in 2014. Leveraging sponsorship activation solutions and key industry contacts, we also ensured the success of the medical exhibition.



The outcomes

Working hand in hand with the congress committee, MCI has succeeded in maximising congress revenues and increasing profitability by 20% year-on-year, and in growing delegate attendance by 872% in just 6 years, from 132 delegates in 2009 to 1283 delegates in 2014. The congress President was delighted with the success of the partnership and went on to work with MCI on the launch



of the Asia Pacific Breast Cancer Summit, a successful flagship event and key educational meeting for the region.

"The UAE Cancer Congress has become a 'must-attend' oncology scientific meeting for clinicians, surgeons, nurses and researchers from all over the Middle East and South Asia. MCI played a significant role in the success of the UAE Cancer Congress and the team's support has been invaluable in ensuring its place in the calendar of oncology professionals in the region and beyond." Dr. Shaheenah Dawood, Chairperson, Organising Committee, UAE Cancer Congress.

Hong Kong hosts 6th World Glaucoma Congress

By Meetings and Exhibitions Hong Kong (MEHK)

An eye for the future

The 6th World Glaucoma Congress was held in Hong Kong on 6–9 June at the Hong Kong Convention and Exhibition Centre, representing the first time this event has been held in Hong Kong. More than 300 international delegates travelled to Hong Kong to share industry knowledge and exchange ideas, including internationally renowned opinion leaders as well as young professionals noted for their originality in their publications and scientific presentations. This year's programme included topics across all areas of glaucoma research and practice, from basic and clinical science to surgery and translational science. With six plenary sessions, 16 symposia and more than 60 courses, there was plenty of opportunity to learn and network. A new innovation at this year's congress was the Presidential Symposium on 'Glaucoma innovation and opportunities', which was held during the inaugural ceremony on the first day of the meeting and featured presentations on the state of the art in glaucoma research.

Your specialist subject is... Hong Kong!

MEHK would like to thank everyone who completed its IAPCO member survey, and is pleased to announce the winner of the survey quiz as Michael Kern, of Dekon Group. Michael wins a 1-year membership subscription to IAPCO. "Well, I can't say I got all the answers right, but I do have a good insight into the benefits of organising international meetings in Hong Kong," said Michael. "And I would like to thank MEHK for not only their support of IAPCO but also their generosity in providing this prize." For those wishing to know the results of the quiz, the questions and answers are as follows:

- What Chinese Zodiac sign is it this year? *Goat*
- How many MICE visitors did Hong Kong welcome in 2014? *1.8 million*
- How many countries gain visa-free access to Hong Kong? *170*
- How many convention centres are there currently in Hong Kong? *2*

OFFICERS

IAPCO Council

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Vice-President: Jan Tonkin, The Conference Company

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Co-opted: André Vietor, Barceló Congressos
Keith Burton, African Agenda

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

Digital design from vanGoGh!

PCO: AIM Group International

AIM Group International has recently undertaken a complete renewal of its online and off-line identity in partnership with vanGoGh, a full-service digital agency based in Milan. vanGoGh comprises a multidisciplinary team of creative thinkers including a digital strategist, user-experience designers, a creative technologist, writers and project management specialists, all of whom have solid experience. In addition to co-ordinating activities, the team supports the client as consultants.

The new AIM website has been fully redesigned with an improved look and feel that enables visitors to better understand the values that make up the DNA of AIM Group International. 'Simplicity' was the key word guiding the development of the new website, and the elegant, innovative site is equally accessible from smartphones, tablets, and all the latest devices through a responsive design approach adopted by vanGoGh.



A warm collaboration on the eve of ANZAC day

PCO: Arinex Pty Ltd, Melbourne

Every 5 years, the World Geothermal Congress (WGC) brings together members of the global scientific community to discuss geothermal energy, which is thermal energy generated and stored within the Earth. Australia and New Zealand won a joint bid to bring WGC to Melbourne for 2015, with Arinex working with the local organising committee from 2009, first as bid partner and then as PCO. The congress was held on the eve of ANZAC Day – 25 April was the centenary of the Gallipoli landings of World War I – and demonstrated the strong relationship that exists between New Zealanders and Australians. WGC was a wonderful tribute to the countries' combined forces in peace time, demonstrating how the two nations collaborated in a united fashion to produce a winning event.

WGC 2015 attracted 1604 delegates from 88 different countries, with 93.5% international attendance. The exhibition featured more than 90 booths arranged by country/region and portraying spectacular custom designs, including the largest exhibition booth (126m²) from New Zealand. More than 200 Fellowships from the World Bank, UN



University and the International Geothermal Association were distributed to eligible delegates. A total of more than 1800 abstracts were submitted, resulting in 900 oral presentations and full papers, and the technical programme included up to 12 concurrent sessions plus 400 poster displays. Short courses and field trips took place before and after the congress in Australia and New Zealand and were highly attended.

One of the highlights proved to be Australia and New Zealand's rich indigenous heritage that was showcased throughout the congress. Numerous performances took place during peak times for registration, the Welcome Carnivale and the social program. WGC was a complex undertaking, with more than 40 active committee members.

IAPCO opens gateway to Hamburg's thriving meetings industry

By Hamburg Convention Bureau

With its dynamic economic and scientific landscape and exceptional conference venues, Hamburg is inviting PCOs to take a fresh look at the northern European MICE market through its new partnership with IAPCO, which promises to offer numerous opportunities for getting more acquainted with the city. On 1 May this year, Hamburg Convention Bureau (HCB) became the first European destination to enter into a corporate partnership agreement with IAPCO, a partnership that was formally launched on 19 May at IMEX in Frankfurt/Main. Hamburg, Germany's second largest city, boasts short travel distances, excellent transport links and an efficient infrastructure network, making it a prime choice for PCOs. Event organisers are supported by the dedicated team of the HCB, experienced experts who maintain a network of contacts with the city's key institutions, government agencies and service providers. The Hanseatic City of Hamburg is sending out multiple

signals demonstrating its ongoing transformation into a sustainable city of the future. Key milestones have included the development of its Smart City and Smart Port initiatives, its economic clusters in areas such as civil aviation and logistics, its focus on renewable energies and life sciences, as well as its young IT, creative and entrepreneurial hubs. In addition, Hamburg boasts pioneering urban development projects such as the Hafencity Hamburg district, which will expand the city centre by 40%. In many of these recent developments, alliances between business and science have played a major role. The city thus presents itself as an exciting venue for experts and decision-makers from all over the world, especially from 2019 onwards, when Hamburg will offer an exceptional location for scientific exchange. Following revitalisation, the Congress Center Hamburg (CCH) will be one of the largest and most modern convention centres in Europe.

Roman Muska for Prague CVB Board

PCO: AIM Group Prague



Roman Muska, Country Manager for AIM Group International's Prague Office, has been elected Vice-President and re-elected to the Board of Directors of Prague Convention Bureau for a second 2-year term. The elections took place on 14 April during the Board of Directors' Annual Meeting, which was held at the Radisson Blu Alcron Hotel in Prague; the new Board then appointed the President and Vice-Presidents. With the outstanding influence of such PCOs on board, the Prague Convention Bureau is setting course for another exciting two years!

A breath of fresh air

PCO: Mondial, Austria

Mondial Congress & Events recently obtained 'Green Meeting' certification for the 2014 annual meeting of the Austrian Society of Pneumology (ASP), a national medical association of lung specialists. The congress was held in Salzburg, Austria, and received the official Austrian Eco Label, which can only be awarded to events held in Austria. However, many of the techniques that were used, and especially the experience gained through organising such green meetings on a national level, can also benefit European associations looking to set environmentally friendly benchmarks for their international congresses.

For a conference to attain the Eco Label, it is strictly rated against a number of factors such as venue, accommodation, technical equipment, gastronomy and even on-site communications. Catering partners must agree to source only local produce and ingredients and to not use disposable tableware. Another strict criterion is that all waste must be recycled by both suppliers and delegates. For each of these categories, points are awarded, and if the minimum number of points for any of the categories cannot be achieved, certification becomes impossible. "This makes it all the more important for all parties, including the venue, association, PCO and exhibitors, to work together," said Barbara Skrott, Project Manager from PCO Mondial Congress & Events, who was responsible for the certification of the event. "We couldn't have made it without the determination of the Congress President,

who worked hard to get everyone to pull together to reach this goal."

A healthy environment, along with all the medical benefits associated with it, is a major concern for ASP, and was promoted at every opportunity at ASP 2014. For



ASP 2014 Congress President Michael Studnicka with Deputy Governor Astrid Rössler, newly appointed Ambassador of Respiratory Health.

example, Salzburg's Deputy Governor Astrid Rössler received an honorary invitation to the congress and was named Ambassador of Respiratory Health for introducing a speed limit on motorways, thus protecting people's lungs as well as the local flora and fauna.

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Malaga, a must consider destination

It might be considered something of a risk to invite 12 of the world's leading PCOs to review your destination and marketing position... but not so for Malaga, a city that is inordinately proud of what it has to offer and that is supported by an extremely active convention bureau headed by Francisco Quereda Rodriguez. For more than 12 years, the city has followed a strategic plan for developing business tourism that was initiated by Malaga's Mayor, Francisco de la Torre Prado, and remains on-going. Implementation of this plan has led to the construction of a spacious congress centre within a short distance of both the airport and the city centre, the development of an expansive third terminal at the airport, which is capable of accommodating a hugely increased number of passengers for the region, and the creation of new infrastructure in the form of novel venues, public transport, and an increasing number of hotels of all kinds.

During their visit to Malaga, the members of IAPCO's Council had the opportunity for some face-to-face discussions with representatives of the local meetings industry during a Malaga Convention Bureau Roundtable. This meeting allowed them to conduct an in-depth SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of Malaga and the Costa del Sol as business destinations. Malaga's strengths, including excellent access by air and high-speed railway,

safety and security, value for money, close proximity to facilities, excellent culture and unique venues, and a united stakeholder team, were very much in evidence and support the city's claim to be the third destination city in Spain, after Madrid and Barcelona. Indeed, the hosting package that was put together for the IAPCO Council included a taste of the city's arts and museums culture, with visits to the brand new Centre Pompidou Malaga and the Russian Museum with its amazing art collection, plus dinner at the Automobile Museum, which houses 94 pristine classic cars and designer costumes.

IAPCO Council also provided some well-received advice, including to undertake SWOT analyses on a regular basis – and to do so honestly, admitting to any weaknesses that might be identified and not taking any of them personally, but addressing them carefully. After all, it is a sign of strength to review one's weaknesses, as many opportunities arise as a result of identifying a weakness – not that there were many weaknesses to review in the SWOT analysis undertaken for Malaga! Another strong recommendation was to think about the destination from a business visitor's perspective rather than from the point of view



Michel Neijmann, IAPCO President; Francisco de la Torre Prado, Malaga; André Vietor, Chair, IAPCO Training Academy.

of attracting tourists, and to tailor promotion strategies and communications towards this target market. A valuable approach is to create five simple, clear messages for each market segment (association, governmental, corporate meetings) highlighting relevant strengths, and to target the size of meeting that best suits the destination. In Malaga's case, meetings of up to 2000 participants appear a perfect fit.

In summary, the visit to Malaga enabled the members of IAPCO's Council to recognise the city's strengths as a host for future congress business. As a result, IAPCO will be acting as ambassadors for the city and the wider region, and will be proud to promote it as a 'must-consider' destination.

Multi-billion euro economic impact in 2014

The IAPCO Annual Survey and Review for 2014 has revealed continued growth for IAPCO members and the meetings they organise. Across all types of meetings, increases were seen compared with previous years. For example, the number of association meetings continues to increase despite the global economic difficulties, and has now reached 3111 compared with 2153 meetings in 2010. There has also been a rising trend in the number of governmental meetings over the same period, from 498 to 656, although last year's total did not quite reach the peak of 707 seen in 2011. Similarly, the number of corporate meetings is rising, and stood at 3308 in 2014, returning towards the peak of 3454 meetings in 2010.

The number of participants managed by IAPCO members is following the same trend as the number of association meetings, the largest share of participant numbers, continues to grow. The total has risen impressively from 2 245 994 in 2010 to the current level of 2 861 416 in 2014, representing an increase of 27.5% over 5 years, compared with an increase in membership of 12% over the same period. Bucking the trend for delegates to book on-line, the number of room nights managed by IAPCO members rose by a staggering 45% compared with the previous year. It would appear that congress participants are reverting to selecting the level of service that they were previously offered when their accommodation was managed by PCOs. In contrast, however, involvement of IAPCO members in exhibitions tends to rise and fall in alternate years, and 2014 saw a drop of 9% in the area managed.

The number of full-time employees at IAPCO member companies 'turned the corner' in 2014. Having fallen sharply over the previous two years, the number began to rise again in 2014, albeit it is not as high as it was in 2011. Nevertheless, this all adds up to a very impressive economic impact to the local economy of meetings organised by IAPCO – of €4.63 billion. Full survey details can be found on the IAPCO website at: <http://www.iapco.org/all-about-iapco/what-we-do/annual-survey/>

It all comes together at IMEX

IMEX is an international trade show that spans the globe – and so too does IAPCO, which made IMEX a fitting venue for IAPCO to confirm its commitment to raising the standards within the meetings industry through the renewal of a number of its worldwide partnerships last month. After a highly successful 2-year partnership that has flourished as a strategic relationship, offering education, experiences, platforms and networking among its successful outcomes, IAPCO and PCMA signed up for another 2 years of close collaboration. "I am delighted to continue this alliance," said IAPCO President Michel Neijmann. "Such partnerships exist to further the professionalism of our industry."

Additionally, both Dubai and Hong Kong renewed their Destination Partnership Agreements, which were originally signed at IMEX 2014, providing evidence of the strong

alliances being created between the members of IAPCO and the destinations. A further three new Destination Partnerships were also signed with Toronto, Melbourne and Hamburg, thus completing the global spread – such Destination Partnerships are strictly limited to specific regions, including the Americas, Europe, IMEA, Asia and Australia/NZ

So why was it all happening at IMEX? "It is natural for it all to come together at IMEX," commented Nicky McGrane, who is responsible for IAPCO's corporate partnerships. "The show is the marketplace for our industry; it is where we form alliances, where we network, where we learn, and where we complete our research for locations, venues, destinations and services. Where else can business be conducted with such ease and efficiency? We are here to do business and IMEX delivers that forum."

It all adds up to the National Client Award

The organising committee of the 27th International Congress of Mathematicians (Seoul ICM 2014) is the winner of IAPCO's National Client Award for this year, having been nominated by IAPCO member MECI, which is based in Seoul, Korea. Seoul ICM 2014 was a great success; it was the largest ICM in the history of the congress, attracting more than 5000 delegates from 123 countries as well as more than 20000 participants from the general public. In addition, the event added to the history of success of association meetings in Korea by boosting the profile and popularity of mathematics in the country. Following the completion of the Congress, the numbers of students applying for mathematics classes or choosing to major in mathematics have dramatically increased. Mathematics and mathematicians in Korea now look set to enjoy a brighter future, with their work and expertise appreciated and acknowledged with pride.



Hyungju Park, Chairman of Seoul ICM 2014 OC; Bannie Kim, CEO and President, MECI.

On the right tracks for attracting delegates

Ega Worldwide Congresses & Events has been selected as the official PCO and Digital Partner for the 11th World Congress on Railway Research (WCRR), Milan, Italy, June 2016, and is being organised by Ferrovie dello Stato Italiane and Trenitalia. As part of efforts to use new media to raise brand awareness for WCRR 2016, Ega was asked to design an international web and social media strategy focused on LinkedIn, Twitter and the key search engines.

The theme of the 11th WCRR will be 'Research and innovation from today towards 2050' with the aim of the web and social media strategy being to attract a large number of quality delegates to the meeting and to create an interactive international community focused on the themes of WCRR.

The strategy is a great success, with more than 1 189 000 impressions on Google, 83000 impressions on the meeting's LinkedIn page, and more than 300 social

interactions on LinkedIn within the first month alone. Additionally there are currently more than 250 mentions of WCRR and social interactions on Twitter, and an increase in the ranking of the WCRR pages on Google seeing the congress site break into the top five search results.

Coupled with this, the number of visitors to the WCRR 2016 website grew by 190%, while there was also a decrease of 70% in the numbers of inadvertent website visitors who were not interested in WCRR. Consequently, the level of subscriptions and the number of abstract submissions are showing increases of more than 30% compared to the same period in advance of the 10th WCRR. Such impressive data demonstrate to PCOs and others in the meetings industry that an innovative communications strategy can be critical for exceeding participation targets.