



## NEW COUNCIL

The 9-strong Council received strong endorsement from the members at the General Assembly held in Basel last month. Whilst Ori Lahav and Nicolette van Erven were re-elected, Alain Pittet was elected as a returning council member following his recent move to Ega worldwide congresses & events, in July 2018, as Executive Director for International Business Development. "I am very honoured to have been re-elected as a Council member of IAPCO at the General Assembly in my hometown Basel," says Alain Pittet. "Furthermore, I would like to promote IAPCO's evolution as an important network for the smaller PCOs which do not have their own network of offices around the world. I am very much in favour of the collaborative approach to interesting projects and to exchange ideas and experiences," he adds.

## IAPCO Council 2019 - 2020

**President:**

**Mathias Posch**

*ICS, Canada*

**Vice President:**

**Ori Lahav**

*Kenes Group, Israel*

**Immediate Past President:**

**Jan Tonkin**

*The Conference Company, New Zealand*

**Treasurer:**

**Keith Burton**

*African Agenda, South Africa*

**Barbara Calderwood**

*MCI Group, UK*

**Monica Freire**

*AIM Group International, Portugal*

**Sarah Markey-Hamm**

*ICMS Pty Ltd, Australia*

**Alain Pittet**

*Ega worldwide congresses & events, Italy*

**Nicolette van Erven**

*Congress by design bv, Netherlands*

## ALL ROADS LEAD TO ROME

Congratulations to Rome who were informed at the IAPCO 50th Anniversary Annual Meeting that they had won the bid to host the 2021 IAPCO Annual Meeting.

The Rome team consists of Ega worldwide congress & events, AIM Group International and OIC Group who will collaborate to deliver the flagship IAPCO Meeting.

Mathias Posch, President of IAPCO, says "we were delighted to award the hosting of the Annual Meeting to Team Rome, and the hosting of the associated Council Meeting to Florence. The bid document was well prepared, researched and reflected exactly what was required to host our showcase event".



## KNOW YOUR FACTS

### The details

23-25 January 2019  
 The Hague  
 75 participants  
 24 countries  
 15 from outside Europe  
 26 members represented  
 87.14% success rating

### Most Popular Topics:

Bidding  
 People Skills  
 Engaging the Participants  
 Financial Management  
 Marketing

### IAPCO Faculty

Mathias Posch  
 Ori Lahav  
 Nicola McGrane  
 + invited guests

### Hosts

The Hague Convention Bureau,  
 Bas Schot

Congress by design,  
 Nicolette van Erven

### And they said

**"An absolute must!"**

Fatema Al Boushelaibi, Department of Culture and Tourism, UAE

**"Brings out the best in everyone!"**

Maaike Hamann, World Forum

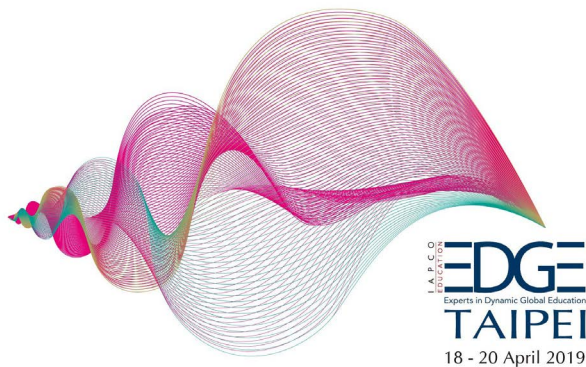
**"I would recommend the IAPCO EDGE to anybody in our industry!"**

Karine Seira, Hamburg Convention Bureau

**"IAPCO is an awesome platform to gain knowledge, share, collaborate and to network".**

Shakeeb Kazmi, MCI Group

Watch the video [www.animoto.com/play/bWgvm00lr171MXSP-jo25SQ](http://www.animoto.com/play/bWgvm00lr171MXSP-jo25SQ)



## EDUCATION CALENDAR



April, 18-20, 2019	EDGE Taipei, Taiwan
April, 20-22, 2019	Bespoke EDGE Xiamen, China
July, 3-5, 2019	Bespoke EDGE Suzhou, China
October, 3-6, 2019	Bespoke EDGE Sri Lanka
October, 9-11, 2019	Bespoke EDGE Durban, South Africa
November, 13-15, 2019	EDGE Advanced, Prague, Czech Republic
January, 21-23, 2020	EDGE Munich, Germany



## FROM THE PRESIDENT

### The value of the Meetings Professional

When starting to think about one's career after school, hardly anyone considers becoming a meetings professional. Our profession is usually one that stays in the background – the people in the dark that put others in the light. But also it is quite unclear as to what our industry actually does – what does it mean to be a meetings professional?

Much is said about pursuing a career that has meaning, that serves a greater purpose, be it saving lives as a doctor or defending human rights as a lawyer. How would our industry ever compete with such career opportunities?

We need to understand that the true purpose of our industry as a whole, and the profession of the PCO specifically, is to create environments in which learning and networking can thrive and people can excel.

Meetings have tremendous power: assembling the brightest minds of a field or a company in one place can pave the way for meaningful change and ground-breaking innovations. We can facilitate conversations that might provide the answers to some of our time's greatest questions.

At IAPCO the purpose of meetings is our focus for the next 50 years. We understand that our tagline "Meeting Quality" is a responsibility to share and spread our combined knowledge as well as fostering meaningful exchange on a genuinely global level. In order to truly thrive we need to understand the real meaning and power of what we have accomplished in the past 50 years and what we can, and will achieve.

Mathias Posch,  
IAPCO President 2018-2020

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### The PCO: published by IAPCO

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 and no responsibility can be taken for articles, errors or comment.

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## GET READING! MEMBERS RECOMMEND



### Value First, then Price

by Andreas Hinterhuber  
and Todd C. Snelgrove

Quantifying value in business-to-business markets from the perspective of both buyers and seller. *Recommended by AIM Group International*

### Leaders Eat Last

by Simon Sinek

Why some teams pull together and others don't. *Recommended by Maggie Atanassova, Kenes Group*

### This is Marketing

by Seth Godin

Pearls of wisdom, I particularly like his idea of worldview which gives marketers something to munch on... it is our cultural and learned worldviews which alter the way we see, hear and speak. *Recommended by Ginevra Debellis, OIC Group*



# RELATIONSHIPS UNDERPIN SUCCESS

*Authors: Ruby Kraner-Tucci and Sarah Markey-Hamm, ICMS Pty Ltd, Australia*

Legacy is cemented in relationships. The way we learn from each other, relate to different experiences and viewpoints and interchange our philosophies, form the basis of humanity. Our position in the world becomes defined by our association to others: to our ancestors, our present circle and our imagined future selves. These connections, and their power to shape who we are, leave a significant indent in our life's course – in our legacies.

Relationships have always been an important focus in the business world – it is critical when it comes to success. Understanding what the client wants and how to best deliver, supporting other workers to produce their best work and collaborating as a team, even with dividing opinions, is crucial. A final product often extends back to several layers of input – it is rare to accomplish something completely alone.

Shifting our perspective of legacy from one that is tangible to intangible has become increasingly common. Measuring events by financial success no longer holds such weight within society. It instead has become centred on the immaterial actions of organisations which impact the world and people around them. Holding a lens to how we create meaning in business is particularly pertinent in our fast-paced technological era. Focusing on relationships – both

positive and negative – produces greater transparency, accountability and long-term success. It is a defining factor in the creation of a business.

Former CEO and now Executive Chairman of Starbucks, Howard Shultz, powerfully spoke to this idea. He emphasised how authenticity inspires transformation: “In this ever-changing society, the most powerful and enduring brands are built from the heart. They are real and sustainable. Their foundations are stronger because they are built with the strength of the human spirit...”

Examples of harnessing aspects of success outside financial liability are constant. McDonald's, perhaps one of the biggest symbols for corporate greed in our Western world, has this year pledged to use renewable, recyclable or certified materials in all packaging worldwide by 2025. Last year, Google's global operations became fully powered by renewable energy – and they became the world's largest corporate buyer of renewable power. Tesla is skyrocketing in sales and support for their eco-friendly electric powered cars. Locally, the rise of companies like Keep Cup and Frank Green, which both sell reusable coffee cups, have risen based on our desire to help save the planet.

These decisions extend further than environmental impact as companies

have long turned to making their products, and processes, ethical. Whilst the fashion industry is constantly gaining undesirable attention for its abuse of power when it comes to sustainability and ethical sourcing, global retailer H&M has redirected this negativity. They have committed to supply chain transparency by publishing an up-to-date list of suppliers' names and addresses on their website each quarter. Closer to home, Kathmandu became the first brand in the Southern Hemisphere to receive accreditation by the Fair Labour Association in 2018, offering tools to help companies better protect and aid their workers. Other retailers, like The Body Shop and Cotton On, offer support through donations and regular collaborations with international and domestic charities and community organisations.

Whilst these actions have been at the forefront of our decision-making for a while now, it is still critical in highlighting the importance of relationships. Without hesitation it is easy to suggest that the purpose of business is financial success and stability. Turning focus towards aiding the environment and conducting ethical practice for example, despite its cost, thus becomes highly significant. Organisations are emphasising the connection they hold with their consumer, their partners and their global reach –



and they are listening to how the world is changing. They are altering their course based on how we are responding. They are changing their legacy because of the intangible necessity relationships have towards their growth.

Leroy H Kurtz, made famous by his work with General Motors, sums up this idea perfectly: "The fields of industry are strewn with the bones of those organisations whose leadership became infested with dry rot, who

believe in taking instead of giving... who didn't realise that the only assets that could not be replaced easily were the human ones." Relationships are foundational. The treatment of staff by their leader, consumers by a company and altogether on the personal front, cements our track in life. Our connection with others alters how we see the world and our place within it. They force us to step out of our comfort zones. They make us feel supported, loved and empowered.

Business practices will only become fairer if we continue to hold each other accountable and strive towards treating people, and our environment, justly.

To create a legacy within an Association, it all starts with our engagement with others – a sustainable legacy of respect and admiration is only sure to follow.

## THE YOUNG BEING TAUGHT BY THE YOUNG!

*IAPCO Member:  
Congress Corporation, Japan*

Congress Corporation's team contribute to MICE education in universities and meetings industry training programmes, and are personally stimulated in return.

Similar to IAPCO's EDGE role in striving to raise the quality of personnel in our industry through educational initiatives, in Japan, Congress Corporation is proactively involved in educating those in the local MICE industry; and, in particular, not only veteran members, but indeed their young staff who are now giving workshops/lectures to even younger people and students who are engaged in studies related to the meetings/events industry.

In this way, Congress Corporation is contributing as much as they can towards the further development of the industry for the future.



Kyoko Hoshino, a seasoned meeting director, explains, at Toyo University, the roles of a PCO, utilising examples of her experience in operating high profile meetings.



One of CC's newest members, Yo Kojima stimulated the students so close in age to herself, with her own experiences. She conveyed her passion for the industry, and her concrete goals for the near future, which included taking the next steps to become a full-fledged meetings director with repeat clients.



Kei Takahashi, a young, experienced meetings director, giving a lecture to students at Yokohama College of Commerce on "MICE Hands On" under the auspices of the Japan Convention Management Association

## DMC TRENDS FOR 2019

*Author: Bob Novak, Head of Corporate & DMC Department Prague Office, AIM Group International*

How can Destination Management Companies keep adding value in today's world and what kind of DMC trends can we expect in 2019? "It is clear that nowadays the role of DMCs is evolving. Reserving accommodation, organising transport, booking restaurants or consulting exciting event ideas are just a click away. Does that mean that DMCs are no longer needed? No, that is not the case" states Bob Novak. "The DMC's role is all about creating a destination experience, tailored to each specific project and client. Working with a DMC means that you can secure a higher Rol and better overall event quality."

**HOW TO CREATE A TRULY UNIQUE DESTINATION EXPERIENCE**  
The latest DMC trends

**WHICH ARE THE TOP 2019 TRENDS?**

- Tailored meaningful experiences
- New places
- CSR & local community
- More social
- Ethical food
- Short notice

A recent White Paper from AIM Group International - download for free from [www.aimgroupinternational.com/newsroom/white-papers](http://www.aimgroupinternational.com/newsroom/white-papers) - gives some examples and specifies eight key reasons why clients can benefit from DMC services, from saving time to risk mitigation, economic savings and simplified finance management, and the ability to involve participants with unique experiences.



## TRENDS THAT ARE CHANGING MEETING DESIGN

Author: Barbara Palmer, Convene, Deputy Editor

When Marriott International and the PCMA Foundation joined together to update research on the trends that can be expected to transform meetings and events in the future, they made the decision to look everywhere except within the industry.

"We knew if we were going to do this right, we could not do it internally," said Tammy Routh, senior vice president for global sales at Marriott International, who introduced a session at PCMA Convening Leaders 2019 in Pittsburgh in January, where the results of the report, "The Future of Meetings and Events," were released. "You can't just get the same people who live and breathe events doing this or you will get the same stuff," Routh said.

For the research, Marriott and the PCMA Foundation worked with New York City-based global consultancy firm Fahrenheit 212, where Kate Fairweather works as an innovation consultant. Her research, along with input from additional thought leaders, was synthesized into five trends and applied to business events.

"These five trends are consumer and market forces that are here to stay," Fairweather said. Here's a look at the five trends.

### EMOTIONAL INTELLIGENCE

Business events will need to move past reactive adjustments to adopt a proactive approach to personalised experiences, understanding the needs of participants before they arrive.

### ORCHESTRATED SERENDIPITY

Experiences must embrace freedom and surprise, freeing consumers from the constant constraint of schedules and agendas. By embracing the unexpected, we can engage participants and leave a lasting impression.

### MULTIMODAL DESIGN

Every event has a unique objective and audience, and a space must reflect each event's specific personality and needs. Space is critical to any event and should be designed to adapt to the ways that participants will engage.

### BIGGER THAN ONESELF

You can't just provide content anymore. Every event must have a message. Participants want to understand what's important to a business, and experience events that deliver that message down to the smallest detail.

### SENSE OF PLACE

The most memorable events celebrate the local surroundings, enriching visitors, exposing them to the local culture, and connecting them with the community to increase engagement.

For more about the trends, go to:

[www.pcma.org/sense-place-travel-trend-changing-event-design](http://www.pcma.org/sense-place-travel-trend-changing-event-design)



## ON ERASMUS

February for Erasmus S.A. was full of colours, flavours and feelings in Kyoto, Singapore, and Athens!



Colourful dish in Singapore



Erasmus' first assignment in Kyoto



Erasmus party 2019 in Athens

## ASSOCIATION TRENDS FOR THE ASIAN MARKET TO LOOK OUT FOR IN 2019

Author: Christoph Raudonat, Director of Associations, International Conference Services

2018 brought with it many new trends for the association market that we will see continue into 2019. 2019 is going to be an incredible year for associations as the global markets will offer fantastic opportunities with which to get involved. Asia is the global growth market and associations seeking to establish themselves in Asia will be in a pole position to ride the wave. Keep nimble and utilise your network to remain at the forefront of your sectors' business development trends.

### MANAGEMENT TRENDS

**The top three management trends to implement in your organisation in 2019:**

- keep changing
- focus on your members
- move out of your comfort zone

### SOCIAL MEDIA TRENDS

**The top three social media trends to take to heart in 2019:**

- pick a platform
- less is more
- focus on the positive

### MANAGEMENT TRENDS

#### 1) Keep changing

As association professionals we lead the industry with new trends and our duty is to equip our members, clients and stakeholders with must-know innovations and insights. Mark Twain already said: 'the best way to get ahead is by getting started'. The best strategy to do this is through leading by example. Walking the talk and doing so with authentic integrity will have you lead the next business trends in now time.

#### 2) Focus on your members

This is an age-old wisdom by now, but it deserves repeating. Put the 'What?' second and redefine your membership focus by asking 'Why?' Why are we doing what we are doing and who benefits from it? Collect data and build information.

#### 3) Move out of your comfort zone

A wise man once said 'you will never become who you want to be if you remain who you are'. Our association target groups will become even more individualised in 2019. How do we maintain our organisations relevant to their needs? Look out for trends that may not appear to be within your immediate organisational focus. A diversified holistic approach to (business) life will be necessary to respond to your stakeholders' needs.

### SOCIAL MEDIA TRENDS

#### 1) Pick a platform

If you are not yet fully harnessing the power of Social Media, 2019 will be the year to get started. Pick a platform you are comfortable with and stick with it. Online services and shopping have again increased in 2018 and the trend is growing. Also as an association, if you do not have a strong online presence how will your target groups find you rather than a competing organisation?

#### 2) Less is more

If you keep on bragging about why your organisation is the best, you are likely losing interest rather than building it. Tell me what hurts before selling me the solution. In other words tell a story, something that is relatable and your followers will grow.

#### 3) Focus on the positive

Algorithms work in funny ways but one thing is true. The more you interact with a post (positively or negatively!) the more of the same kind your feed will display. Thus, share what you like. Credit the authors, maybe even contact them and congratulate those that shared positive content with you. Build your network on respect and positive values and you will see respect growing in your direction as well.



# DESTINATION HONG KONG

## Greater [Bay] Opportunities Await

Hong Kong is identified by its sound fundamentals, advanced infrastructure and world-class meeting facilities. Now Hong Kong offers new opportunities as it gears up to play a pivotal role in the Greater Bay Area Development, bringing together the two Special Administrative Regions of Hong Kong and Macao, and the nine municipalities in Guangdong Province, including the main cities of Guangzhou, Shenzhen and Zhuhai. The Greater Bay Area (56 km<sup>2</sup>) represents a population of around 70 million with a GDP of around US\$1.5 trillion.

The aim of the Greater Bay Area is to harness the collective strengths of the region through co-ordinated economic development, with innovation and technology as a key focus. Hong Kong will be a major partner to Shenzhen in the construction of an Innovation and



Photo courtesy of Hong Kong

Technology Park along the border, attracting top-tier enterprises and research institutions in the Mainland and internationally to set up and carry out collaborative research. Furthermore, the Hong Kong Science and Technology Park is now home to two affiliated institutes from Mainland China, the Guangzhou Institute of Biomedicine and Health, and the Institute of Automation. Hong Kong will continue in its effort to attract top notch research centres to join the city's research clusters, connecting scientific talents between local and Mainland China, as well as from overseas.

and Guangzhou will lead the Greater Bay Area in developing technological advancements, in particular on FinTech, Artificial Intelligence, Robotics, Smart City, Healthy Aging, Biomedicine, ICT, and Biomedical Technology. International conference organisers can take advantage by developing conferences in these sectors through new collaborations between their international KOLs and local scientists and academics in the Greater Bay Area. Apart from the invaluable knowledge transfer, these conferences will create new scientific communities with long lasting benefits.

What are the opportunities for international conference organisers? Hong Kong together with Shenzhen

Visit [www.mehongkong.com](http://www.mehongkong.com)

## GET 'APPY

IAPCO launches the IAPCO App – a platform designed for members and for those attending IAPCO EDGE events. Dedicated features make it a must-app for all members and EDGE participants.



Get 'Appy

The collage shows various app features:
 

- social wall:** A post from Georgina Alexopoulou with a photo and text: "Goodbye to all dear IAPCO friends-sorry I didn't have the chance to shake hands goodbye with everyone. It was a great meeting in Basel! Hope to see you all again soon!"
- daily programme:** A list of events for Sunday 17 February, including "Positive Leadership", "IAPCO Driving Excellence Awards", "Ticky The Turtle Videos", and "GA Part 2".
- interaction:** A screenshot of a session titled "IAPCO Driving Excellence Awards" featuring speaker Mathias Posch, IAPCO President.
- social wall (another):** A post from Sissi Lygno with a photo of a group of people.
- Home screen:** A dashboard with icons for PROGRAMME, VOTE & ASK, SPEAKERS, MY CONGRESS, SPONSORS, ATTENDEES, INTERACT, and IAPCO & SEARCH.
- Notification:** "Welcome to IAPCO EDGE 2019! 3 Jul 2018, 15:47"
- Footer:** "EDGE THE HAGUE 2019" logo.

# SUSTAINABLE BADGES A MUST – THE PARTHEN SOLUTION

Probably the most important meeting essential for a congress or conference is the badge. Making name badges seems easy, but is that in fact strictly true? How is it possible that we continue to see not only unreadable badges but also unsustainable ones at events?

We all know the purpose of a badge, but too often you will see far too much information which makes them difficult to read and negates the purpose for which they are required, that is to identify the name of the person wearing the badge. So make badges legible. Pay attention to the letter type and letter size (font), colour, background etc. And do not forget that the name, either the first name or the surname, whichever you think is best for your event, is the most important. Make it readable!

For many years the badge comprises a plastic badge holder into which a printed piece of paper is inserted. Although very practical it is not very sustainable. If these were re-used over and over again it would be a little better, but in real life they are only used once in most cases, sometimes recycled for a second usage, rarely more. So over the years these plastic badge holders have led to an enormous waste of plastic. But we still need badges as they have an important function for recognition.

More than 15 years ago Parthen acknowledged the need for a more sustainable badge solution which led in 2004 to the Butterfly Badge™, a laminated sticker badge on an A4 sheet of FSC paper. Strong and untearable, no (plastic) badge holder needed, they are a sustainable and very easy to use solution: print, peel off, stick together, ready!

Since IAPCO has a mission: to rid the meetings industry of single-use plastic and the IAPCO members are therefore working to reduce the plastic waste in the meetings industry, the Butterfly Badge™ provides the opportunity for all to take action and to make a huge impact; to reduce the plastic waste and to make events greener. Ticky the Turtle Plastics Pledge approved!



## The Butterfly Badge™:

- Made of 120 grs FSC paper (FSC = Forest Stewardship Council)
- Suitable for almost any laser printer
- Lamination used does not contain any heavy metal or chlorine and is manufactured without solvents
- Incineration with thermal energy recuperation is harmless for the environment
- Both paper and lamination can be sorted out in paper recycling and is inert in waste deposit
- Very easy to use: print, peel off, fold, read
- Time saving: it takes 15-25 seconds per badge compared to traditional badge holders where you have to tear the paper and insert it into the holder
- By far the most popular badge type today, both for small and big conferences
- A great way to help reducing single-use plastic



**CONGRESS PRODUCTS FOR PROFESSIONALS**



**BADGES**



**LANYARDS**



**BAGS**

*Order your (butterfly) badges, lanyards & bags at:*

**SHOP.PARTHEN.COM**

**Parthen**  
meetingservices

At Parthen Meeting Services we are proud to be one of IAPCO's Service Providers. We are providing IAPCO members and their clients all over the world with our congress supplies, such as bags, badges, lanyards and all other items needed for your congresses as well as other meeting services including conference bags, pens, note pads, USBs etc.

Feel free to contact us anytime at [info@parthen.nl](mailto:info@parthen.nl)

Have a look at [www.parthen.com](http://www.parthen.com) for more information.

Or go direct to our web shop [www.shop.parthen.nl](http://www.shop.parthen.nl)




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**IAPCO**

**Plastics Pledge**

Approved by Ticky the Turtle!

Take the IAPCO Plastics Pledge

**PARTHEN MEETING ESSENTIALS**

pledge to help to rid the meetings industry of single-use plastic by:

- ✓ Making one real measurable change within my organisation and/or events

My measurable change will be:

-ADVISE OUR CLIENTS TO CHOOSE SUSTAINABLE MEETING ESSENTIALS

-ADVISE OUR CLIENTS TO CHOOSE RE-USABLE MEETING ESSENTIALS

-DEMAND OUR SUPPLIERS NOT TO USE SINGLE-USE PLASTIC WHEREVER POSSIBLE


Bonus Pledge Points:

- ✓ We are committed to making real change in our local meeting industry by encouraging local stakeholders and suppliers to sign the IAPCO Plastics Pledge
- ✓ We plan on doing an activity within our local meetings community to help reduce single-use plastic in our environment (some ideas are on page 5 of the toolkit)
- We have banned single-use plastic within our organisation

We encourage videos and photos to support your pledge and any bonus activities, so that Ticky the Turtle can really share your achievements as an organisation.

Submit this completed pledge form to [nlvia@iapco.org](mailto:nlvia@iapco.org)

When will Ticky visit your office?



Parthen is the first Service Provider to have signed the pledge – congratulations Parthen for committing to the cause

## MEMBERS' NEWS

### Thinking, Feeling and Sensing

*IAPCO Member: AFEA Travel and Congress Services, Greece*

"Thinking, Feeling & Sensing" was the central subject of the 2019 Annual Meeting of AFEA, held on Saturday 9 February 2019 at the Radisson Blu Park Hotel with the active participation of the 49 team members and the management team. The venue was selected very carefully, as the Radisson Blu Park hotel and hotel group is known for its Responsible Tourism actions in relation to the environment and society, in line with the strategy followed and established by AFEA in the past few years.

The main aim of the meeting was, as with every other year, to review 2018 and present the strategy and planning for 2019 onwards. Presentations outlined by each different business unit of the company, education and networking, were key elements of this year's meeting, and all team members were invited to reflect on their vision for the future of the company.

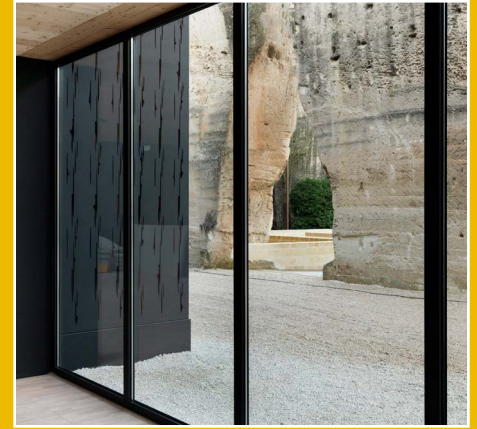


The meeting was concluded with an insightful seminar and workshop on the trending subject of "Mindfulness: Thinking with the Senses, Sensing with the Mind" presented by Olga Papatriantafillou, Mindfulness Teacher (MBSR) and Psychotherapist.

### It took just 123 days

*IAPCO Member: EGA worldwide congress & events, Italy*

Together with two leading companies in the sector of major events and outfitting EGA Worldwide built the futuristic multi-purpose conference centre "La Cave del Sole" with a budget of 3m. euros in just 123 days. Built for 1000 guests it includes an outdoor event arena with space for up to 7000 spectators and a service village with catering and shopping outlets. The venue was used for the first time for the



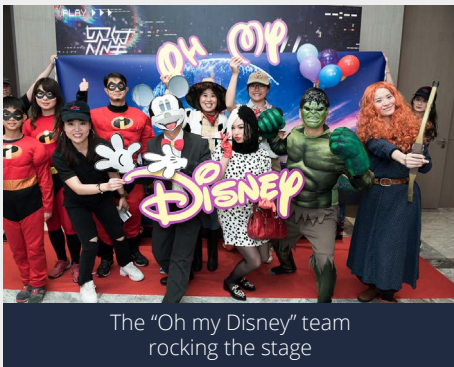
opening ceremony of Matera 2019 European Capital of Culture on 19 January with thousands of authorities and guests. Furthermore the project is totally sustainable, the materials used are only wood, TFE and steel, and over one ton of CO2 emissions have been compensated for its construction.

"La Cava del Sole" will be managed by the temporary grouping of companies until 2022. Claudia Maria Golinelli, ordinary professor of events management at the Tor Vergata University in Rome and Ega's Vice-President, stated: "in addition to hosting exhibitions, concerts and international shows, it will be the most modern and fascinating venue in Italy for conventions and corporate meetings, product launches, association conferences, as well as the ideal scenario for television and film formats".

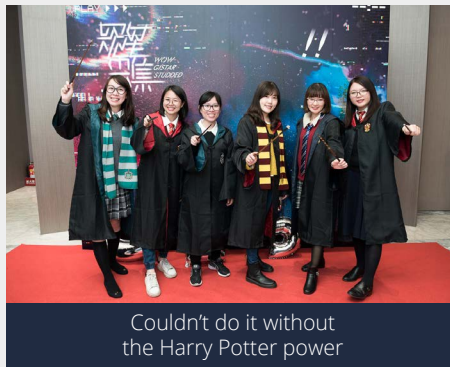


## ON GIS GROUP

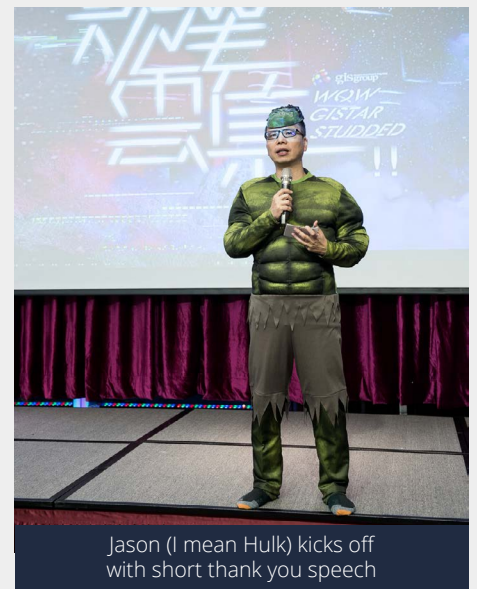
All GIS Group staff got together for the movie themed annual party, many making the extra effort to dress up.



The "Oh my Disney" team rocking the stage



Couldn't do it without the Harry Potter power



Jason (I mean Hulk) kicks off with short thank you speech

## MEMBERS' NEWS

### Public engagement for Valentine's Day

*IAPCO Member:  
CPO HANSER SERVICES, Germany*

This year's Congress of the European Society of Sexual Medicine (ESSM) took place in beautiful Ljubljana, Slovenia – still in the eyes of many a secret as an excellent destination for congresses.

The first day of the congress was Valentine's Day and, as part of the Association's Sexual Health Awareness Day activities, a special concert was sponsored by the ESSM. The concert - free of charge for the inhabitants of Ljubljana and the

congress participants – began in the market square in front of the Town Hall with several bands entertaining the crowds. As a highlight, the well-known Slovenian singer Darja Švajger who represented Slovenia twice at the Eurovision Song Contest, gave a virtuoso performance. Everyone enjoyed the concert and it provided a good opportunity for the many visitors to receive information on sexual health at the several stands around the square.



### AIM and vanGoGh partnership

*IAPCO Member:  
AIM Group International, Italy*

AIM Group International recently acquired 51% of the shares of the VanGoGh communication agency, who specialise in creative digital and communication services.

VanGoGh, which has received more than 70 national and international awards, is specialised in brand reputation, digital and SEO strategy, digital advertising, web design, mobile sites and app development, video communication and social media management.

"With the evolution of the market, we decided to further invest in this agency. The deeper integration allows AIM Group to expand our offering to cover increasingly strategic functions to support our customers in a complete and innovative way" explains Gianluca Scavo, CEO AIM Group International.



I-r, Nicola Sciumè, CEO, Gianluca Scavo, Managing Director and Max Galli, President.



### ON KENES GROUP

The New Year started with a range of internal events, the jewel in the crown being the annual Kenes Group Summit, 15-16 January, Tel Aviv.

Veronika Dimitrova, a Kenes rising star, joins the PCMA 2019 class of 20 In Their Twenties! Young talents should be encouraged to strive forward and keep challenging our industry.



20 in their Twenties



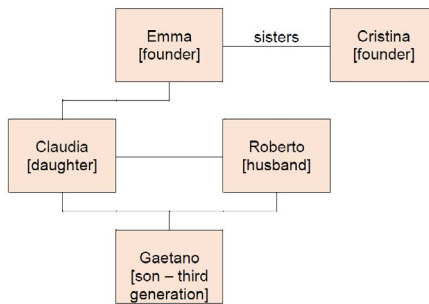
Kenes Group Summit 2019

## MEMBERS' NEWS

### 47 years, 3 generations

*IAPCO Member: Ega worldwide congress & events, Italy*

Founded in 1965 by Emma (Golinelli) Aru and her sister Cristina, pioneers of the Italian Congress Industry, Ega worldwide congresses & events is today highly specialised in institutional and governmental meetings, international association conferences and corporate as well as public events.



at the University of Rome Tor Vergata. Her husband, Roberto Dieni, is CEO; and their son, grandson of Emma, Gaetano Maria Dieni, has been actively working and representing the third generation in the domain



Ega joined IAPCO in 1972. Cristina Aru was a member of the IAPCO council for four years in the 1990s serving two years as Vice-President. Currently, and for the past several years, Cristina is an IAPCO Ambassador for Southern Europe.

Today, Ega is led by Claudia Maria Golinelli, daughter of Emma and Professor of Event Management

of national and international business development. Gaetano attended the IAPCO AM&GA in Basel together with grand-aunt Cristina.

In 2018, Ega decided to continue implementing its internationalisation strategy by opening branches in Switzerland and Romania and by founding a Joint Venture with a UAE company in Dubai.

### A year of celebrations at Interplan!

*IAPCO Member: Interplan, Germany*

There is one main reason to celebrate this year: we look at 50 successful years of Interplan.



To date, Interplan has successfully organised over 3000 national and international congresses with a focus on medicine and science. With its team of 120 staff members in Munich, Berlin, Hamburg and Leipzig, Interplan has acquired the status of one of the leading PCOs in Europe.

Found by Anton Kössl in Munich in 1969, he converted Interplan into a stock-corporation in 2001 and sold it in 2002. Since then, the shareholders of Interplan are Anton Kössl's long-time deputy Bruno Lichtinger and Dr Markus Preussner as well Kenes Group, one of the leading international PCOs in the field of conference management.



## ON CONGREX

Congrex Switzerland teambuilding event - "We invited all our staff members to an exciting team-event just outside of Basel. We had lots of fun!"



## MEMBERS' NEWS

### Platinum Celebration for ERA's 20 years of Excellence!

*IAPCO Member: ERA Ltd, Greece*

With a longstanding reputation and a record number of more than 1180 successful congresses, meetings and events, ERA celebrated its 20th anniversary. ERA's staff, family and friends, favoured suppliers and clients gathered at one of Athens' iconic neoclassical buildings, now housing the Balthazar Bar Restaurant, and danced the night away. "We look forward to expanding our long list of achievements with you!"

### Nicola Williams joins CPI

*IAPCO Member: Conference Partners International, Ireland*

Nicola Williams joins the CPI Team with over 10 years of Core PCO experience. Nicola has worked with associations from multiple sectors and during this time has enjoyed supporting associations in strategic growth, for both membership acquisition and event growth. Conference Partners International is delighted to welcome Nicola to the Senior Management Team as Conference Director of the UK.



ERA celebrating

### Kenes Group bolster BestCities Destination Appeal

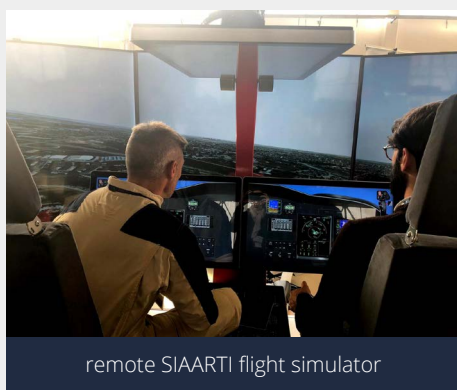
*IAPCO Member: Kenes Group*

Kenes Group and BestCities Global Alliance are working hand-in-hand to create editorials on the leverage of all 12 Alliance members and their unique appeal for potential clients and delegates alike. Each of the 12 convention bureaux supported comprehensively Kenes Group to collect information on their local facilities and experiences – relevant to both association clients and participants - composed into specialised articles for each audience. These features also hold information on experiences that Kenes Group had in each destination.

### Aspiring to Overseas Success

*IAPCO Member: GIS Global Co. Ltd, Taiwan*

GIS Global, following on the success of their organisation of ASPIRE 2018 in Taipei, Taiwan, are delighted to announce that they have been selected as the PCO for the Congress of the Asia Pacific Initiative on Reproduction (ASPIRE) 2020 in Manila, Philippines. This will be their first time organising a congress overseas in 28 years. This appointment was due to their organisation success of the 2018 event which, in addition to much positive feedback, attracted the largest number of delegates since the first ASPIRE congress in 2006. GIS are ready to take up the challenge to achieve an even higher attendance in 2020!



remote SIAARTI flight simulator

### ON AIM GROUP INTERNATIONAL

The First Remote International Meeting HEMS organised by SIAARTI and Leonardo Company, managed by Core PCO Aim Group International. A multi-format, engaging event which included parallel medical and technical sessions, practical workshops, round tables and rescue simulations both at the hangar (utilised as the event venue) plus a high-fidelity simulator and on flight.



remote SIAARTI rescue operation

# WHY ENGAGEMENT ALONE WON'T BE ENOUGH IN 2019

By Greg McEwan, head of communications at Interprefy

I was on a flight from Barcelona to London recently and found myself contemplating the predicament event organisers face today when it comes to the use of technology. The reason for my trip was to attend an industry trade show at which our company, Interprefy, was exhibiting. These shows are a good way to keep a finger on the pulse of the industry and to that end, I managed to find some time to attend some of the keynote speeches which provided meaningful insight.

## **It didn't take long to notice a recurring theme**

Time and time again keynote speakers and exhibiting vendors spoke passionately about one central objective: engagement. Event audiences in the past were merely passive spectators, so the argument goes. But today, with sophisticated technology available at our fingertips, we need to engage attendees. Apps, slide sharing software and passive engagement technologies are the instruments event organisers have at their disposal to boost engagement. And the client expectation is to have some guidance as to which technologies to pack into their event in order to maximise the number of interactions.

## **But has the industry lost its way in its quest for engagement?**

Event organisers naturally want good outcomes for their clients. And there is huge pressure for organisers to understand the technology landscape, which is littered with thousands of event apps – some encompassing turnkey engagement solutions, others offering very specific applications. The problem is that at any event there are often several different apps, requiring attendees to scroll through digital distribution platforms and then search within an app for very specific information. Whilst you could argue this is engagement, you could equally say it's a distraction. And an unnecessary one. So how can event professionals embrace technology effectively into their events?

## **Build a vision for your event, the technology will follow**

If 2018 was the year of engagement, I believe 2019 will be the year of immersion. My own background is communications and marketing. At the heart of my profession is good story-telling. Any successful brand will be able to communicate its values clearly and succinctly to maintain its relevance and vitality in our fast-moving world. In the same way, events need to tell a story, and if we want real engagement at the emotional level, events will need to

convey a consistent and coherent set of values at each step of the planning process.

Why is your event taking place in this location? How are your speakers and performances relevant to the overarching message you are trying to convey? How are you taking into account your audiences' specific needs and do you have a diversity policy to cater for the cultural and linguistic backgrounds of your audience?

As the plane landed at Heathrow, I concluded that to overcome the technology predicament, these are the kinds of questions that need to be addressed at the planning stage. If organisers can do this, they will be well-placed later down the line. Once a logical sequence of events has been planned with an examination of the demographics of the audience, event organisers will be in a strong position to seek out technologies from suppliers who share their values and are therefore able to make an immersive and transformative event. Make sense of the event. Turn it into a journey. And show the audience you have thought about them.

Then you will have an immersive journey that people will remember.



## INTERPREFY SETS WORLD RECORD WITH 102 INTERPRETERS, ONE EVENT

At the end of 2018, Interprefy provided interpreting for a global technology company in California, with a record number of interpreters. A total of 102 remotely based interpreters, working on this single event, helped attendees of the plenary and breakout sessions to understand and be understood across 13 different languages.

This was a large summit with a jam-packed agenda consisting of conference-style presentations, product demonstrations and smaller break-out sessions. With numerous meetings and presentations running simultaneously across several venues, there was a high level of complexity.

The customer wanted to have a state-of-the-art solution and was keen to identify a reliable interpreting service that would not require cumbersome interpreting booths to be installed across the venues. This was a particular concern because the event contained many break-out sessions, with interpreting required across all of its events.

With 33 support staff at hand, the interpreting service was delivered without any glitches and the customer was highly satisfied.



# interprefy

Remote simultaneous interpreting for conferences, events and meetings.

### User friendly.

The Interprefy platform is simple to use. Participants download the Interprefy app and listen to conference-level interpreting in real-time, onsite or online.

### Cost effective.

No need to hire interpreting booths or cover interpreters' expenses. Interpreters and participants can join from anywhere, reducing your expenditure and carbon footprint.

### Flexible.

Access to the world's best interpreters regardless of where they are based. No need to book months ahead. Scale up or down your event at short notice.

Think outside the booth.

sales@interprefy.com | interprefy.com

## WHO IS INTERPREFY?

Interprefy provides remote interpreting for events and meetings. Its platform revolutionises simultaneous interpreting by replacing old hardware with a cloud-based solution so that interpreters can deliver their services without needing to be onsite, while event participants can simply listen to the language of their choice through their smart phones.

Because you don't need to fly in interpreters, pay for hotels or organise for interpreting equipment to be installed, you'll enjoy the stress-free and cost-effective premium service offered by Interprefy.

Scalability and flexibility are at the core of all Interprefy's products. Maybe your event is in a remote location; perhaps you require

specialist interpreters with an in-depth knowledge of your industry; it might be that you have your own preferred interpreters. In any case, we've got it covered.

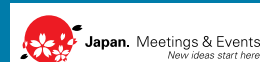
Interprefy is loved by world leading enterprises, international organisations and not-for-profits across the globe. Because Interprefy partners with leading language service providers the best interpreting talent for any mix of languages, including rare languages, can be sourced.

Remote simultaneous interpreting. That works.

Visit [www.interprefy.com](http://www.interprefy.com)

## Check the unique destinations of Southern Japan

Japan is an archipelago with range of diverse climatic zones, from the subarctic zone in the north to the subtropical in the south. Through the two-pages article, we will focus on the MICE destinations in the southern part of Japan, well known for its warm climate and unique culture that is different from any other.



Okinawa Prefecture is located at the southernmost point of the Japanese archipelago, and is comprised of 160 islands (of those 37 are inhabited). These islands are in an area roughly 1000 kilometers from east to west and 400 kilometers from north to south. The subtropical island resort Okinawa is an attractive MICE destination within a region that holds a market of 2 billion people, and can be reached within a 4-hour flight of other Japanese or Asian cities.

What makes Okinawa quite intrinsic when compared with other regions in Japan lies in its history (once an independent kingdom called Ryukyu) and culture. Okinawa is regarded as Japan's frontrunner in that it intensifies multiple interchanges with the world in the fields of economy, academia, culture, health, longevity, natural environment, sports, etc. In recent years, the number of visitors to Okinawa matches up evenly with those to Hawaii thanks to the improvement of its aviation infrastructure and the increasing

number of conferences held at Okinawa Institute of Science and Technology Graduate University (OIST), a world-class education and research institution.

During the Ryukyu Kingdom era, Okinawa flourished through trade with Japan, China and other southeast Asian nations and thus developed as an oceanic commerce focal point.

Looking at Okinawa from another perspective, a strong desire for world peace lies in the core of the Okinawan people because this is where 200 000 lives were lost during the Battle of Okinawa.

Since Okinawa accumulated and acculturated diverse values from the age of interchange and association with other countries, the people of Okinawa have an open-minded mentality that welcomes all visitors beyond its boundaries, known as the Bankoku Shinryo spirit. Okinawa serves as a bridge linked to Japan and Asia aimed at establishing itself as an eminent MICE destination so that we, Okinawans, can contribute to the sustainable development of the Asia-Pacific region.

In June 2018, "Strings 2018", a leading international conference on the Superstring Theory, was held in Okinawa. Professor Koji Hashimoto of Osaka University evaluated Okinawa as possessing a relaxed sense of time nurtured by the history and culture and a prominent conference environment.

Okinawa is the place where you can encounter "inspirational creativity" to link any countries, people and wisdom, and we pledge to lead your MICE to a higher-level of success.

For more information: <http://mice.okinawastory.jp/interview/interview>

## Check the unique destinations of Southern Japan

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## An Award-winning International Conference in Miyazaki, Southwest Japan



Japan has set itself a target: to become the leading meetings destination in Asia by 2030. When you picture a convention hosted here, it's natural to imagine Tokyo, the most populous metropolitan area in the world. But Japan's push to become Asia's number one choice is ably supported by dozens of well-organized and very experienced cities.

Let's look at the city of Miyazaki in Kyushu, southwest Japan. In May 2018, it hosted 1149 people from 63 countries for the 2018 Language Resources and Evaluation Conference (LREC). Experts involved in research, industry and funding came together to analyze emerging trends and products, and to discuss the potential for international co-operation in language science. Conference Chair Nicoletta Calzolari noted that LREC helped participants "interact with their Japanese peers, so they can exchange knowledge and best practices, as there is obviously a high level of research in our field in Japan".

How did 1149 people get to Miyazaki? It has a bullet train line,

and Miyazaki Airport is well-connected to the rest of country. Japan's transport network is the envy of the world, and any journey here is pretty much guaranteed to be smooth, comfortable and on time.

The venue, connected by bus to Miyazaki's station and airport, was the Seagaia Convention Center. This outstanding facility is part of the Phoenix Seagaia Resort, a massive ocean-side complex that also features hotels, sports facilities, forested walking courses and even a pottery studio.

The welcome reception took place nearby, at Miyazaki Shrine. In spite of a serene atmosphere and subtle beauty, including unpainted cedar buildings, this location has a glittering past. The shrine is said to have been established 2600 years ago, and is dedicated to Jimmu, the first emperor in Japanese legend. The participants received words of support from Miyazaki's Governor and Mayor, then drank local shochu (delicious distilled liquor) as they watched traditional, costumed kagura performers.



Seagaia collaborated with the Miyazaki Convention Bureau on the program. It took a huge amount of planning and effort, but that hard work paid off when it became a prize-winner in the International Conference Bid division of the Japan National Tourism Organization's 2017 International Convention Awards. Calzolari reserved special praise for the "competent, efficient and reliable" organizers, who were able to "solve any problem we might have".

The organizers were led by Professor Hitoshi Isahara, Director of the Information and Media Center at the Toyohashi University of Technology. His view of international conferences is that "they can be a life-changing experience. You speak to so many people, leading to new collaborations. It's a mutually beneficial exchange, and that's incredibly valuable".

LREC was a huge success. Its participants, many of whom were in Japan for the first time, were able to immerse themselves in a fascinating culture and history. Why did everything go so well? Calzolari offered a convincing explanation: "The fact that we held it in Japan had a lot to do with it."

For more information:  
<https://www.japanmeetings.org>

# SITE EXPLORES INCENTIVE-READY RWANDA



During the SITE Annual Meeting, December 2018, held in Kigali, Rwanda proved to be “Incentive Ready” as they hosted twelve SITE board members to a unique Rwanda experience. They explored Rwanda and quickly learnt about the country’s incentive offerings such as One&Only - Nyungwe House learning more about the upcoming One&Only Gorilla Nest, Singita Kwitonda Lodge, and indeed the Wilderness Safari - Magashi Camp that is scheduled to open in 2019. In addition the SITE team enjoyed the unrivalled Gorilla experience, recently referred to as a life changing adventure in CNtraveler.com. Rwanda is one of only three countries in the world where the mountain gorillas live.

2018 proved to be a milestone for Rwanda’s MICE tourism sector, counting 201 hosted events for this ever-growing market. Some of the

notable events that they had the privilege of hosting included the African Union Summit, Next Einstein Forum, Mo Ibrahim Governance Meeting, as well as the SWIFT African Regional Conference and the Transform Africa Summit, plus globally recognised events such as the Africa Green Revolution Forum, the GSMA Mobile 360 Africa and the Youth Connekt Summit. Proving the attractiveness of the country, the 5th International Conference on Family Planning registered one of the largest number of international delegates, over 3800.

And 2019 looks bright as Rwanda’s calendar of events is listed with numerous notable international conferences, not to mention the International Conference on AIDS and STI’s in Africa (ICASA), which is the biggest event on the calendar so far, expected to receive between 7000-9000 delegates.

The country today boasts a range of world-class conference and accommodation facilities, with the flagship Kigali Convention Centre that opened its doors in 2016 and the newly opened Intare Conference Arena. A number of 4 and 5-star international brand hotels also opened in Kigali, such as the Radisson Blu, the Marriott Hotel and the Park Inn by Radisson, adding to the already existing venue and accommodation offering available to business travellers (totalling an approximate 5500 rooms in Kigali in the 3 to 5-star hotel bracket).

For more information :  
<http://www.rcb.rw>



## GETTING TO KNOW... ICOM

*IAPCO talks to Dr. Ahmed El Shal, Chairman, ICOM for Organization, Marketing and Research, Egypt, to find out more*

### 1. How many members of staff? How many offices and where are they located?

We are currently 85 highly qualified staff members with more than 150 part time members acting as organisers. We have four main offices, two managing the North Africa region located in two cities in Egypt and two other offices in the gulf area in United Arab Emirates and the newest in the Kingdom of Bahrain.

### 2. How do you manage the wellbeing of the team?

ICOM has a unique bond with its employees. As it is a family business, ICOM maintains a friendly and family relationship with all of its staff, who do not just have a job here, but have a career path and they contribute their opinions as if ICOM was their own business.

### 3. Why/ how do you value being an IAPCO member?

As an IAPCO accredited member since 2012, we have experienced the real meaning of being a professional PCO through standards, education and professional worldwide connections. We have implanted a lot into our work practices and have abided by the code of conduct for several years now.

### 4. One piece of advice for running a PCO business?

My main advice would be to work hard on the development of your company employees.

### 5. In the last three years, what has been the most successful meeting you have organised and why?

We've had many successful events which we have organised over the past 20 years but the most successful I would say is the CardioAlex Conference. This conference is one of the mega events that ICOM has organised over the past 17 years and its



continuity and growth makes it a challenge year on year. With 7000+ attendees, 600+ presentations, 200+ abstracts, 150+ challenging cases and 45+ live and in a box cases, ICOM thrives on handling the event logistics and management in a very professional way which makes the workflow smooth, effortless and very rewarding.

### 6. What are your current challenges?

1. Setting a national academic awareness of the events management industry
2. Management of the corporate community
3. Initiating certified educational programmes for event management
4. And on the company level, we are working hard to finalise a complete international structure with a professional workflow which is well audited and certified.

However, ICOM is not going to surrender to these challenges, and so our proactive top management team set up an action plan to conquer these obstacles by attending international events and congresses to gain insights and to get accredited from well-known entities such as IAPCO.



### TEAM: CAN SPORT IMPROVE OUR COMPANIES AND HOW WE WORK?

IAPCO Member: Nicola Testai, OIC Group, Italy

From when I was a very small child, I've always been into sport. It's always been an integral and important part of my life. Growing up in Italy the national sport is undoubtedly football, everyone seems quite football crazy, whereas, I shied away from this sport and was more interested in cycling.

I've often wondered how the two worlds of business and sport overlap, what they have in common, and most importantly, what it is that we can learn from sports and how this could be applied to our work in our companies.

Companies, similar to sport in general, live and survive on their performance and results, their mission is to continuously improve, getting better at what they do, to improve their end result.

We can measure performance in both cases numerically: how fast was that race?; how long did it take to run the marathon?; how many points does that team have? In business, we can refer to budgets and if we are on target, and to our KPIs to check our outputs.

Performance measurement is often just a number both in sport and in business, however, each of those numbers 'behind the scenes' are more often than not made up of relentless hard work, strategies, planning, tactics, ideas and, depending on the particular sport, a great deal of 'teamwork'; it is only through all of these steps that the desired performance or end result, that number, can be achieved.

I'm a particularly big fan of cycling, I practice the sport regularly and I love to watch the key races, the Giro D'Italia or Tour de France to name but two, to see different strategies and tactics in place.

I'm convinced we can learn a great deal from cycling. In important

world-class cycling teams, there is a team captain, this is the team leader who is constantly supported end-to-end by the team, a team who is working on a strategy, tactics, and teamwork in order to achieve and succeed as a team. In sports, such as cycling, football, basketball, and other team sports too, there are clear roles and positions, but these also require flexibility; on some occasions it is necessary to step back and allow the other team member to 'take the limelight' or in sporting terms 'score the goal' in order to reach that end performance or result.

Unsurprisingly, the key to succeeding is centred around a careful balance which is not an easy feat by any means.

Teamwork, both in sport and in business, entails identifying as a team, becoming an 'us' and working competently together, with one common direction and objective, the final result or desired 'successful' outcome, each and every time! As the acronym cleverly suggests: TEAM 'Together Everyone Achieves More' in business and in sport.



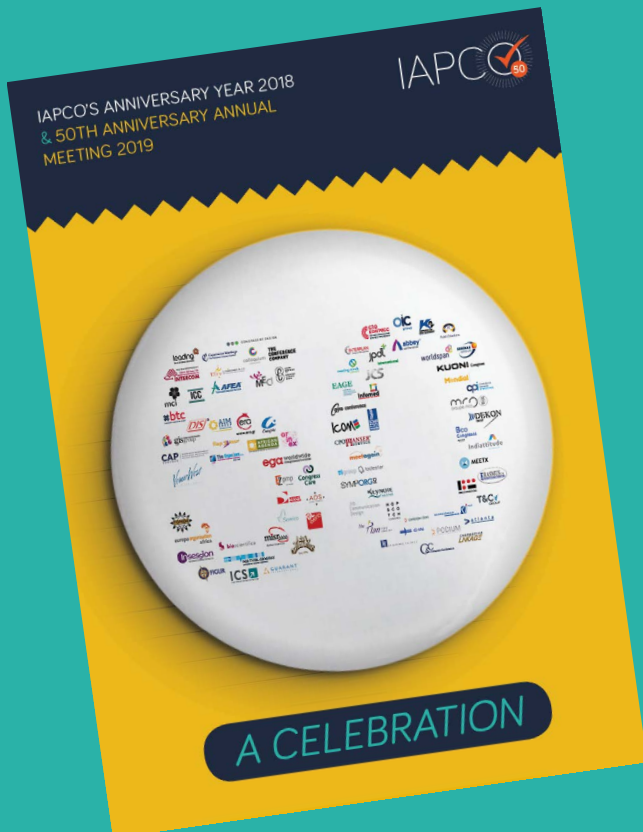
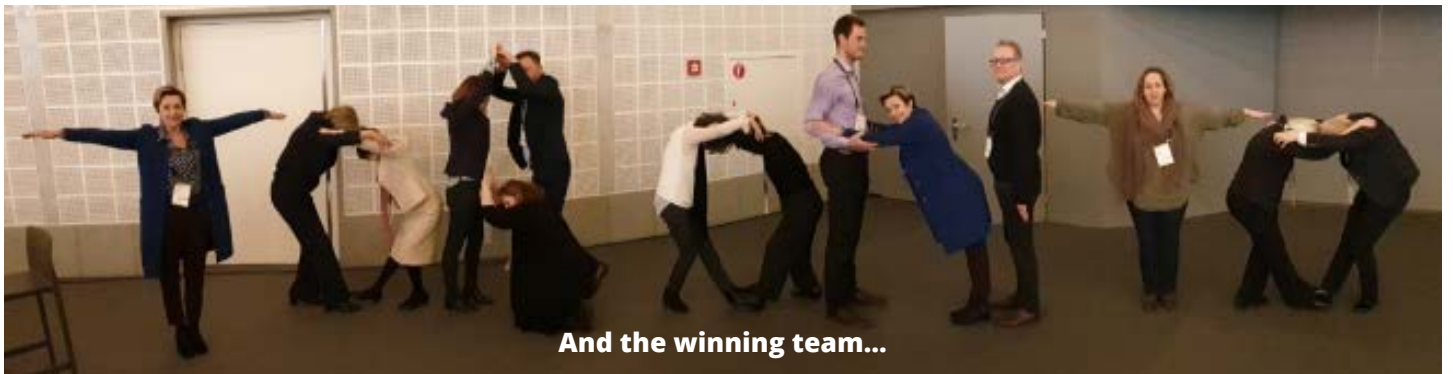
# DESTINATION TORONTO

## TORONTO

The place to meet  
 The place to have fun  
 The place to bring your business  
 The place to learn  
 The place to be .....  
 TORONTO, CANADA'S DOWNTOWN

Participants at IAPCO's Annual Meeting in Basel tackle the problem of word-sculpturing Toronto!

Visit [www.seetorontonow.com](http://www.seetorontonow.com)



## READ ALL ABOUT IT!

### *IAPCO's 50th Anniversary*

Presenting the PCO anniversary supplement, featuring highlights from the celebrations, etc...

# ATTRACTING MEMBERSHIP FROM DIFFERENT GEOGRAPHICAL REGIONS AND CULTURES

*IAPCO Member:  
Business Travel Consulting  
(BTC Americas), Mexico*

Becoming global is an opportunity for associations to grow, and it is also a main challenge they are facing. Understanding associations and their need for expansion and delivering a legacy is the first step in the membership marketing plan to successfully attract membership from different geographical regions and cultures.

Membership marketing must be a continual process and has to be focused on working to understand your membership, establishing different strategies to clearly share the value of your Association in order to attract new members and to keep those who are already members. Below is a breakdown of the most important steps to outlining your audience, connecting with and attracting them.

## **Identifying your target**

**members:** make sure you have identified your target members, considering age, gender, income, location, culture, general interests, social networks - if they are active and which ones they use - Google Analytics can provide you with the

general demographics of your audience to help you get started, and the problems they face on a day-to-day basis. Understanding your target makes prospecting and marketing so much easier.

**Back to basics:** simply ask your members about their needs and expectations, develop the channels that allow your Association to communicate with your audience throughout the year and to receive feedback from them. Questions lead to conversations and engagement, which in turn leads to a better understanding of your target audience.

**Regionalisation of the membership** by chapters helps members to connect with their peers that are equal or similar in cultural realities, implications and social behaviour, and make sure to deliver a smart solution to the needs of each chapter focusing on their members. In this sense, the leaders of the chapters can also be helpful when analysing other associations that are competing for your target audience's attention, so you can

better understand weaknesses upon which you can then capitalise.

## **Establishing a 360° customer experience**

that focuses not only on members but also on the industry suppliers and other stakeholders to support your Association that will help to grow reputation, generate engagement and to deliver real value. This will grow the perception of current members that they are in the right Association, to get more involved, to spread the word to potential members about the benefits of being a part of it and to enroll new members.

## **Investing in a useful CRM Program**

(Customer Relationship Management) or in an Association Management Software that can help you to track your members/chapters and to improve the delivery value you are giving to them. Understanding what is on the mind of your target audience can lead to insights that could influence your marketing strategy or the direction your Association is, or plans to, take.





## Develop a digital marketing plan

that allows your Association to communicate with strategic audiences. Start with the development of a professional web page that immediately communicates the value of your Association to members, society and stakeholders and one which users can easily navigate and spend time - this can also help your website to gain relevance in organic Google searches.

## Select the right social media channels

and develop the content, being careful that it fits with the empowerment that each of them can give you. For example, use Twitter to share relevant things that are happening in real time, such as your congress or annual event. Use LinkedIn to identify influencers that can introduce your Association to potential members or that can simply promote your content and can help you to strengthen a positive perception of the actions and work that you are developing. LinkedIn has created powerful tools such as Sales Navigator to enable you to find new prospects and contact them.

Facebook is still the king of social networks, use this tool to create and engage community; be careful of not “selling”, but in educating and fostering trust by providing free resources (share recent research, access to streaming or video on demand sessions on a complementary basis, coaching, etc.).

Videos on Facebook are a powerful tool to tell the story of your Association, share members’ testimonials and more. The important thing is to make video content that is engaging and that speaks to the needs of your audience (one key message in a one minute video is recommended).

## Measure your marketing campaigns

or actions, by tracking who is showing interest (going to your web page, clicking on your social media ads, etc.), focus on the results and if necessary, adjust the strategy or boost it.

## Increase your conversion rate:

Once you have inspired the desire to be part of your Association keep it simple and make it easy for your target audience to make contact with you or to complete a short form on your web; you can add a section of FAQs or video explanations on how to make the process to become a member. Be careful to not overwhelm them with a lot of information, as this will cause confusion and a failure in the conversion of a prospect into a member.

## Recommendation:

Depending on your current strategy or the strategy you are trying to implement, my suggestion would be to work on one or two tactics and start developing, implementing and measuring results in order to understand your audience reactions and to continuing to improve your Membership Marketing Plan.

## DESTINATION MELBOURNE

### *EAT stations bring food experiences to life*

Specialist services in technology and food have worked together to bring food experiences to life, with Melbourne Convention and Exhibition Centre's (MCEC) new EAT Stations.

The food stations are custom made with cocktail and conference menus to choose from. Options include an Asian hawker dumpling bar, bloody mary hanging garden and raining charcuterie that literally falls on your plate.

MCEC's Executive Chef, Peter Haycroft, said the food stations showcase Melbourne's diverse food scene and provide a unique alternative to eventcatering. "Our new EAT Stations give event attendees a sensory experience. It's elevating food on platters to visually striking stands with which people can interact," Mr Haycroft said.

"Our EAT Stations are our way of bringing the outside in. When you visit the stations, suddenly you're not in a convention centre, you're transported to Chinatown or exploring the hidden gems of Melbourne's laneways. Whether you're hosting a small gathering or a conference for thousands, we can work with you to shape food experiences that are impactful and memorable." The stands were developed in partnership by MCEC's kitchen and technology team.

"It's a great example of the collaborative spirit within our organisation, with two departments bringing together their expertise to deliver an outstanding product," Mr Haycroft said.

Visit [www.melbournecb.com.au](http://www.melbournecb.com.au) and [www.mcec.com.au](http://www.mcec.com.au)



## QUOTES TO MAKE YOU THINK

**"Logic will get you from A to B. Imagination will take you everywhere."**

*Albert Einstein [submitted by Kenes Group]*

**"You don't have to see the whole staircase, just take the first step."**

*Martin Luther King [submitted by Kenes Group]*

**"Don't limit your challenges. Challenge your limits."**

*[submitted by Eugenia Lemoni, ERASMUS]*

**"If the plan doesn't work, change the plan but never the goal."**

*[submitted by Eugenia Lemoni, ERASMUS]*

**"Education is a progressive discovery of our own ignorance."**

*James 'Will' Durant*

**"One of the lessons of history is that 'nothing' is often a good thing to do and always a clever thing to say."**

*James 'Will' Durant*

## PRE-WARNED IS PRE-ARMED

*IAPCO Member:  
Sarah Markey-Hamm,  
ICMS Pty Ltd, Australia*

Embedded within any effective event design is the adoption of critical risk management identification, analysis and mitigation strategies. Risk management policies, procedures and education/training should flow out of the identification of the need for the implementation of risk management as an element of the goals and objectives of event planning. Unfortunately, there is nothing 'trendy' or 'cool' about adopting risk management as a core element within event design – however it is vital. The success or failure of your event may be predicated on the risk platform supporting the event process. This risk platform developed for the event should form the basis of identification of 'pain points' or weaknesses that may impact on plans or trends to be implemented within the event.

Early detection of risks that may limit, impede or harm the event should reduce future issues relating to cost blowouts, non-compliance matters, legal action or negative media scrutiny coverage. Realistic expectations need to be made within a risk management context. For example, all too often local associations involved with an international association have to reconcile the demand for a percentage of the revenue for the international partner regardless if the event turns a profit or not. Many international associations will not share the risk even when their demands are made to the local organising committee. There needs to be a balance and an open and honest communication channel between all the stakeholders so that all the groups have an opportunity to make money.

Therefore, given that the reporting of risk events such as political, social, economic or environmental in nature have become a frequent source of interest to the media, government,

communities and the business sector, it makes good event management sense and practice to also ensure that risk management is both visible and practical. Whether it deals with venue selection and access, safety and security for the event, food handling and delivery, or event content conflict with opposing groups or communities, risk management is not an option, it is a non-negotiable requirement. Associations, bureaux and venues cannot control or know of all risks for their event. Nor can they control risks that might happen outside of their event environment, however, sound event design ensures that all relevant stakeholders in the event understand and are aware of the potential possibilities for something to go wrong.

This risk management philosophy takes on board the colloquial terms of dealing with the 'known knowns', the 'known unknowns' and the 'unknown and unknowns' – to paraphrase Donald Rumsfeld. Pre-warned is pre-armed.

## 60 SECONDS WITH ..... BARBARA CALDERWOOD

*Divisional Director Associations MCI UK*



**What is the best book/online resource you have/currently use/recommend?**

At MCI we are very lucky – we have an amazing online resource tool available 24/7 for the benefit of all of our talents and ultimately our customers.

**What is your personal philosophy/quote?**

I firmly believe the work we do goes towards making a tangible difference to people's lives

**What would you do for a career if you were not an eventprof?**

Urban community food gardener

**Tell us something that might surprise us about you**

Dream of owning my own classic Massey Ferguson 135 – what a beaut!

**Any advice for someone joining the event industry as a PCO?**

May the force be with you!

**Tell us about what you are working on at the moment for MCI UK**

Developing and integrating online community solutions for all of our customers for the digital economy is a primary objective right now.



# MONTREUX

Montreux's tag line might be Montreux Riviera but this jewel in Switzerland's crown is open for business.

Situated between Lake Geneva, vineyards, the Alps and palm trees, Montreux represents the ideal setting for an unforgettable event.

With over 2500 rooms from basic hotels to palaces within a short walking distance of any convention facility, be it hotel or the convention centre, and with the many venues, ranging from historical to unusual, from celebrity to conventional, this city has much to offer. International events of 1000-1500 delegates are a perfect fit for this city which embraces the participants within its intimate setting.

And there is more: with VAT the lowest rate in Europe, at just 7.7%; with Switzerland rated as one of the most peaceful countries (Global Peace Index 2017); and with an efficient public transport system that surely must be the envy of most of the world, Montreux has a lot going for it. Over 150 direct flights service airports close to Montreux, connected to the destination every 30 minutes by comfortable and punctual trains. Montreux's inspirational setting where mountains meet the lake, surrounded by vineyards and Belle Époque architecture all combine to form an idyllic location to host major events.

## IAPCO COUNCIL IN MONTREUX

You can talk about it, read about, even think about it, but nothing is as convincing as living it! The Montreux Riviera CVB hosted the IAPCO Council's February Meeting. Set within the magnificent Fairmont Le Montreux Palace hotel, the Council were literally given a taste of what an event in Montreux would experience.

## Some key elements:

1. Arrival: the train from the various airports was a great way to reach the city. Efficient, clean, punctual, the 60 minute journey enabled us to travel in comfort, view the magnificent scenery and arrive in a relaxed frame of mind... and it was so easy!

2. The Fairmont Le Montreux Palace is an architectural delight. Opulence from a by-gone age, combined with modern facilities, technology and comfort, set the scene for an excellent meeting. The rooms were elegant and spacious, the service was exemplary and the views both calming and invigorating. This was to be our location for the next three days – and an excellent one too.

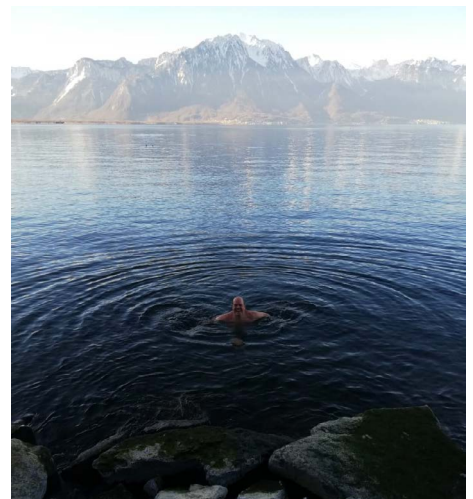
3. The Convention Bureau surpassed themselves in as much as they "got it"! - the visit was not an endless round of hotel bedrooms, meeting rooms and exhibition spaces, but a glimpse of the uniqueness of the city: the friendliness of the people, the historic vineyards (UNESCO site), the celebrity status depicted by the Charlie Chaplin Museum, and the excellent cuisine, both local and international. An opportunity to experience the city and savour its unique atmosphere.

4. Getting around: everything is within a comfortable walking distance, be it restaurants, visits, shopping, hotels ..... and it is, and feels, totally safe.

5. Our Meeting: whether it was the venue, the calming nature of the city, the environment and views, I don't know, but something about Montreux enabled our meeting to take place swiftly, succinctly, and with purpose...

All in all – Montreux is a great place to meet.

Visit: [www.montreuxriviera.com/business](http://www.montreuxriviera.com/business)



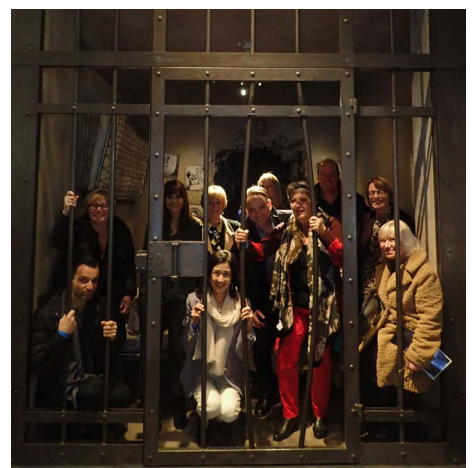
a refreshing way to start the day (Keith Burton)



council at the UNESCO heritage site



enjoying dinner with Remy Cregut of the Montreux Music & Convention Centre



a happy incarceration at the Chaplin Museum

# HOW TO ENGAGE YOUNG PHYSICIANS

*IAPCO Member:  
AIM Group International, Italy*



With Millennials entering the market and Baby Boomers exiting, it is more and more crucial for scientific associations to involve young physicians and facilitate an easy handover, and associations' congresses are a perfect time to promote this.

The challenge for associations is to engage the young generations as an active part of the association's life, giving them direct responsibilities and answering their specific needs. There are multiple ways of engaging the new generation, here are some best practices, taken from recent events organised by AIM Group:

## • **Board Initiated:**

One unique way to involve young physicians, is to involve them at the highest level, where decisions are being made, potentially creating a "parallel young board" beside the executive board, with a representative on the executive board and supporting the congress organisation.

## • **Social Ambassadors and communication multipliers:**

Millennials were born with smartphones in their hands, hence associations can catch their attention if they are on social media and tell their story on those platforms. Young delegates, for instance, can be involved as social ambassadors and contribute throughout the congress to post and share on social media. Or they can realise video-interviews with the senior experts and post them on the YouTube association channel. The young ambassadors do not use a standardised language or a pre-set script, but they speak about an activity or event they attend filtered by their own experience, adding a more tangible feature to quality and efficiency.

## • **Dedicated sessions and networking:**

Meeting people, exchanging ideas, sharing opinions are always on top of the positive experiences people take home after a conference. Young physicians have their own specific

needs and experiences to share, so it is also useful to organise specific sessions for this age group, whether it be dedicated social events, practical courses or informal chats in the bar.

## • **Award and Grant the Best:**

Another effective way to give visibility to young doctors is to recognise their research. Special Award categories for the under 40s or under 35s can be developed to recognise outstanding presentations or abstracts. Or you can create a contest to select the most talented young professionals and give them the possibility to take part in the Association's annual meeting through a full sponsorship. This will give them great motivation and sense of positive competition.

Each association must find the best initiatives to engage and attract young participants. If successful, associations will nurture the engagement of the new generations who will guarantee the success of the organisations in the future.

# THE FUTURE OF ASSOCIATION EVENTS IS BRIGHT!

*Authors Antonio de Araujo Novaes Jr. and Karine Desbant, MCI Brazil (Sao Paulo)*

## **CREATING EMOTIONAL CONNECTIONS**

Associations were once the exclusive provider of content, offering unique services and networking opportunities to their communities. But times have changed. Associations are now adapting and rethinking their value proposition to differentiate themselves from an extremely competitive environment. At the same time association audiences are changing. Members' needs and expectations are shifting, whilst event participants' profiles are also changing. Audiences are getting younger, and are technology-enabled with access to information and networking from their device at any time. They no longer have to wait for the annual event to connect with their peers, learn, exchange or even get their certification.

## **DISRUPTED EXPECTATIONS**

Similar to many organisations, membership-driven associations have difficulties in embracing change. It is easier and more comfortable to stay with the 'tried and tested' event approach than trying something new. But relying on the traditional and familiar approaches will not be sufficient to fulfil these changing and more demanding audiences. To attract a wider multigenerational audience, association events must offer even more relevancy, content value, innovation and quality of the experience.

Association leaders must rethink their models to create event strategies that generate disrupted expectations through constant provocations. These initiatives will help boost engagement and create a social buzz for the organisation's brand.

## **THE VALUE OF FESTIVALIZED EXPERIENCES**

Festivalization of meetings is a convergence of live user experiences and human-machine interfaces. In the last few years the trend has increased significantly; and associations are starting to see it as a way to better engage their communities.

With an average of 82000+ 'campuseros' in attendance, Campus Party is the largest global technology festival encompassing innovation, creativity, science, digital entertainment and entrepreneurship. Using a combination of online and offline experiences, including hackathons, augmented reality, AI, Machine Learning, blockchain, cyborgs, as well as live music performances and exhibition, the event is successfully blending experiences that speak to all generations and create spontaneous interactions between participants in unprecedented ways.

## **SHOW ME THE LOVE**

Attendees' expectations increase as the time available decreases, and the search for happiness and experience become key drivers. Today's events that stimulate people's feelings and emotions, both professional and personal, are the ones that combine the traditional approach, content, exhibition and connection with unexpected experiences. Festivals are those events that make the live experience more complete. They provoke intentional encounters and help build sustainable, coherent and fair relationships between participants and sponsors. They allow and encourage co-creation between participants and stimulate the emotions of the public at large.

Finding a balance between what is perceived to have worked in the past with what needs to change for the future is hard. But if done well, it will boost engagement, drive conversation and create an experience which people will recall and share with others. And without knowing it, they will contribute to spreading the message and influencing others through their own experience.

## **GET IT RIGHT!**

- **Events are made by people for people. Be authentic**
- **Engage the audience**
- **Make sure it adds value to participants**
- **Make the link with the overall theme**
- **Use a bit of fun**



## ON HAMBURG

Hamburg to become a model city for urban and logistic solutions – meet green and bring sustainable change  
 Visit [www.hamburg-convention.com](http://www.hamburg-convention.com) and “model city”



Congress delegates can look forward to one of Europe's most modern public transportation systems. Enjoy wifi and usb plugs on board the trains or e-hybrid-buses.

Photo: Hochbahn Hamburg



Hamburg with its waterways and parks has a strong bond to nature and a focus on sustainable strategies with many mobility projects.

Photo: Andreas Vailbracht  
www.mediaserver.hamburg.de



2600 new rental bikes “StadtRAD” and e-cargo bikes are covering urban areas all over Hamburg. One more step to become emission-free mobility.

Photo: Roberto Kai Hegeler  
www.mediaserver.hamburg.de



Hamburg has a pioneering role in developing an e-mobility and car-sharing infrastructure. Well over 800 public charging points are available for everyone powered by 100% Green Energy

Photo: Geheimtipp Hamburg  
www.mediaserver.hamburg.de

## 1% FOR THE PLANET

*IAPCO Member:  
 Venue West Conference Services, Canada*

Ever since the Daugulis family bought Venue West Conference Services in 2005, sustainability and giving back has been a crucial part of the company's mission and one of its core values. In 2017, Venue West became the only PCO to partner with “1% for the Planet” and “Bullfrog Power.”

1% for the Planet is a non-profit, global movement that inspires businesses such as Venue West to support environmental solutions through annual membership and everyday actions. It is a global network of approved non-profits

who support the environment through protecting food systems, lands, waters and animals. As a member of 1% for the Planet, we not only give 1% of our annual sales direct to member non-profits, we also volunteer as a company throughout the year for one of our local non-profit partners. At the end of 2018, we volunteered at the Lower Mainland Christmas Bureau to sort out the Christmas toys gifted to poor families within our neighbourhood.

In alignment with IAPCO's goal to reduce plastics in our oceans, in 2019 we have selected to donate our financial contribution to Plastic Oceans, a non-profit helping to clean our oceans from plastics. Additionally, in April 2019, Venue West will be volunteering at our local Third Beach in Stanley Park to clean

up all waste from the beach. And it's not just talk, as Canada's leading green energy provider, Bullfrog Power, provides Venue West's office and some of their conferences with 100% sustainable energy.

Decisions we make every day will impact the world for decades to come and we have the opportunity to influence the way businesses are run, conferences are held and how delegates feel about them.



Cheque for Plastic Oceans



## Dubai sees stellar growth in business event bid wins in 2018

Dubai Business Events secured a total of 261 successful bids for meetings, conferences and incentives in 2018, which are set to attract an additional 153 640 delegates to Dubai over the coming years.

The number of event bids won by the city's official convention bureau, in partnership with stakeholders across Dubai, represents a 24% increase from 2017 and will deliver an estimated economic impact of approximately AED 1.2 billion to the city.

Steen Jakobsen, Assistant Vice President of Dubai Business Events, said: "One of Dubai's strengths when it comes to reaching out to event planners and creating compelling bids for major events is the close team work and collaborative approach taken by stakeholders across the city. "The monumental growth in the number of delegates set to attend



International Conference, May 2018

business events in Dubai as a result of 2018 bid wins is testimony to the Emirate's increasing appeal as a global business hub. Business events hosted in the city play an important role in the development of our knowledge economy and are a crucial part of our wider tourism strategy and contribution to Dubai's GDP growth."

This success also marks a 62% increase from the previous year in the number of delegates set to

visit Dubai due to event bids won, signifying a shift towards larger-scale events and further cementing the Emirate as an attractive global business destination.

Throughout 2018, Dubai submitted 557 business event bids, up from 354 in 2017, and among the wins awarded were those for bids submitted in previous years.

Visit: [www.visitdubai.com](http://www.visitdubai.com)

## Ticky is gathering momentum

AIMy is the mascot of AIM Group International and is their model team player. It keeps an eye on everyone, helping and encouraging at all times. It supports all the activities of the Group and its

new best friend is Ticky the Turtle, the mascot of IAPCO. They are working hard together to rid the meetings industry of single use plastic. Go AIMy, Go Ticky!



## LATE NEWS

### Dubai, 4th March

### AIM Group International opens a new office in Dubai

The office will develop the meetings market in the United Arab Emirates with a focus on Expo Dubai 2020



## WELCOMING NEW IAPCO MEMBERS



*Amit Saroj,  
Director*



**Indiattitude**  
**Attitude Events Pvt Ltd**  
**Gurgaon, India**  
**[www.indiattitude.com](http://www.indiattitude.com)**

"Indiattitude is an 18-year-old organisation specialized in handling large high-level conferences and meetings across India. Our organization has the credentials of handling key events with a successful history of planning National and International, Non-profit

organizations and Government meetings. Delivering customized, cost-effective and long-term solutions to our clients and setting new benchmarks of excellence has been the standard operating procedure at Indiattitude."



*Ching Cheng (James) Wu,  
President*



**Elite Professional  
Conference Organizer**  
**Taipei, Taiwan**  
**[www.elitepc.com.tw](http://www.elitepc.com.tw)**

"Elite PCO always regards clients' needs as the primary service foundation. We have experienced conference managers to provide the best services to our clients. The implementation of the conference activity planning

service is a long-term and close co-operation with the clients. We uphold the integrity of the service attitude, so that every client can feel respected and feel relieved service, so as to jointly create a successful International conference"

# WELCOMING NEW IAPCO MEMBERS



*Ina Kähler, Head of PCO Tyrol Congress & Congress Management*



**PCO TYROL CONGRESS**  
professional congress organisers

**PCO Tyrol Congress**  
**Innsbruck, Austria**  
**[www.pco-tyrolcongress.at](http://www.pco-tyrolcongress.at)**

"PCO Tyrol Congress, Congress und Messe Innsbruck GmbH, is a team of experienced and highly skilled meeting professionals who are fully committed to delivering conferences to the highest possible standard. Reliability and trust characterise the relationships with

our clients and have done so for more than 25 years. We focus on our customers' individual goals and aspirations in organising memorable conferences and offer advice and support in all areas of conference management, whatever the budget or size of a meeting."



*Marie Jacobsson, Operations Director*



**SWEDEN MEETX**

**Sweden MeetX**  
**Gothenburg, Sweden**  
**[www.meetx.se](http://www.meetx.se)**

"Sweden MEETX actively contributes to creating successful meetings. MEETX has extensive experience as a PCO. We are an innovative, driven and competent partner offering services to organizations and government agencies seeking to implement effective and

stimulating congresses. Sweden MEETX AB is owned by the Swedish Exhibition & Congress Centre Foundation, a financially independent foundation. Sweden MEETX has its headquarters in Gothenburg and takes assignments in Sweden and internationally."

## DESTINATION PARTNERS

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



## HOSTS, CONVENTION CENTRES & SERVICE PROVIDERS

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



Service Provider



Annual Meeting Host



Service Provider



Official Airline



Service Provider



Convention Centre



Convention Centre



Service Provider



Council Meeting Host



Service Provider



Service Provider



Convention Centre



Council Meeting Host



Annual Meeting Host



Council Meeting Host