



BOARDROOM

THE BEST RESOURCE FOR ASSOCIATIONS

MANAGING AN ASSOCIATION BOARD

— FEBRUARY | MAY | JULY | SEPTEMBER | **NOVEMBER 2019** —

LOCAL ALLIANCES LEAD
TO GLOBAL GROWTH

PARTNERSHIPS
FOR PROGRESS

TRENDS & DILEMMAS FOR
NON-PROFIT MANAGERS

🕒 8AM

Coffee & yoga
by the beach

🕒 9AM

Your convention starts

🕒 7PM

Sunset concert
at ancient Jaffa

🕒 8PM

Rooftop dinner

🕒 5PM

Espresso seminar
at the market

🕒 10PM

Night visit to the
museum

🕒 12AM

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Your Peers Have the Knowledge

Like many of you, when we were in school, most of our classes were one-directional. The professor lectured and sometimes there was a discussion but we were mostly learning from the “expert” – the one with the knowledge (or so we thought!) – and not the insights of others.

Later, when we entered the workforce and got into the corporate world it was mostly the same. Companies took their cue from higher education and learning was often knowledge transfer from one particular individual to many people. It is an uninspiring model – though many conferences tend to stick to it – and research has shown it to be quite ineffective.

In contrast, when you research about the different ways of learning there are out there, you will find that most programs use a peer-to-peer model, the one during which professors facilitate learning rather than being the experts themselves – and the one where you can feel completely and totally engaged.

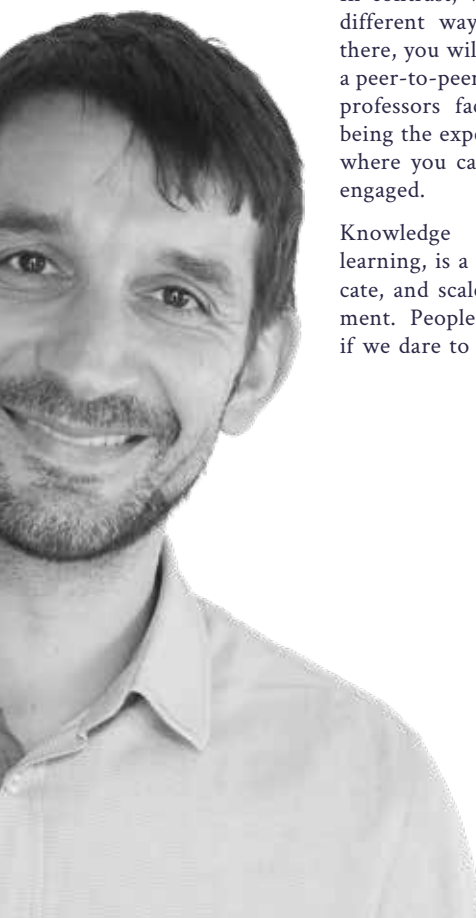
Knowledge exchange, or peer-to-peer learning, is a powerful way to share, replicate, and scale up what works in development. People – naturally, spontaneously, if we dare to say – want to learn from the

practical experience of others who have gone through, or are going through, similar challenges. They want to be connected to each other and have ready access to practical knowledge and solutions. When done right, knowledge exchange can build the capacity, confidence, and conviction of individuals and groups to act.

We believe there is no other community like the association community where peer-to-peer learning is of such paramount importance. If there is not one association that is similar to another, there are also challenges and issues that, when faced and discussed about, they can find solutions to, just by discussing and sharing openly.

At our humble level, this is what we do: we facilitate the exchange of knowledge between peers. In this particular issue of Boardroom, our highly-specialized network of journalists and contributors, all from associations, share their insights on how to best manage an association board. Our extensive feature on this particular topic runs from page 14 to 31.

Some food for thoughts if you like – that we hope will turn into a real feast for many of you. Enjoy reading!



Rémi Dévé

Founder & Chief Editor



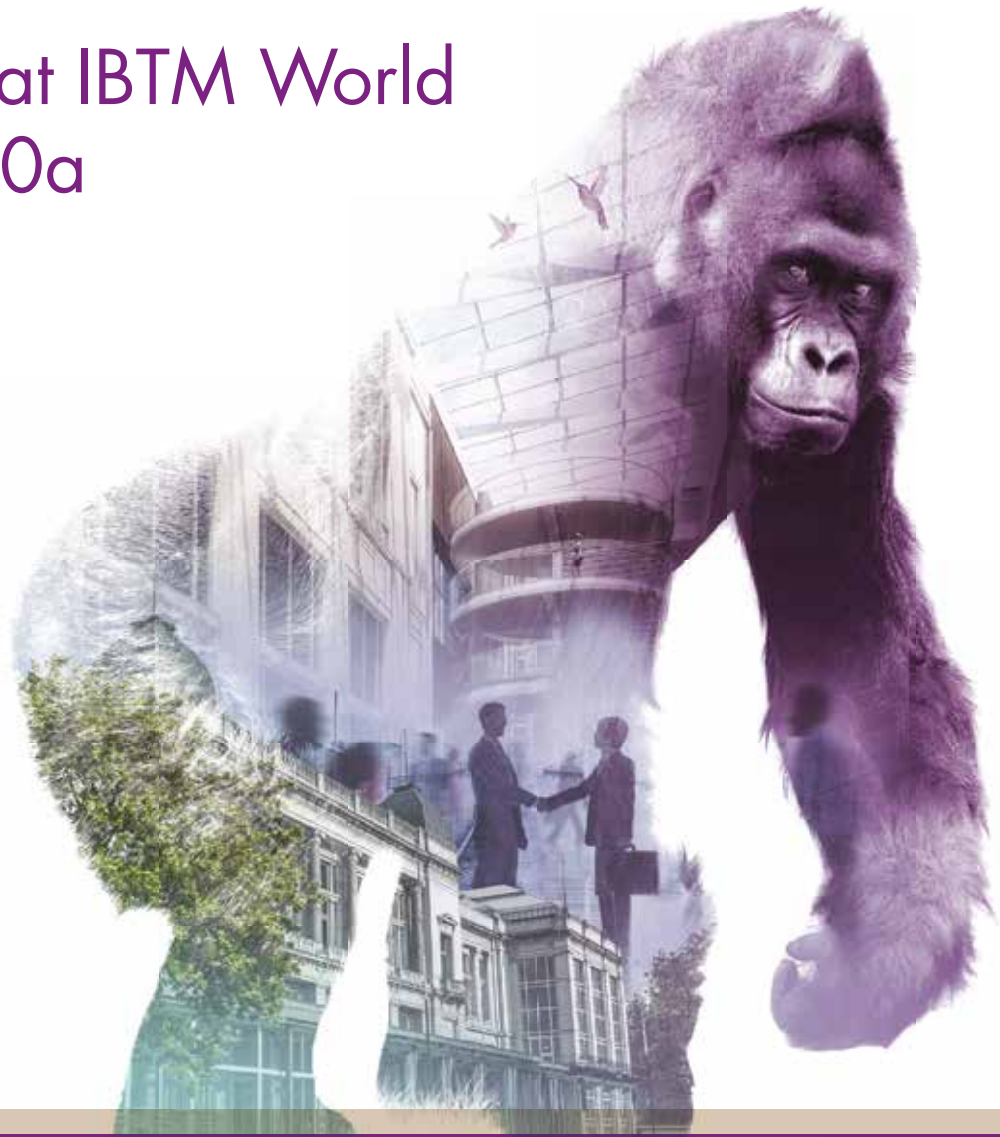
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According to Jean Christophe Kremer, Associations Director at Kellen, every association has a board and meetings are a normal part of day-to-day operations. However, are all board meetings truly successful - and better yet, worth the time?

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Local Alliances Lead to Global Growth

Hopping on a bus or getting off at a metro station downtown might seem like simple everyday habits for most of us, but public transportation is more than buses and trains and UITP is the absolute expert to ask. With almost 135 years of experience under its belt, the International Association of Public Transport has become a point of reference both for achievements in its field and as a distinguished global organization. A talk with Mohamed Mezghani, UITP Secretary General, unveils the secret to the association's constant growth and the opportunities seized once globalization settled in.

Words Vicky Koffa



“What’s our secret? Our global membership and our hard-working international staff. There is of course more to it than that, but our association is only as strong as the people who make UITP what it is. We’re an old association, having existed since 1885, and we now house more than 1,700 members in 100 countries. With that reach, comes a lot of responsibility, and by working side-by-side with all public transport stakeholders, UITP can continue to develop and grow,” explains Mohamed.

CLARITY AND STABILITY BRING DEVELOPMENT

Growth is not the result of some isolated decision-makers around a desk. It is achieved through close collaboration of all stakeholders involved and a steady mission used as overall guidance throughout the years and across countries. *“UITP represents the entire public transport ecosystem, all types of stakeholders are part of it, which is very important to highlight as it’s a unique distinction for an association to hold,”* says Mohamed. *“A large part of why UITP remains so strong and relevant is what we stand for: we deal with urban mobility around the world – a subject growing in importance each day due to global environmental concerns. UITP will always continue to develop, but never forget the core message: moving people around our cities. And you can’t do that without the staff and members who make UITP what it is.”*

This focused mission right from the beginning has helped the association reach its objectives so far, convey a clear message to its members worldwide and set future goals: *“Our vision is not purely about transport, but about what we know great public transport offers to all of us: more economic prosperity, access to jobs, culture and recreational activities, and better well-being. UITP doesn’t just focus on the means – public transport – but on the end result: making people’s life happier. Our future objectives are also clear. UITP plans to advance the sector even more, by bringing more stakeholders together, growing our global membership and participating in even more relevant events to make the role of public transport known.”*

LEVERAGING FRUITFUL PARTNERSHIPS

When asked how they achieved such global expansion, Mohamed clarifies: *“We are not a European association expanding globally, we are a global association that happened to be born in Europe. It changes the perspective. Our working priorities are coordinated from Brussels with input coming from all over the world. It’s with this approach that we make sure our global membership is best served by UITP at all times.”*

Staying true to the promise to always remain relevant for its members and serve them within their local context, UITP is seizing opportunities of beneficial partnerships to create regional offices and Centres for Transport Excellence in key places like Dubai or Singapore for instance. This has been instrumental for its growth, but Mohamed recognizes they could not have done it without local connections and meaningful collaboration both at home and abroad: *“Brussels is UITP’s native city, where we were born. If*

I am not mistaken, it’s now the world’s second city for the number of associations it hosts. It’s a great asset for UITP to interact with our peers based in Brussels. We build alliances for advocating the EU institutions, we collaborate for organizing joint events and we benchmark about our services and practices to identify improvement potential. This ecosystem of associations is very enriching for UITP.”

“In Dubai, we were among the first associations to become legalized,” Mohamed continues. *“The Dubai Association Centre supports us for recruiting staff and other administrative issues. Our Dubai office is hosted by the Roads and Transport Authority, a leading organization in the MENA region. This helps us a lot in connecting with transport organizations and their officials, and this serves our membership development in the region. Both Brussels and Dubai are excellent hubs for association events not only for their infrastructure but also because they are home to good practice cases in our field that people want to see and experience when coming to our events.”*

UITP has also decided to enhance its activities in the Asia-Pacific region, this time promoting knowledge and research, with the establishment of a Centre for Transport Excellence in Singapore. *“In response to specific UITP membership needs and to help develop sustainable mobility in the region, the UITP Asia-Pacific Centre for Transport Excellence was established to consolidate knowledge and research by making experience and know-how on accommodating mobility needs available in the Asia-Pacific region,”* says Mohamed. *“It further expands UITP’s relationship with our members at the local level and, alongside our Asia-Pacific bases, we’re delighted to continue expanding in this part of the world.”*

VERSATILE STRATEGY. IMPACTFUL RESULTS

UITP can now boast that its manifold approach brings added value to its members and makes a significant social impact. *“We have members from different profiles, private and public, multinational companies and local actors, operators and regulators, mature organizations and start-ups, from all over the world. Therefore, when we cover an issue, we cover it from this multiplicity of perspectives, putting the citizens and the cities at the heart of our approach, and going beyond industrial interests. This is a strong positioning because it makes our studies, our policy positions, our services, very comprehensive and relevant. This is how we make an impact, by being inclusive and comprehensive. This strategy is reflected in our missions: advocacy, knowledge and networking.”*

This piece is part of the exclusive partnership between Boardroom and the Global Association Hubs Partnership (GAHP), which comes as an innovative response to the increasing decentralisation of international associations, as they look to develop their activities globally. \ www.associationhubs.org

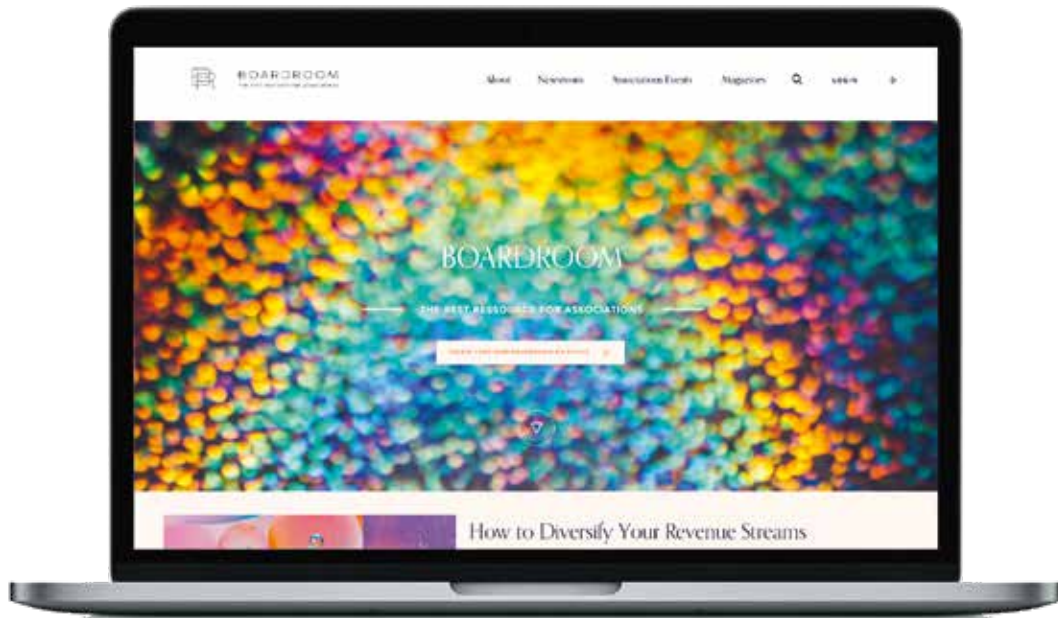


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#MEET4IMPACT

Measure What Matters

When we eavesdrop on conversations surrounding impact, it always seems that it's about measurement. Yet to us, as **Geneviève Leclerc**, founder of the #MEET4IMPACT project, writes, measurement should be perceived as a tool for understanding impact, not as the end goal. Metrics are not enough to fuel an organization's wish to capture and amplify the overall value it creates. However, using data to assess their impact should be part of an overall impact management program that will help demonstrate their relevance.

In a previous article we mentioned that the practice of social impact measurement relies on the utilization of "impact" as a currency by which an organization is able to report on its organizational effectiveness in carrying out its mission; much like one would report on financial results. To measure the social impact of its activities, such as an event,

the association will want to assess the effects on the local host communities, on the event participants, and on its community of interest as a whole. But how to measure the intangible?

DESIGNING YOUR DATA STRATEGY

The third phase in our impact management program is about learning to

measure what matters. Developing a robust data strategy that will support your whole impact journey is key to demonstrate the impact that you have planned for.

Collecting and analyzing the right data informs you on how efficient your initiative is. Initially, you must think of the

The Mission of



Define

Enables organization to define initial intention and engage stakeholders



Manage

Systematic process for implementing the desired impact



Measure

Report on globally accepted standards and custom indicators



Maximize

Helps organization to generate a maximum of value of their efforts and claim responsibility

The social impact created by business events will be understood and easily reproduced



entities to which you wish to report to, and what their information needs are:

- How can you report on the positive change you claim you're responsible for?
- What information is relevant and informative to that effect?
- How can you back up your claims?

You will then plan your strategy around the collection of data informing on the progression of impact over time and relevant to the above questions.

Your strategy will be dictated by three major questions:

- 1) What are you assessing?
- 2) What is the data collection process?
- 3) What purpose will it serve and how will it be reported?

ALL ABOUT INDICATORS

We already wrote about the Theory of Change (ToC) to guide your impact project, which is a tool used to model how an activity and its short-term results can lead to a longer-term impact. When developing your ToC, it is important to understand how the results on objectives can be evaluated.

Each of the objectives selected should be supported by information/data that can be evaluated in one of four ways:

- 1) Qualitatively, by demonstrating a visible change;
- 2) Quantitatively, with figures that may indicate a change;
- 3) Strategically, by attributing results to previously stated objectives or fixed guidelines;
- 4) In a transposed manner, by giving a monetary value to a social gain.

Measuring impact is not an exact science, but it suggests that one must adopt indicators that will make it

possible to attribute a certain ownership (of the impact generated) to the organization. Indicators are generally defined as a specific, observable and measurable characteristic. It will show a change rather than just the performance of our activities, and that change measured should represent progress toward achieving a specific outcome. And indicators should give a relatively good idea of the data required and the population amongst whom they are measured.

There are dozens of existing sets of social impact indicators that you can choose from (such as those offered by GRI, IRIS, The Global Exchange, Guidestar, etc.). But some metrics may be missing as most catalogs contain too few indicators linked to knowledge transfer, professional development and innovation growth, which are typical outcomes linked to business events. Therefore, our sector has to develop or adapt its own set of indicators, an endeavor which #MEET4IMPACT has undertaken with the collaboration of industry experts and academics.

COLLECTING DATA

Let's now go over some notions about impact data.

First, in order to understand the range of outcomes being generated by your project, you'll need *different types of data*. When assessing impact, the most common types of data collected will comprise: user data (who participated? Who is impacted?); participation and engagement data (linked to the activities and output); feedback data (user or participant evaluations); outcome data (perceptions of what they got out of it on the short-term); impact data (mid and longer term—the difference your activity has made); and industry & research data (external sources backing up your claims).

Secondly, data may come from *different sources*: some subjective sources such as

the participant or the beneficiary of the impact being surveyed. It can also be objective data collected by yourself or a third-party, such as measurable variations in practice or performance.

Thirdly, data will be available at *different times* as impact is not a static occurrence. Impact theory tells us that outcomes and impact will evolve over time, over three major levels:

1) First level outcomes: observed immediately after an activity and are considered a "Change in Capacity". It's the acquisition by a participant of new information, new knowledge, new skills, or an increase in connectivity by meeting new people. Together these nearly immediate results increase the capacity of a person to convert awareness into action.

2) Second level outcomes: broader, they indicate that more important transformations have occurred as a result of an activity. When one acquires new information, and decides to consider it, research it, and incorporate its new learnings into its practice, there has been a "Change in Behavior". This is where true impact starts to occur, as an observable change in practice can lead to a change in performance.

3) Third level outcomes: longer-term impact. They are a "Change in Condition or Status" and are very difficult to track and measure. Most often, a lot of time has passed before they are observed, we might no longer have access to the data readily, and various external factors have contributed to change occurring.

The reason why this is relevant is because each of the previous levels in our logic chain is a pre-condition for the next one to arise. In proper impact practice, the data collection will be done for all of these levels, including the output level (the activity itself). Each level of outcomes should be assessed via its own indicators, therefore giving



a better portrait of the evolution in the outcomes and providing richer data.

Now an example. If a meeting aims to increase awareness of the public and decision makers on a particular medical issue, the indicators selected would inform: 1) how broadly the information is disseminated (indicators of exposure, such as media presence around the campaign & tracking of social media postings); 2) how it is received (monitor interactions with the content on social media, observable reactions, on-the-spot interviews with our audience being exposed to the campaign); 3) how it is being used and converted into change of behavior (both self-assessment surveys and third-party external sources should be deployed in this case); and if one has the resources and the time to commit, 4) whether this has improved health outcomes for the population that was targeted over a period of time (this data would be more difficult to compile, would require relationships and engagement of health officials and would demand that baseline data had been previously identified to be able to determine if a positive change occurred).

Finally, various data collection methods will be used, depending on what is being measured and how it will be used. Surveys, focus groups and interviews collecting anecdotal evidence are best to demonstrate that a change has occurred before it can be measured and

are very effective at providing “emotionally convincing” data and storytelling, but there may be low return rates and the information can be difficult to evaluate and quantify. The study of documents and case studies can be fairly quick and easy to implement and yield relatively reliable findings, but they may not be useful in demonstrating a cause to effect relationship or identify what triggered the change. And standardized tests and measurements will provide accurate and reliable “hard” data, but they are the most time consuming and often require external expertise. While the quantitative data will tell you how much something has changed, the qualitative data is essential to understanding the nature of what has changed, and how this has affected the beneficiaries of that change.

USING DATA

Impact measurement is a process that should always be guided by the need for reporting. In other words, why you need the data will dictate your data strategy. Reporting on impact typically serves three purposes: communicating to stakeholders, being held accountable, and learning from the process. Social impact data analysis should ultimately be used for decision-making purposes—the story told by the data should support a broader strategy and inform on the success of stakeholders in achieving

their goals. At all times, a mix of types of data, sources, measurement methods and evaluation at different time periods should be used, and this constitutes a best practice in tracking and reporting the social impact of your activity.

Need help in developing your legacy project?

#MEET4IMPACT is a global not-for-profit aiming to build a community passionate about social impact in our sector, helping organizations increase their capacity to generate impact through their activities, deliver more value on their mission and implement positive change.

Keep looking out for updates on social media following the **#MEET4IMPACT** \ **#Associations4Impact** \ **#Cities4Impact** keywords; check out www.meet4impact.global; or write to community@meet4impact.global to tell your story.



DUBAI ASSOCIATION CONFERENCE 2019

Partnerships for Progress

Over the past few years, Dubai has risen as a regional association hub, with a rapidly developing association community that's offering plenty of advantages for organizations setting up shop in the ever-growing emirate.

This comes on the back of decades of economic diversification in the emirate and rapid progress in key sectors. Later this year, when the two-day Dubai Association Conference returns for its second edition, 9-10 December at the Dubai World Trade Centre, delegates will witness first-hand how building a community like the one underway in the emirate will drive forward positive societal impact for future generations to come.

Words Lane Nieset

At Dubai Association Conference 2019, attendees will explore how their association's main activities can—and should—generate true value and fuel innovation on a larger scale. The conference, titled "Driving Change: The Societal Impact of Associations" is divided into four pillars: Impact and Legacy—Key Concepts; Designing an Impact Management and Measurement Programme; Organizational Resilience and Foresighting; and The Art of Collaboration.

In previous issues, we honed in on the two-day conference and the first three pillars. Here, we'll dive deeper into the fourth and final pillar, **The Art of Collaboration**. The pillar's sessions will tackle global issues and address a key point: why associations should put partnerships at the core of their strategy for resilience and growth.

"For associations, companies or institutions to be successful—or even to survive—in the 21st



century, they need to offer world-class services. That requires tight specialization and a ruthless focus on core competences. And this, in turn, explains why partnerships have become so essential,” explains Martin Sirk, Global Association Hubs Partnership (GAHP) International Advisor and session facilitator at this year’s conference. “No organization ever has enough in-house knowledge, access to markets, skills, or innovative bandwidth to adequately exploit opportunities or deal with new challenges in our exponentially changing business and societal environment. I’m really looking forward to examining these strategic issues with the Dubai Association Conference delegates.”

According to conference program curator Geneviève Leclerc, CMP, president of Caravelle Strategies and co-founder & CEO of #MEET4IMPACT, one of the highlights of the inaugural conference in 2017 focused on the critical role of community or ecosystem approaches. At the time, HE Hamad Buamim, President & CEO of Dubai Chamber of Commerce and Industry, one of the founding partners of Dubai Association Centre, stressed that “Associations are

Details on Dubai Association Centre

The Dubai Association Centre (DAC) was created in 2014 as demand for association engagement in the UAE and Middle East was on the rise. Now, over 60 associations that are licensed under DAC are helping to drive forward the knowledge economy in the wider region—and the world. “Since its establishment, DAC has grown to become a platform for international associations that simultaneously benefit from and contribute to the numerous opportunities Dubai has to offer as a global knowledge and business events hub,” says Issam Kazim, CEO of Dubai Corporation for Tourism and Commerce Marketing, another founding partner behind DAC. “We are looking forward to the second edition of the Dubai Association Conference this year to further facilitate our transformation agenda as we work cohesively with key stakeholders to create an ecosystem for associations to prosper.”

among the biggest contributors of economic growth and business activity globally, and they are crucial for generating the flow of innovative and creative ideas that can add value to our society.” To which Leclerc adds: “In the end, the conference underscored the importance of collaboration in building communities, and that these collaborations should involve as many stakeholders as possible, even going beyond local geographies.”

GLOBAL GOALS

In Pillar 4, sessions will focus on how the full potential of shared value in helping solve global issues can be unlocked through collaboration across sectors, crossing unconventional boundaries. “Through a culture of distributed leadership and multi-disciplinary approaches, internal collaboration can challenge teams to move mountains,” Leclerc says. “Associations have traditionally been struggling at partnership building and many are reporting serious challenges when attempting to collaborate with other organizations

in different sectors. Yet, collaboration and the ability to create strategic partnerships are essential skills to master in order to improve business outcomes.”

The United Nations’ Sustainable Development Goals (SDGs) will be weaved throughout the program in an effort to engage associations in a collaborative discussion on ways to develop a sector-wide approach to pursuing the UN’s SDGs by 2030 through 17 goals designed around “peace, prosperity, people, planet, and partnerships.”

At a session titled “Partnership for Purpose,” Guy Bigwood, managing director of the Global Destination Sustainability Index, will lead an expert panel on SDG Goal 17: “Partnerships for the Goals.” Attendees will hear case studies from associations and foundations who have maximized their impact and increased their range of benefits through global, multi-stakeholder collaboration projects. The following session will dive even deeper into these goals with a theme of “Roadmap to Agenda 2030,” offering insight from speakers on how associations could come together to build a common roadmap to an association-sector approach to pursuing the SDGs.

“Many sectors are implementing partnerships as a mainstay strategy: governments are working with the business sector; not-for-profits are embracing the agility and innovative mindset of young start-ups; industry is fueling its R&D with contributions from academia. But associations have looked to the outside sectors in the past mostly for fundraising, and have faced increasing difficulties in delivering the value that these external stakeholders expect from what used to be mostly a one-sided approach,” Leclerc explains. “A new approach for collaboration is needed, one that is centered around the notions of shared value and distributed leadership.”

For further information regarding registration, please contact Mr. Junjie Si via Junjiesi@Dubaiassociationcentre.com or visit www.dubaiassociationconference.com





Ultimately, a Board of individuals who are selected to work as an operational team through association and i

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FEATURE

Managing an Association Board

The members of your board of directors are your standard bearers, foundation builders and strategic planners. They are the public face of your organization and act as your chief cheerleaders and fundraisers, but how to make sure roles and responsibilities are clear from the outset? Why do you need to stay in regular communication with your Board, and how do you set and respond to their expectations? And is there a need to apply some team management techniques to them?

Getting the Most Out of Your Board

As association executives, your job is to effectively manage the implementation of the vision set out by your boards of directors. After all, your organization belongs to your members, and the board members are their representatives. It is critical as executives to ensure that association leaders can, well, *lead* the organization, as argues here **Matthew d'Uva**, FASAE, CAE, CEO of the International Association for the Study of Pain and member of Boardroom Advisory Board.

WHAT IS BOARD LEADERSHIP?

It is important to be clear about what it means for boards to lead. It is critical to define terms. New board members often come to the role with a very different set of expectations and understanding of the role of board members, association management as a profession, and the specific duties of serving as member of the board related to strategy and vision for the association.

When your organization is global, this complexity increases exponentially. In my experience, perceptions of association management, association management professionals and board service can differ dramatically in different parts of the world. For example, a new board member might have limited experience in working with an association executive and professional staff.

In navigating the diversity of thought, expectation and experience, it is key to

assume nothing! If a board member has had prior service on another association board (even in your field or industry), it is important for all parties that board members get training, continuing education, and reminders about the unique operations, culture, and structure of your organization. It is important to get clarity about the individual role of boards relative to your association. For example, what is the role of board members in organizational fundraising or as the association spokesperson?

Thus, it is important to acknowledge past board/volunteer experience with other organizations, and ensure that these preconceived ideas of association management and governance do not hinder the learning process critical to understanding their new leadership role. Implementation of a thoughtful and well-crafted orientation and learning strategy is paramount.

MAKING THE CASE

For most of us, association leaders come to their role because of their passion for the field, industry, and/or profession – not for their love of association management. As leaders, we need to make the business and legal case why it is imperative for them to learn and understand association management principles.

At the International Association for the Study of Pain (IASP), here are a few things that we do to help address some of these challenges and concerns:

ROLES AND RESPONSIBILITIES

While it is an investment of time (and patience) to maintain, we have an active and evolving governance manual. Our manual clearly outlines and integrates association bylaws with the board policy. In particular, our governance manual defines the roles of key leaders within the association including: the President,

Executive Committee (IASP Officers), Board of Directors, and the Chief Executive Officer specifically:

- **Organizational Decisions/Authority:** specifies which groups can make decisions on important things like budget approval
- **Job Description:** outlines key roles and responsibilities for the leadership groups within the organization
- **Emergencies:** envisions processes for unexpected situations such as emergencies including succession planning

TRAINING

It is important to commit time and energy to comprehensive board training. At IASP, we have an extensive new board orientation process for new directors and officers. Our training process is encompassed by three virtual meetings (each one hour) held over a period of two-three months with a breakfast prior to the first meeting of new members.

Our training includes the following modules:

- **Legal Orientation:** Thanks to our outside legal counsel, IASP conducts a full orientation on the key legal responsibilities of board members (duty of care, loyalty, and obedience).
- **Strategic Plan/Operational Plan:** Engage board members in all aspects of the strategic plan and corresponding operational plan.
- **Role of Professional Staff:** Educate board members on the role of the CEO and staff in operationalizing the strategic plan and supporting the committees, working groups, and task forces.
- **Board Meetings:** Guidance on board meeting agendas, pre-read materials, and parliamentary procedure to ensure that board members know how to “show up” to meetings and know what to expect.

- **Mentorship:** Connect new board members with veteran members of the board. IASP makes these connections in advance of the first board meeting.

In my previous organization, we also had a commitment to ongoing training. At two board meetings (of the three in total) annually, we engaged in board development opportunities focused on association management. Some past resources including sharing past articles from *Boardroom* or ASAE's *Associations Now* (particularly their annual January Leadership Issue). Additionally, I recommend using “*Good to Great and the Social Sectors: Why Business is Not the Answer (2005)*” by Jim Collins, an easy read that addresses some of the challenges unique to the association world.

ENGAGEMENT

In addition to education and training, it is critical for IASP to get our board to work. It is through this engagement that board members embrace their roles for leadership in the organization.

We encourage them first to work on Committees/Special Interest Groups: Board members are assigned leadership roles as liaisons/advisors to committees, working groups, and task forces. Additionally, board members have a responsibility to serve as a liaison for a special interest group.

IASP also provides board members with an organizational scorecard to track progress on organizational key performance indicators (KPI). Another good example comes from my service as a board member from another association. In that organization, board members were provided quarter board scorecards to track individual expectations around donations to the foundation, political action committees, and membership activities. I found that as a board member, it was an excellent way to communicate and reinforce expectations, and



most importantly, an effective way to get results.

Working with IASP leadership, we also strive to create agendas that engage all members. Through our meetings, we engage in a mix of small- and large-group discussions with active discussion and group exercises. Through these diverse formats, we track engagement by all board members in the discussion and strategy. Prior to implementation of these meeting formats, 60% of our



members did not actively participate in the discussion.

And of course we stay in regular communication with our board members via email and video conference calls. They, in turn, are actively engaged in providing 360 degree feedback to the CEO.

FACE OF THE ORGANIZATION

Ultimately, board members serve as the “face” of the organization. In order to facilitate their success, we prepare

members with tools and resources to help them speak the language of IASP. We provide sample presentations (including slides and videos) about the organization that can be given at meetings. We also provide single slides that board members can use for their own presentations at industry meetings. We engage with board members regularly to ensure that if they attend an industry meeting, they are visible in our exhibit booths, wear organizational lapel pins during the meeting, and engage with

industry representatives on new opportunities for the organization.

Finally, leadership training is an ongoing process and requires our continued commitment and focus. At IASP, we are turning our attention next to improving our leadership development practices with our special interest groups, chapters, committees, working groups, and task forces to allow us to begin our training processes with individuals prior to their election to the board.



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BY SARAWAK CONVENTION BUREAU

The Key Ingredients to Enabling Board Effectiveness

Associations rely on strong leadership to drive change and achieve their missions. The rapid pace of change confronting non-profits has heightened the need for great leaders and increases scrutiny on boards and leadership teams to be working in a finely tuned relationship based on the premise of trust and respect.

Words Mike Morrissey

Optimal boards lead in three distinct ways. They provide **foresight** by looking beyond the immediate horizon, identifying early warning signs or industry trends which could have implications on the programmatic focus, financing or structure of your association - understanding when and how it is necessary to “save the ship by rocking the boat.”

They provide **oversight**, helping to steer associations through challenging times and asking the necessary questions about the core of your mission effectiveness (“*Are we doing what we should be doing? Producing the results we should be producing? For the members we should be serving?*”).

And they provide **insight**, leveraging their expertise to act as some of the most important and valuable advocates for your association’s mission and visions.

So what are the key ingredients that will ensure a high-functioning and successful Board?

Since I have worked in the leadership of not-for-profit organizations in different sectors (sport, technology, aviation, retail real estate and investment, medical), I have seen a wide variety

of board members in different governance structures. There are two things they have all had in common. They are experts in their field. And they are giving their precious time and expertise to the organization in a voluntary capacity.

I believe respect for their expertise and time is key for the staff teams in such organizations. Putting this principle at the forefront of your relationship between the executive staff and your Board will cultivate a strong and productive relationship that contributes positively to the organization’s overall impact.

Gaining the trust and confidence of board members is key and it doesn’t have to take too long. I would recommend a number of key practices, including the following.

You can start by working on the actions agreed at board meetings effectively and quickly. Delivering strategy for the Board and demonstrating progress within a short time frame gives confidence to board members who want to see tangible results within their mandate.

Communication is key, but the way we communicate with board members needs to be varied and respectful of the



working schedule of the individual board member and respectful of their way of working. Most importantly, in all cases, communication should be open, proactive and transparent.

The CEO should invest time in proactively seeking board members' informal input, feedback and guidance on strategy *outside* of board meetings. You can use these interactions not only to share information and gather input but also to develop strong professional chemistry with each individual member of the board. Furthermore, using opportunities for informal meetings and discussions ensures that when you as the CEO are presenting strategies for approval at board meetings, you will be better able to predict and acknowledge likely areas of disagreement with individual board members.

Following on from the previous point, board meetings should be the "cherry on the cake" in a discussion that has taken place informally between meetings. Adopting a strict "no surprises" policy with the board means being fully transparent on the implications and risks of strategic decisions. This transparency is key to maintaining trust and confidence in you and your leadership team.

Finally, I like the concept of viewing your relationship with the board of your association as a partnership. A sense of partnership can be nurtured by balancing strong points of view with open-mindedness and flexibility: the CEO communicates clear, compelling points of view but also demonstrates willingness to fully consider and apply the board's views. All parties should continuously strive to establish relationships characterised by the highest standards of honesty, trustworthiness, respect and transparency.

In my current role as CEO of the European CanCer Organisation (ECCO), I can't pretend that my role is nearly as important as the board members who are saving and improving lives, day in and day out. But I do have my role to play to ensure their time and decisions are effectively implemented and that confidence, trust and respect is best delivered in a successful partnership which is focused on the mission of the organization. Developing practical, workable ways to achieve the often audacious and inspiring missions of associations is vital in successful association leadership and the stakes of getting this right are high - for the members associations serve, and for society overall.

This article was provided by Mike Morrissey, CEO of ECCO, the European CanCer Organisation thanks a special partnership between Boardroom and the European Society of Association Executives. For more information on ESAE, visit www.associationexecutives.eu

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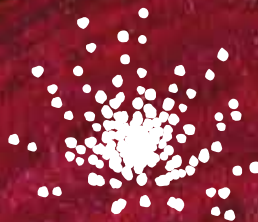
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Managing an Association and its Board Trends & Dilemmas for Non-Profit Managers

—

The world of work is changing. New shifts and megatrends in the way we see, look at and are influenced by, technological developments, social shifts and cultural changes appear to become more pronounced by the minute. Researchers agree to disagree on the details but are united in their perception that fast-paced change and agile adaptation are bringing about a new equilibrium in the way we look at work and our free time. Lines are blurring, social and societal purpose move to the foreground, the concept of the ‘alpha-leader’ is largely disappearing and hierarchies are flattening. What does this mean for associations, their managers and leaders at board level?

Words Christoph Raudonat



In their research on *Work 2028 - Trends, Dilemmas and Choices*, Vogel et al. (2018) look at various factors influencing the world of business and the world of work as we know it. For the purpose of this article we will aim to highlight but a few of the key points raised in this research and bring them into the context of not-for-profit management.

CRUCIAL TRENDS IN SHIFTING SOCIETIES

Under the title of ‘ubiquitous digitalization’ Vogel et al’s (2018) research places the trends that already affect our industry today. Ever increasing use of new technologies on the one side supports our daily working lives and improves many routines that in the past may have been lengthy and complex. Blockchain

technologies and the processing of big data have potentially an enormous impact that we cannot fully foresee at this point, but we do know that change is coming. On the other side of the coin, Vogel et al’s research also raises the question as to the possible downside of such ubiquitous developments. Resulting in even complex tasks being taken over by advanced technologies will see a shift in professions with

many current jobs disappearing or losing relevance.

For the not-for-profit sector the concept of relevance has long been at the forefront of the discussions with many articles being published on the topic. Remaining relevant when technology supports faster access to instant gratification is one of the crucial influences faced by association leaders, managers and boards alike. Is it enough to employ a talented millennial to do your social media outreach when the older members of staff aren't fully comfortable digitizing their lives?

A dilemma arises when we look closer at our tech needs and know that we need to update our expertise but how? Technology we have heard of for the near or distant horizon: ubiquitous people-machine interaction, dominant voice control, machine learning, artificial intelligence, autonomous transport solutions, virtual reality meetings, etc. The professional term for the concept of 'not exactly knowing' in this context is called '*informed disorientation*', where we know we need to change but are as of yet unsure in which direction it will take us.

The respondents to Vogel et al's (2018) research raised questions such as how to update and sustain key decision makers' expertise on technology's possibilities and controversies? How to include tech-savvy contributors across organizational levels and boundaries in investment decisions? For the not-for-profit sector we might even need to go as far as to consider the implications of smaller organizations being run out of a home office that do not have the luxury to invest time in reflecting on needs. Will they be left behind and does that mean they are losing their relevance?

CALLING FOR SOCIETAL PURPOSE

Especially not-for-profit organizations, by definition of their DNA, have an intrinsic responsibility towards society/societies. They are at the forefront of creating

societal purpose and meaning. Utilizing this strategic pole position can offer a wealth of engagement opportunities, not only with members of target groups but also with other partner organizations on the B2B side. It might be that professional (and not so professional) associations need to rethink their sometimes decades-old business practices to re-evaluate their purpose and thus re-define their societal relevance. A good place to start the discussion is to widen the circle of people with whom to discuss your organization's societal purpose.

PERSONAL IMPLICATIONS, EPISODIC LOYALTIES AND THE FUTURE OF WORK

Also the not-for-profit world, or perhaps *especially* the not-for-profit world, is affected by episodic loyalties. Increasing trends in blurring the lines between private lives, working hours, the fulfilment of the self and giving work a meaning and social purpose might inspire us to rethink the way we look at our work relationships and engagement with our organizations. In practice, we often look at two contexts:

- Internal episodic loyalty: regularly changing identification following tasks, projects or roles, and
- External episodic loyalty: staying outside the organization but regularly engaging in mutual identification inside its boundaries (Vogel et al. 2018)

For the not-for-profit sector this may not seem like anything new as we deal with a variety of engagement possibilities during our working days. Looking, for example, at the relationships and influences a volunteer board and their (paid) managers will often emphasise the differences and gaps of perception of what is of importance and relevant to the organization. Bridging these gaps is an increasing challenge in the future within frameworks such as informed disorientation, organizational purpose formulation and a personal need for belonging.

Vogel et al's (2018) respondents put forward feedback questions for further debate: 1) What will serve as employees' anchor for loyalty: the organization, overlapping purposes, the meaning or the societal contribution of the work? 2) What will serve as organizations' anchor for loyalty and how can they reflect, communicate and act upon this with clarity? and 3) How to balance episodic loyalty with organizations' long-term activities and the need for knowledge-retention?

Reflecting on these questions will provide the not-for-profit leader with an indication of, and the interplay between, the various relationships at all levels of the organization. Association Management Companies (AMCs) and Professional Congress Organizers (PCOs) will appreciate this reflective exercise as episodic loyalty situations meander throughout their organizations like a thick web. Managing the different personal and professional relationships can often be a daunting task requiring time and effort and authentic engagement on all sides.

In closing, we looked at but a few immediate trends in managing associations with a forward-thinking approach in mind. From tech developments to purpose formulation at societal level towards bridging personal interest and loyalties we see that our race for relevance may only increase in speed and complexity. However, as not-for-profit organizations we can often count on guidance from a wide range of partners, friends and supporters. Our position within social and societal purpose equips our organization with a pole position that can be invaluable in navigating the stormy seas of the future of work.

This article was provided by the International Association of Professional Congress Organizers, author Christoph Raudonat, Business Development & Association Director, International Conference Services Ltd, on behalf of IAPCO President, Mathias Posch. IAPCO represents today 135 companies comprised of over 9,100 professionals.
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Assembling – and Managing – an Efficient International Association Board

There are statistics that analyze the number of hours C-level people (and those reporting to them) spend meeting on a daily, monthly, yearly or even lifetime basis. Board meetings are essential and critical to an association's life and drive the level of its success. Every association has a board and meetings are a normal part of day-to-day operations. However, are all board meetings truly successful – and better yet, worth the time?

Words Jean Christophe Kremer

If not all meetings are useful and necessary, meeting management is an underestimated art. Without a clear agenda, participants' expectations surrounding a meeting may be different from the management's. Without a leader, debates are often left open-ended and decisions may leave room for interpretation.

Ultimately, a Board is a group of individuals who have been selected to work together as the operational team managing an association and its success. It takes time for these individuals to become a cohesive group of people – a team, if you will.

A theory says that everything starts with a common objective, theme or purpose. A common goal creates trust and ease in terms of sharing knowledge and expertise. In turn, this can transform into mutual respect and a level of collective intelligence.

COMMON PURPOSE

In an association, agendas and priorities may vary, and finding a common objective may be challenging. Boards can spend a few hours discussing a sole detail, or something that's entirely irrelevant. Strong, dominant personalities can hijack a meeting (or conference calls), leaving little room for others to be part of the conversation. I have personally experienced a dominating board member who made it difficult for other board members to speak, even when he lost his voice. This is just one reason why association leaders should act as mediators and serve the purpose of the overall association.

A common purpose, such as a vision or mission statement, allows the Board to go back to the point of departure and remain strategic. Implementing a purpose by creating concrete objectives makes life easier and builds a consensus. These discussions

at board meetings can be lengthy, but they also create a culture of shared values and shared engagement across the board.

AN INTERNATIONAL BOARD

In an international association environment – one where there are cultural differences among board members – things are more complex, and greater care is required so that the Board functions as a platform of trust, where there's cohesion and common standards.

Board members come from various regions across the globe. Representatives are unlikely to travel from the Southern Hemisphere (Australia, South America) for a one-day meeting in Europe. The financial and physical cost is simply too high. But, despite the distance, members do value physical meetings since they encourage human interaction and relationships. Dates for meetings are set well in advance, and participation with all of the board members at least once a year can guarantee success. A Board usually meets up to three times a year, and meetings typically last a full day (meaning five to six hours).

Board members generally all speak a high level of English, however there are various types of English that can sometimes complicate comprehension. Some associations have representatives from Australia, Singapore, England, Ireland, the United States and Canada. This may create confusion not only in understanding some of the interventions, but, more importantly, create cultural differences that need to be overcome.

PRAGMATIC PROCEDURES

A way to avoid endless discussions and overcome cultural differences is to install procedures. Procedures facilitate

decision-making in a transparent way. They also enable conversations between the association and the Board.

There's a lack of literature analyzing the efficiency of procedures, which actually can appear to be paradoxical. Typically, procedures are a collection of solutions to past hurdles. The more stringent and complex the procedures, the more difficulties the association had to face in communicating decisions over time – and the association leader is the guardian of these rules.

Procedures are at risk when there is a change in leadership and, to a lesser extent, when there are newcomers on the Board. The latter did not experience the association's past struggles and come with their own background and solutions to problems. Association leaders are actually the same and, when new in their role, have a tendency not to protect the procedures since they don't understand them – and some will even change them. Procedures, in this context, are at the service of the association and should not dictate how the Board operates.

Association leaders are pivotal when it comes to creating an efficient Board. Spending individual time with board newcomers is key to welcoming them into this new role. Behind this induction, the association leader can evaluate skills and the personality of the newcomer in order to help integrate them into the Board. By doing so, this initiation will enable the new board member to feel engaged, empowered and ready to support the common objectives set forth by the association.

This article was provided by Jean Christophe Kremer, Associations Director at Kellen, a global association management and communications company born to help build stronger not-for-profit organizations so they can make the greatest impact possible. (kellencompany.com)



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Meetings as Engines of Growth

A country full of contrasts, where tradition and modernity coincide in a harmonious way, Luxembourg might well be one of Europe's best-kept secrets, offering more than just a place for diplomats. In fact, as a knowledge hub tucked away between Germany, France and Belgium, the Grand Duchy has many assets up its sleeves when it comes to hosting association conferences.

Words Rémi Dévé

Boasting a trilingual and multicultural population of more than 600,000, Luxembourg has historically been open to the world: thanks to the country's role as a centre of business, European capital and home to the European Court of Justice and the European Court of Auditors and the Secretariat of the European Parliament, it's hosted EU summits and diplomats from around the world. No stranger to organizing large-scale events and a founding member of the Benelux, the Grand Duchy has, over the years, become more than aware of what a successful meetings destination can offer.

Luxembourg prospers today from the talent of its people and their ability to innovate. The country has understood that its competitiveness in a modern world is increasingly reliant upon effective innovation networks. With competition from all corners of the planet, Luxembourg has been facing rapid economic changes, to which it has adapted. In this regard, the reinforcement - or creation - of its competitiveness clusters reflects a creative way of thinking, leading the way in the fields of biomedicine, environmental technology, ICT, material sciences and automotive.

François Lafont, CEO of the newly-created Luxembourg Convention Bureau, puts it like this: *"In Luxembourg, we believe in people and the ability to create together and to overcome today's many challenges to jointly envision a sustainable future. Together with all the economic, scientific and diplomatic actors as well as the professionals of the sector, it is our aim to host more congresses that are aligned with our key industries and fields of expertise - this is, in fact, instrumental to Luxembourg's strategic growth. The country is definitely a land of exchange and dialogue. Open, accessible, communicative, tolerant, sincere, lively, welcoming, caring, intelligent: those are not just words in Luxembourg, they're a reality."*

For Luxembourg, being small is actually an asset as you can get the whole 'country' experience in a short amount of time. If the term 'easy congress' is often used to sell the destination, it's because everything is, indeed, geographically close. Luxembourg Convention Park might well be the epitome of this, with no less than 68 conference facilities, 640 rooms split in 4 quality hotels, a wide range of restaurants and bars, as well as a network of cultural centres of international stature - all within walking

distance. This proximity dimension is also something delegates and planners can have with the Luxembourg decision-makers who are much more easily accessible than in other countries.

As for congress facilities, let's mention the European Convention Centre Luxembourg (ECCL), nestled in Luxembourg Convention Park, which offers a total of 80,000 sqm of usable space over 30 breakout rooms for up to 800 association attendees. Near the city centre, Luxexpo is also an option, with about 35,000 sqm of flexible meeting space.

Options outside Luxembourg City include, among many others, the 'Rent-A-City' concept in the small but innovative city of Clervaux in the north of the country which gives the opportunity, as the name indicates, to rent an entire city for an event for a few hundreds of people, or Mondorf Parc Hotel, in the south, with a capacity of 1,500 pax for a conference.

Contact

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TAKING A DEEP JOURNALISTIC DIVE INTO
DESTINATIONS AS KNOWLEDGE HUBS AND
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A City that Surprises & Delights

Valencia is a city full of intriguing contrasts. It is rich in history and tradition, yet a cutting-edge centre for innovation. It has 7km of Mediterranean beaches to relax on, though its bustling business hub is just a 15-minute walk away. It's a place where first century BC buildings stand alongside some of the most futuristic 21st century designs Europe has to offer. This all makes for a varied and exciting conference setting.

WORDS CHANTELE DIETZ



Aurélie Bladocha Coelho, director of communications and public affairs, at the Fibre-to-the-Home Council Europe (FTTH) sums up the Valencia's spirit perfectly: *"The city has this mix of modern and traditional atmosphere which makes it quite unique. The wow factor is clearly guaranteed."*

It was this unique atmosphere that attracted the FTTH Council Europe to host its 2018 conference in the city, at the Feria Valencia convention and exhibition centre. The event brought together 3,000 thought, business and innovation leaders from the worlds of technology, policy and finance to discuss the hot topics related to fibre roll out across Europe.

There were keynote speeches from Spain's leading operators including Telefónica Enrique Blanco, Orange, Vodafone and MÁSMÓVIL as well as several fun side-events and VIP gatherings designed to make the most of Valencia's many cultural offerings.

Atmosphere aside, Valencia has what it takes to host a wide variety of congress - both in terms of infrastructure and expertise. It might be Spain's third largest city behind Madrid and Barcelona, but what it lacks in size it makes up for in knowledge. It is a leader in the technology, science, medicine, ecology and environment, social science, the arts and management sectors and has pioneering clusters in industry 4.0, innovation, medicine and design. Add to this two of Spain's most lauded universities: the University of Valencia and the Polytechnic University of Valencia, first-rate research institutes and leading medical centres and you can see why it makes such an association event hotspot.

WELL CONNECTED

The Polytechnic University of Valencia's science park, known as the Polytechnic City of Innovation (or CPI for short), connects the university with business and society in order to streamline its knowledge-intensive activities. One of its key research centres is the Institute of Telecommunications and Multimedia Applications (iTEAM). The Institute performs its research and development activities in the field of the Information Society Technologies (IST) and is home to the first external 5G campus among Spanish universities.

Its director, Narcís Cardona, is a professor in signal theory and communications and has been instrumental in bringing several association conferences in the city of late. His current research topics are radio wave propagation, planning and optimization of mobile access networks, digital multimedia broadcasting, dynamic spectrum management and wireless body environment communications.

In June he helped to organize the European Conference on Networks and Communications (EuCNC 2019) and the



VALENCIA'S FAMOUS CITY OF ARTS AND SCIENCES DURING THE MARATHON

co-located Global 5G Event at the Valencia Conference Centre. The conference was sponsored by the IEEE Communications Society and the European Association for Signal Processing. More than 800 international experts came together to address the present and future of mobile telecommunications and the 5G technology industry.

Cardona is unreservedly enthusiastic about the technology and what it offers: *"It is a technology that is going to change the world and is already leading us towards the fourth industrial revolution,"* he says. *"Our purpose is to bring 5G technology closer to the public. We want you to see in the streets of our city what this technology consists of and which features it will be able to offer in our daily life,"* he adds.

MORE THAN MEETS THE EYE

Famed for its iconic City of Arts and Sciences complex, it may not come as a surprise to learn Valencia has expertise in the areas

of chemistry, agriculture, acoustics and design. This expertise is fostered and supported by facilities like the Valencian Institute of Agrarian Research (IVIA) which is responsible for conducting scientific research into the Valencian food industry to aid the advancement of agricultural science.

Perhaps more surprising is Valencia's scientific research into the space sector, led by the Val Space Consortium - a group of public institutions and universities including Generalitat Valenciana, Valencia City Hall, University of Valencia and the Polytechnic University of Valencia. In collaboration with the European Space Agency (ESA) in Paris and other Spanish and international institutions, Val Space Consortium carries out research activities and the provision of services to enable the European economic and social development in the space sector.

When it comes to medicine, Valencia's areas of expertise lies in mental health, veterinary medicine and oncology. The Valencia

Oncology Institute Foundation (IVO) is a focal point of medical research. Since its inauguration in 1976, it has been a reference centre in cancer treatment. It was one of the first Spanish centre to use image-guided radiotherapy (IGRT), as has been involved in the development of clinical trials for new drugs over the last 20 years.

FUTURE FOCUSED

In September, it was announced that Valencia will take on the title of World Design Capital in 2022 - an honor that will enable it to showcase the very best in Valencian design to the rest of the world. Design has been identified as a sector of growth for the city, which - as anyone who visits will find out - is truly a melting pot of creativity, with its own uniquely distinct style.

As part of the build-up to this year-long celebration of design, the city will stage European Design Awards next year. The Association of Designers of the Valencian Community (ADCV) will co-organize the event - a first for Spain.

Another area of future growth for the city's lies within its thriving start-up market. Valencia's small but well-connected ecosystem provides the perfect grounds for innovation. There are more than 500 start-ups, 33 investment funds, 40 start-up communities and 60 coworking spaces, centred around VLC Tech City. The local government is working hard to support the scaling up of fast-growing companies.

An event in Valencia is highly likely to coincide with one of the city's lively festivals, of which there are many. The most famous is Las Fallas, an internationally renowned fiesta that takes place every March. And a visit to the city wouldn't be complete without a walk through Turia Gardens - one of the largest urban parks in Spain. Built on the former riverbed of the Turia, the gardens snake for 9km through the city passing by the city's main museums and monuments on either bank. Valencia is a city that is sure to surprise and delight for your next conference.

CASE STUDY: ICIAM 2019

The infinite applications of mathematics shone at the 9th International Congress on Industrial and Applied Mathematics (ICIAM) in Valencia in July. The event - which takes place every four years - attracted a record attendance, with almost 4,000 delegates from more than 100 different countries gathering in the city, generating around €5.5m in economic impact.

Rosa Donat, president of the Spanish Society of Applied Mathematics (SEMA) and ICIAM organizing committee member, was behind the successful international bid to bring the congress to Spain for the very first time - proudly helping her home nation beat off competition from Brazil and the European Consortium for Mathematics and Industry (ECMI) based in Amsterdam. Valencia, Malaga, Seville and Zaragoza all submitted bids to be the host city, but it was Valencia that won the vote, by virtue of its impressive infrastructure and its communications expertise.

Held at the University of Valencia from 15-19 July, the congress provided an "open window" for SEMA to present itself to an international audience of researchers and industry-related mathematicians - made even more powerful by the fact His Majesty King Felipe VI of Spain attended the opening ceremony, creating a lot of media attention. Delegates were able to attend presentations by speakers regarding applications of mathematics in different and varied sectors.

The society put together a team of more than 70 senior professionals and 170 volunteers, many of whom were students, to guarantee the smooth-running of the event. "We believe that this was a unique opportunity for many of these young people, and one that might even help to shape the future of some of them," says Donat.

SEMA also carried out activities that involved scientific dissemination to the general public, including a public lecture, open to anyone interested in how mathematics can help to fight the war against diseases. "I think the conference helped to increase the appreciation of

the general public towards science in general and applied mathematics in particular," explains Donat.

Feedback from delegates was extremely positive. "Delegates were indeed very happy with the city," confirms Donat. "During the conference, the climate was moderate (for summer time) and we had prepared lots of activities for family members, many in connection with Valencia Tourist Office. One of the delegates commented: "You can actually walk from the middle ages into the future," that is, from the medieval city centre to the City of Arts and Sciences. For us, the event was a major achievement."

Valencia Fast Facts

- Valencia Airport: 8km from the centre, with more than 70 international flight connections
- 70 hotels in all categories, most with meeting rooms and around 20,000 hotel beds
- The 350,000 sqm Feria Valencia is the largest exhibition centre in Spain and the fifth in Europe
- The 15,581 sqm Valencia Conference Centre was awarded as the Best Convention Centre by the AIPC in 2010 and 2018

Contact

www.valenciaconventionbureau.com



Inspiring Medical Excellence in Inspiring Places

Rotterdam might first be all about skyscrapers, an impressive harbour, famous museums and hip restaurants but it also has become a leader in life sciences and health worldwide, drawing the attention of European and international associations to the city. In this context, it's no surprise de Doelen, a concert venue and convention centre situated in the city centre, welcomed the Annual Meeting of the European Society of Neuroradiology (ESNR) back in 2018.

Words Rémi Dévé

Home to the largest port in Europe, Rotterdam is often regarded as the industrial powerhouse of Holland. Yet, this is also a vibrant, cosmopolitan city, home to more than 170 nationalities, that was almost completely rebuilt after WWII. Located just 26 minutes by train from Schiphol International Airport and boasting its own international airport (Rotterdam The Hague), this buzzing metropolis on the border of the river Maas offers, in addition to a breath-taking skyline, an extensive public transport network and a wide array of convention venues, among which de Doelen, home to concerts of all kinds, Rotterdam Philharmonic Orchestra, the International Film Festival Rotterdam, as well as high-profile conferences.

Rotterdam's contribution to the life sciences and health sector includes top medical facilities and knowledge centres such as Erasmus MC, which excels in various research fields with a focus on fundamental and clinical domains, as

well as public health and prevention. As one of the ten best medical institutes in Europe, Erasmus MC focuses on acute

de Doelen Fast Facts

- Total meeting space: over 12,000 sqm
- # of meeting rooms: 22, the largest of which, the Grote Zaal, can accommodate 1,855 pax / two smaller rooms host up to 700 and 500 people
- Largest room: 2,400 sqm / Second largest room: 710 sqm
- Exhibit Space: 5,500 sqm

and complex care, relying heavily on specialist knowledge, innovation of care and prevention.

ACTIVE COMMUNITY

When it comes to the specific field of neuroradiology, Marion Smits, professor and neuroradiologist at Erasmus MC and 41st ESNR Congress President, explained that, in Rotterdam, *"there is a very active neuroradiological community. We are, in fact, very fortunate to have so many high-profile institutions with excellent and well-established neuroradiologists and so much talent. We are a small country, which means we sometimes lack the power of numbers, but it gives us the huge advantage of being able to work together fairly easily so we achieve a lot."*

Professor Smits was instrumental in getting the ESNR meeting to Rotterdam and especially to de Doelen. In fact, she praised the venue as a whole: *"de Doelen was actually the perfect venue for our international congress: it's easily accessible thanks to its location right next to the central train station, while also in the bustling city centre. We needed a variety of meeting*



rooms and spaces for social activities, and de Doelen was ideally suited for that: there are excellent lecture halls, as well as smaller breakout rooms. For the welcome reception, the beautifully decorated and furnished open spaces were just perfect.”

Echoing Smits’ comment, Onur Yeni-yigit, Executive Director of Meetings at the European Society of Neuroradiology, said: “I found it very easy to work with de Doelen staff thanks to their professionalism and experience. They, for instance, did a very good job partnering with well-chosen vendors (such as AV, presentation system for speakers, branding, etc.) - it made it very easy for us organizers. In fact, the meeting was so successful that we are now planning to come back to Rotterdam very soon.”

FRESH IDEAS

The ESNR meeting was organized based on fresh ideas and the hosts made sure there was something for everyone: for

people who are still early in their career, for general radiologists who have an interest in neuroradiology, and for neuroradiologists who have been in the field for a while. Interaction between scientists from different fields was also strongly encouraged.

“Traditionally sessions are organized around one subject, for example brain tumors,” explained Professor Smits, for whom physicians can learn a lot through cross-pollination between different specialties. “Everybody with an interest in brain tumors will attend this session, but probably most attendees will be familiar with 99% of the information. In this way, you do not hear a lot about other subjects. Therefore I took a different approach by searching for overarching themes which could be discussed in the context of different specialties. Covering different perspectives within one session encouraged people with different specialties to actively participate and interact.”

All in all, the ESNR meeting was an inspiring conference in an inspiring city. “Rotterdam is a very dynamic, vibrant, young city, very down to earth and outspoken, a true melting pot of cultures,” said Smits. “From one street to the next you can find yourself walking into a completely different world, from the old but beautiful sea merchant houses to the contemporary street culture with a bit of a rough edge. I think it was therefore the perfect location to host an international meeting like ours, where we want to learn from and be inspired by people who all have their own vision of the world and their field. We chose ‘Port of Inspiration’ as the theme of the conference, referring of course to Rotterdam being the largest port in Europe, and aiming to inspire everyone attending the conference. Which is exactly what happened.”

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Engineers of a Knowledge Society

Guadalajara is an indisputable up-and-coming second-tier meetings destination. Be it the traditions it carries and the impact they have made on the world – everyone can identify *mariachi* music – or the its more contemporary architectural and artistic aspects, like Palacio de la Cultura y los Congresos (PALCCO) and the world's second largest Book Fair, this city in western Mexico is a real temptation for international associations.

Words Vicky Koffa

Guadalajara Visitors and Convention Bureau (OFVC) stepped up their game four years ago, when the city decided to use its own assets to secure more international conferences. Professors, academics, researchers, celebrities and leaders thriving in several fields have been recruited by OFVC and included in the Bureau's Ambassador Program.

The constantly-growing list of more than 35 ambassadors comprised of local and national champions eager to promote Guadalajara's value to the world with the knowledge that they enjoy the Bureau's full support. Gustavo Staufert, General Director and CEO of OFVC, describes their role as 'trouble shooters.' *"And our ambassadors are proud of it! They are the ones who help us establish contact with the right people within different organizations, the ones who help us overcome any hurdles we encounter along the long path of bidding for a conference. And we are there to help with the rest."*

Association conferences are not the only endgame here. The net profit of utilizing such select minds goes far beyond business opportunities. Guadalajara seeks to enhance its existing strong industries, talent and current social development by means of knowledge exchange and public policy creation.

IN THE SPOTLIGHT

Information Technology (IT) is a primary industry in the city as Guadalajara is considered the Silicon Valley of Mexico, with

major companies such as Hewlett-Packard, IBM and Siemens, based there. *"Conferences related to digital technology lie within our interests,"* says Gustavo. *"Our internationally-recognized executives happily agree to collaborate with us in bringing home conventions that showcase our expertise in this field."*

Dr. Victor Manuel Larios Rosillo, Professor & Director of Smart Cities Innovation Centre at the University of Guadalajara, has played an instrumental role in bidding for the World Forum IoT 2022. When he thinks back as to how it all started, he says: *"As part of the activities for Digital Creative City, we submitted our Smart City project to an international contest at the IEEE (Institute for Electrical and Electronic and Engineers) looking to select a city with the potential to become a Smart City. We finally earned recognition becoming the first reference city of IEEE, and in 2015 as a commitment, we hosted in Guadalajara the first IEEE International Smart Cities Conference (ISC2). Thanks to this, Guadalajara became an IEEE Core City, and the place to exchange best practices, share innovations, contribute to education and collaboration."*

ACADEMICS AND CELEBRITIES WORK HAND-IN-HAND

Developing educated communities through culture and art is also part of Guadalajara's bigger plan. The University of Guadalajara has joined forces with celebrities like filmmaker Guillermo del Toro and famous ballet dancer Isaac Hernández, both born in the city, to bring the International Film Festival. No surprise that the



LA MINERVA IS ONE OF THE LARGEST FOUNTAINS IN GUADALAJARA

International Society for the Performing Arts Congress (ISPA) 2019, won by Igor Lozada, Secretary of Cultural Relations and Cultural Diffusion, is used as a platform for artistic education for years to come, leaving a lasting legacy in the society.

Helen Ladron de Guevara, member of the International Federation of Library Associations (IFLA), the woman behind the bid for IFLA World Library and Information Congress 2023, is honoured to have the opportunity to promote the city of Guadalajara through her professional activity: *“As an ambassador of Guadalajara and as a spokesperson enjoying international relations, I take pride in visiting our city’s libraries with unique historical and contemporary collections of incredible value. Hopefully, this will encourage visitors from many parts of the world to spend some time in this area, to visit beautiful architectural buildings as well as to enjoy some reading. Guadalajara is a perfect place to hold international conferences, a city with solid infrastructure, which provides a learning experience with one of the best climates in the world all year round.”*

The cultural element goes further with bids for conferences like the International Symposium on Electronic Art (ISEA) 2022, orchestrated by the State Ministry of Innovation, Science and Technology, Digital Creative City and State Ministry of Culture, which indicates *“that sometimes there is mixing and mingling between sectors. Culture and art both have a strong presence in our city and it will be great to see where this combination of elite minds leads,”* explains Gustavo.

INVALUABLE MEDICAL PRESENCE

A deep dive in Guadalajara’s industrial strengths highlights the medical sector, with the city boasting one of three renowned medical schools, part of the Universidad Autónoma de Guadalajara (UAG) and numerous medical care facilities. Dr. Jorge Ocampo Candiani, Ex-Member of the ILDS International Committee, believed in the city’s ability to host one of the biggest conferences in the world, the World Congress of Dermatology.

Public health is of national importance; the Jalisco state participates in projects, led by the National Institute of Public Health, in search of innovative strategies to enhance capacity to apply health policy and systems research evidence in policy-making. Dr. Humberto Arenas Marquez, National Delegate of the International Society of Surgery, recognized the impact of the World Congress of Surgery 2023 will have in such polices when he decided to bid for it.

“It is a win-win situation. Our ambassadors bring conferences that will turn the scales towards a better life for our people while promoting their respective fields in the process. It’s team work,” concludes Gustavo.

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Leading by Design

The Story of Three Ambassadors

Why Canada? The North American country has long been a top choice for international congresses, but now Canada is spotlighting its key economic strengths to answer the question “why choose Canada” – and offer associations a knowledge boost by tapping into Canadian innovators, thought-leaders and academia.

Words Lane Nieset

Canada is home to the most highly educated workforce in the OECD countries, with more than 460 private and public post-secondary institutions. It's where the architects of the global tech revolution live and work, where the world's highest concentration of AI start-ups are located, and where breakthroughs in environmental research that impact billions take place.

Now Canada is looking at the “beyond tourism benefits” of international meetings and events and showcasing how targeted strategies in defined priority sectors – which include Technology, Life Sciences, Agribusiness, Natural Resources, Clean Tech, Aerospace and Advanced Manufacturing – can be catalysts for economic growth. Here are three of the country's many talented ambassadors who are advancing Canada's reputation in the realm of innovation and business events.

DR. JOHN ROOT, SASKATOON, SASKATCHEWAN

According to Dr. John Root, founder of the Sylvia Fedoruk Canadian Centre for Nuclear Innovation Inc (Fedoruk Centre), the institution provides tools for qualified citizens to participate in nuclear innovation. Now in its sixth year, the Centre is transitioning out of its start-up phase and into a five-year plan “to place Saskatchewan among global leaders in nuclear research, development and training through investment in partnerships with academia and industry for maximum societal and economic benefit.”

“Before the Fedoruk Centre was established in 2011, the province of Saskatchewan's engagement with the nuclear domain was primarily through uranium mining and exporting raw material for fuel fabrication elsewhere,” Dr. Root explains. “With

investments through the Fedoruk Centre, in partnership with the federal department Western Economic Diversification Canada and the provincial agency Innovation Saskatchewan, the province is now able to provide nuclear imaging services for over 2,500 patients per year to diagnose and treat cancer close to home.”

Dr. Root is attempting to attract the 11th International Conference on Isotope (IOICI), which promotes nuclear science and technology as a means to achieve the United Nation's Sustainable Development Goals (SDGs), in 2022. A conference of this scale would bring the top researchers in isotope technology and applications to Saskatchewan to interact and discuss the latest research in the field – and the Fedoruk Centre would be the star of the show.

**DR. JEAN-FRANCOIS BOUSQUET,
HALIFAX, NOVA SCOTIA**

Since 2013, Dr. Jean-Francois Bousquet, Head of the Electrical and Computer Engineering Department at Dalhousie University in Halifax, has partnered with Ultra Electronics Maritime Systems, an international company with a local engineering office that offers innovative solutions in the realm of underwater signal processing. "As a seaport, Halifax is a major hub in ocean technology," he says. "Working as an electrical and computer engineer, I collaborate with oceanographers and computer scientists from around the world to enable the Internet of Underwater Things, an infrastructure that gathers data from diverse sensors deployed below the ocean to address the needs of various users for surveillance, oil and gas, and scientific and environmental applications."

Dr. Bousquet is also responsible for organizing the 12th ACM International Conference on Underwater Networks & Systems in 2017. "It was an event sponsored by the Association of Computing Machinery that allowed me to establish partnerships, as well as well as potential collaborations with researchers from around the world, including at the University of Padova, Northeastern University and the India Institute of Technology, in Delhi," he says. "This gathering has also helped our research group maintain its reputation within the local Atlantic Maritimes industry, as we were able to gather over \$20,000 in sponsorship."

FABRICE LABEAU, MONTREAL, QUEBEC

Fabrice Labeau, Deputy Provost at McGill University, is the NSERC/Hydro-Québec Industrial Research Chair in Interactive Information Infrastructure for the Power Grid and has served as chair for a number of events, some of the more recent being IEEE Vehicular Technology Conference (VTC Fall 2016); URSI General

Assembly and Scientific Symposium 2017; IEEE SENSORS 2019; IEEE GlobalSIP 2019; and the IEEE Energy and Power Engineering Conference (EPEC 2019). "In North America, Montreal is the city with the largest population of post-secondary student. It is not only host to McGill University; within a few kilometers in downtown Montreal, there is an incredible concentration of universities and postsecondary institutions. This makes Montreal a crucible for talent and innovation," he explains. "There is no doubt that this attracts international communities who are looking for the right place to hold an event - for most scientific topics, you are bound to find a research team in Montreal that is active in the area, and known around the world for the quality of their work."

In addition to chairing these events, Labeau has worked for nearly a decade in close collaboration with Hydro-Quebec, the local energy utility in the province of Quebec. "Seeing some of the graduate students who worked on these projects end up working at Hydro-Quebec and designing the energy systems of tomorrow is our main impact and legacy," he says. "These are the people who will be the next attractors for the next wave of conference - they end up being our best ambassadors."

When you convene in Canada for meetings and conventions, you'll be connected with the innovators who are shaping the future, the thought leaders who are leading the way, and the business and research architects who elevate Canada's position on the world stage across a spectrum of industries.

For further information

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Building an Ecosystem for 'New Economy' Conferences

The capital of Zhejiang Province on China's south-eastern coast, Hangzhou sits at the head of Hangzhou Bay, separating Shanghai and Ningbo. In addition to world-renowned scenic beauty – its West Lake is reputedly “heaven on earth” and was made a UNESCO World Heritage Site in 2011 – and a profound cultural heritage, Hangzhou aims to become the go-to destination for 'new economy' conferences.

Words Rémi Dévé

In recent years, Hangzhou has built for itself distinct advantages in terms of the development of the smart internet, fintech and sustainable energies alongside culturally-focused creative industries and new retail. The combination of the growing footprint in both the meetings industry and the new economy sectors has created an ecosystem attracting the attention of associations from all over the world.

The development of meetings infrastructure of international magnitude has also helped. Right now, Hangzhou boasts nine clusters of high-end hotels, ten large-scale convention and exhibition centres, and over 301,000 sqm of conference space spread all over the city, making it possible to accommodate events of all size and format. Hangzhou is also easily accessible thanks to an efficient network of public transport. Xiaoshan International Airport operates over 200 domestic and international flight routes that can fly passengers to Beijing or Hong Kong within two hours and directly to over 40 cities overseas. Meanwhile, Shanghai is only 45 minutes away by train.

Hangzhou accommodates a slew of renowned universities and research institutions, such as Zhejiang University, Westlake University and Alibaba DAMO Academy, which have attracted a large number of talents. A hot spot for people worldwide to seek jobs, Hangzhou has a net talent inflow rate that has ranked first in the country for

three consecutive years. The city also boasts some of the best technological research institutes, and has so far originated no less than 51,213 invention patents! Its broad talent pool and strong scientific research, enhanced by the 53 “Hangzhou Convention Ambassadors” from various academic circles, have significantly contributed to the hosting of high-profile association conferences in the city.

Among them, let's mention the 10th Conference of Asia-Pacific Association of Chemical Ecologists (APACE), the 2018 Association of Critical Heritage Studies conference, the Chinese Automation Congress, sponsored by the Chinese Association of Automation, the most important annual event of CEEMAN – the International Management Development Association for Dynamic Societies, or the Hangzhou International Conference on the Frontiers of Data Science that was organized in May by the Center for Data Science of Zhejiang University.

In this context, Hangzhou has become a strong contender when it comes to attracting international conferences. With the upgrade of all related services that now meet international standards – as well as the ‘professionalization’ of many local actors of the city – the ‘Tea Capital’ as it is often referred to, has transitioned from a city that draws in clients based chiefly on its tourism resource advantages to one that includes its industry advantages as a strong selling point.



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Sustainably Built at the Core

The foundation for modern-day Seoul started at the end of the 19th century with the opening of the port, as the construction of electrical facilities, railroads and waterworks systems gradually emerged. The real development, however, started post-war in the 1950s, when Seoul transformed into a cosmopolitan city in as little as half a century. Now, Seoul is sharing its sustainable development solutions with other cities around the globe to address urban challenges, helping other destinations experience the same kind of breakthrough changes that have transformed Seoul into the smart city it is today.

Words Lane Nieset

In 2011, *Time* magazine declared the “shared economy” to be one of the top 10 systems to have the potential to change the world. Seoul is looking at using the model of shared economy and applying that to society, using some of the same policies in the public sector to solve urban issues like insufficient parking space, environmental pollution and overconsumption. As Mayor Park Won-soon expressed in a speech this year, *“Seoul has innovated itself by shifting its focus to ‘people,’ ‘care,’ ‘respect for labor’ and ‘community,’ and, as a result, Seoul has turned into one of the most livable cities in the world.”*

The metropolitan government launched the “Shared City Seoul” initiative in 2012 to promote this project, spreading concepts like car sharing programmes in residential areas and parking space sharing. The city’s 10 million residents can feel the impact, too, with 1,260 shared public parking lots and 1,145 public spaces that have been used around 230,000 times. In fact, nine out of 10 residents have heard about one or more of the 16 programmes currently in

place, and 82 percent of those polled were satisfied with the sharing services they’re using.

URBAN SOLUTIONS

At the moment, there are over 200 sustainable and urban planning policies registered as part of “Seoul Solution” that fall into 10 categories, from e-government to water supply and urban security. Urbanization, for example, is one problem that started to affect the city’s liveability, as Seoul experienced a rapid migration in the 1960s. The lack in housing caused people to settle in the mountains and by the streams, creating slums that resulted in deforestation and contaminated water. The city set forth a framework for sustainable development, which aimed for a “compact, transit-oriented, and eco-friendly city,” and thanks to this tool urbanized 40 percent of Seoul in the process.

In December, Seoul will welcome SBE19 Seoul, part of the Sustainable Built Environment (SBE) Conferences 2019

series, which highlights sustainable built environments for smart building. Experts in the design and construction of tall building will gather to discuss topics like sustainable building and durability, green remodeling, and green house reduction policies in South Korea that will help continue the smart city’s development for generations to come.

ENERGY EFFICIENT

Korea Energy Agency launched on the scene in 1980, and the organization has strived since to promote efficient and rational energy use, paving the way for the transformation of Korea into a low-energy consumption society while resolving energy poverty and improving energy welfare systems. Ninety-four percent of Korea’s energy consumption is based on overseas imports. This is a huge figure, considering the country is the ninth-largest energy user on the globe. But, over the past few decades, the country has started looking to cut back carbon emissions and





SEOUL HAS PUT SUSTAINABILITY AT THE CORE OF ITS DEVELOPMENT.

increase development and the use of green energy technologies.

In 2017, Korea introduced the "Renewable Energy 3020 Implementation Plan," an effort to increase the generation of renewable energy to 20 percent by 2030 (at the end of 2017, only 8 percent of energy generated was from renewable sources). The construction of new coal plants is prohibited, and, to meet the new goal, Korea must install an additional 53GW of renewable energy, the majority of which will be solar PV and offshore wind power.

According to Mayor Won-soon Park, *"Industrialization powered by coal has driven economic development in many countries, but the world is now faced with consequential environmental challenges, such as climate change, air pollution and resource circulation. It is now time to ponder what we must do to leave future generations a clean earth, and the most urgent task ahead of us is a transition to clean energy."*

In 2012, the city introduced the "One Less Nuclear Power Plant" initiative to reduce energy use, and has saved a total of 4.7 million TOE in the six years since. More recently, the "Solar City Seoul" was launched, with the aim of adding IGW of solar power capacity and installing OV panels in one million households in an effort to raise the amount of solar power usage to 3 percent of the total energy output by 2022. *"Recently, new and renewable energy is expanding rapidly around the world so that two-thirds of the world's investment in new power generation facilities is concentrated on renewable energy,"* explained president of Korea Energy Agency, Chang-Seop Kim.

In October, the 8th International World Renewable Energy Congress (KIREC Seoul 2019) took place for three days at COEX, Korea's "Venue of Choice," which welcomes over 2,000 meetings and events per year. Hosted by international non-profit REN21, which works in the field of renewable energy, about 3,500 delegates attended - including ministers and deputy ministers in energy sectors - to discuss the role and

direction of renewable energy. *"The hosting of the World Renewable Energy Congress in the capital city of Korea means that the international community recognizes the strong will and successful implementation of Korea's new and renewable energy expansion policy,"* Chang-Seop Kim explained in an article. *"Korea is attracting attention as a kind of 'model country.' It was a good opportunity*

Seoul City - Wide Support

Seoul Convention Bureau (SCB) offers meeting planners and association leaders one-on-one support every step of the event process, from the preparation of proposals to consultations on successful bidding strategy. While you're in the city on a venue search, hotel accommodations and transportation are offered, as well as city tours and site inspections of convention venues and unique facilities. SCB puts a warm welcome on the multi-screen display above the baggage carousels when delegates land in Incheon International Airport. And also a Seoul Welcome Kit filled with promotional materials and souvenirs is offered for event attendees. Development of an application for the event is a sustainable option for paperless conferences.

For more information:

www.miceseoul.com/supporting2019

for the people to directly confirm the status of Korea's new and renewable energy and to lay the foundation for the domestic new and renewable energy industry to go abroad."

SUSTAINABLE DEVELOPMENT

Professor Yong Sik Ok, Pacific Rim Universities' (APRU) Sustainable Waste

Management Program Lead, will chair the Conference on Engineering Sustainable Development 2019, the inaugural event of the APRU Sustainable Waste Management Program, at Korea University in Seoul in December. The program will provide a platform for the sharing of current scientific and technical knowledge; identify limitations and prioritize key challenges; and review existing international policies, agreements, and frameworks. Meanwhile, engineers, scientists and policy makers will discuss the technical and engineering challenges of addressing the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs).

A few of the key highlights: sustainable building materials and infrastructure, advances in chemical and mechanical recycling of waste plastics, and sustainable water management. *"This conference will assist the formulation of an efficient sustainable management agenda for biological waste and remediation of soil, water and air in the local context, which satisfies the environmental compatibility, financial feasibility and social needs,"* explains Yong Sik Ok.

He adds that local and overseas experts - such as academic researchers, industrial practitioners, green groups, and government departments - will gather to discuss the development of integrated solutions: *"It will deliberate on state-of-the-art treatment technologies, advanced management strategies, and political issues pertaining to recycling and recovery of organic waste in the country. The conference offers a timely opportunity for knowledge exchange among professionals from all over the world and will actively feed into ongoing policy discourse in the region."*

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Progress Made Sustainable

Would you favour a conference destination based on culture and history, technological advancements or rather sustainability? Known as the 'City of a Hundred Spires', Prague caters abundantly for all three criteria, making this European capital a go-to place for major international events that want to keep a 'green attitude' towards the planet.

Words Vicky Koffa

All kinds of museums and deep roots in music portray Prague's profound sense of culture. Tech hubs widespread all over the city echo its strong presence in the modern world. But it is the radical environment-friendly change the city has undergone over the last decade and the aspiring sustainability goals it sets for the future that keep the balance between history and progress.

ALREADY A STEP AHEAD

With nearly 57% of its area made up of parks, woodlands, vineyards, farmland or gardens, Prague is considered to be at the forefront of sustainable development. All too often it lands at the top spots in the lists of the world's greenest cities, going the extra 'green' mile for a cleaner environment for its citizens and business tourists alike. According to the Dutch holiday agency TravelBird and its Green Cities Index 2018, Prague was ranked first in green area and seventh considering the square metres of green area per person.

In addition to creating green land, the government is fully devoted in its campaign *en route* to becoming a full-scale eco-leader

in Europe. In June 2019, the Prague City Council has made a commitment to reduce the carbon dioxide emissions in the capital city by 45% by the year 2030, and to eliminate them entirely by the year 2050.

Certain measures for reducing CO₂ emissions in Prague are already being developed by city councillors, including a long-debated road tax on all automobiles entering the city that will charge vehicles based on their emissions rating. The city also aims to reduce waste emissions and further support measures for recycling, whereas water from the local Vltava river may also be reused for other purposes, even changing it to drinking water.

AWARD-WINNING TRANSPORTATION

In order to battle another big challenge in the road to a carbon-free society, i.e. sustainable public transportation, the Prague City Assembly has approved the Sustainable Mobility Plan for Prague and the metropolitan area, set to be finalized by the year 2030. The strategy foresees accessible public and freight transport; the introduction of electric buses on selected routes, more



tram lines, the construction of P+R car parks near railway stations in the Central Bohemian region or support for cycling and the increase of the number of barrier-free metro stations from 72% to 95% are some of the 242 priority measures mentioned in the plan.

In actual fact, Prague's transportation system started its progress from an already solid basis; Fédération Internationale de l'Automobile (FIA) ranked Prague's public transportation fourth best in Europe back in 2010. Unsurprisingly, the city's steady sustainability course brought Prague more recognition when the new worldwide Sustainable Cities Mobility Index 2017 report, compiled by analysts from design, engineering and consultancy group Arcadis, placed Prague in the fifth place among 100 cities.

BUSINESS MEETINGS WITH A GREEN CONSCIENCE

It only makes sense that the meetings industry in Prague not only follows this hot trend, but has actually been a contributing factor from square one. Carbon neutral events, organized by the very committed on the matter Prague Convention Bureau, have been a fact in Prague for at least a decade, which only showcases the power of business meetings to guide people and business towards responsible tourism.

The Prague Congress Centre (PCC) has been focusing on increasing sustainable operation of the building and thereby reducing the repercussions of events on the environment. Located directly next to the metro station, the Prague Congress Centre is perfectly accessible by public transportation, hence

participants easily reduce their carbon footprint. Thanks to a large reconstruction in 2016-2017 and investment in modern technologies, it annually saves considerable amounts of water, electricity and waste.

More than 60% of waste was saved at the first completely sustainable event which took place at the Prague Congress Centre last year on the occasion of awarding the "TOP Responsible Company." Organizers could go paperless with the in-house digital navigation system, whereas catering focused on using locally produced food and made full use of the Urban Garden opened on the terrace.

Lenka Žlebková, Sales and Marketing Director of the PCC, sums it up: *"Having our business in the centre of Prague we understand the potential impacts we can have on our surroundings. That's why we decided to inspire others with our environment-friendly projects. We are glad to see that a growing number of organizers appreciates our steps and chooses us based on our sustainability and CSR initiatives. If we want Prague to flourish we should all contribute to preserving its beauty."*

The newly updated UN Sustainable Development Report 2019 reflects Prague's dedication to a cleaner environment. The report ranked the Czech Republic seventh most developed in achieving the Goals of Sustainable Development out of the total of 162 evaluated countries, doing especially well in areas like poverty, quality of education, affordable and clean energy, decent work and economic growth, reduced inequalities and life on land.



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Displaying Profound Research on a Global Level

The Annual Congress of the European Association for Haemophilia and Allied Disorders is a special opportunity to further increase the knowledge, to better understand the most recent scientific advances, to present the latest findings and to actively interact with physicians, nurses, physiotherapists and other specialists dedicated to this field. In February 2019, it took place at the Prague Congress Centre – and was a resounding success.

Words Rémi Dévé

As the country that laid down the principal laws of heredity, introduced the contact lens to the world and successfully developed the compounds on which current anti-AIDS drugs are based, the Czech Republic has become a place attracting the attention of European and international associations – and rightly so. Prague, in particular, is recognized for its quality research in molecular genetics, immunology, analytical and pharmaceutical chemistry and biochemistry, cardiology, neurology, metabolic diseases and, more recently, medical applications of nanotechnologies.

80 X 2,600

It's no wonder, then, that the European Association for Haemophilia and Allied Disorders (EAHAD) chose the Czech capital for its 12th annual congress. The highly successful event brought together 2,600 participants from 80 countries to



THE PRAGUE CONGRESS CENTRE BOASTS SOME AMAZING VIEWS

the Prague Congress Centre in February 2019. During the opening press conference, Adam Vojtěch, Czech Minister of Health, called the congress a *“recognition of the Czech Republic as a knowledge hub and a testament to the cooperation of its specialists who take care of patients with bleeding disorders.”*

Taking the Czech Republic’s high-quality system of care into consideration, *“hosting such a congress just made sense,”* the Minister said. The event was a complete success with record-breaking attendance. The architecturally rich city and its impressive landmarks like the medieval Prague Castle or St. Agnes monastery played a role in attracting delegates, but the real draw was to learn more about the advances in modern therapy made by Czech specialists, which were showcased during the conference.

Echoing the Minister’s comment, Professor Jan Blatný, President of the EAHAD



About Prague Congress Centre

- Total capacity: 10,000 pax
- 20 halls and 50 meeting rooms
- Largest hall: 2,764 seats
- Total Exhibition Space: 13,000 sqm
- Last refurbished: 2017-2019
- Easily accessible from the city centre and metro
- 4-star Holiday Inn with 254 rooms next door
- EKO Gold certificate for its use of renewable energy

2019 Congress, said that to host the EAHAD congress in the Czech Republic was *“an appreciation of the care we provide our patients with bleeding disorders. We were very happy our country was recognized for its high level of clinical service and scientific background in this field.”*

THE RIGHT CHOICE

History sits at every turn in Prague, from the Astronomical Clock (the oldest still operating) to 14th century Charles University, one of Europe’s oldest. *“Prague is a lovely city, where you can feel the atmosphere of its history combined with that of modern days. It’s worth seeing and experiencing, and ideally living in!”* said Professor Jan Blatný.

When the association was planning its 2019 congress, it needed to accommodate over 2,000 delegates from over 80 countries, so EAHAD looked to Prague Congress Centre. *“From the first contact with the venue’s staff, I was sure I made the right choice,”* Blatný said. *“They were professional, kind, efficient and willing to help. Nothing was impossible for them.”*

EAHAD President Professor Mike Makris praised the beautiful view from the foyer of the Centre, where an exhibition of scientific posters was held. The foyer doubled as a networking space and served locally sourced products from Zátíší Catering (with 70% biodegradable dinnerware). The main program took place in 13 halls over the course of three days, and a few additional meeting rooms were also used for parallel specialist sessions.

According to Blatný, the Czech Republic is considered one of the leaders in the field of haemophilia in Central Europe. *“There are hundreds of thousands of people with haemophilia around the world, and I do remember the time when treatment options in my country were very limited,”* Blatný explained. *“But, we were able to close this gap effectively in a relatively short time because we believe in the importance of real-world clinical data. In other words, you have to know how you treat to be able to improve care. Our clinical registry on haemophilia and allied disorders is now working well and we were very happy to showcase this in a global context at the congress.”*

The congress was the perfect occasion for EAHAD to raise awareness of rare diseases with the general public, and the feedback was overwhelmingly positive. After such a successful event, the association has applied to host an its larger, global congress in Prague in 2024. *“I believe we will succeed,”* Blatný said. *“There are, of course, always things that can be improved in terms of planning and organization, but this is a challenge we learn from and build on for the next conference.”*

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Turning Meetings into Food Experiences

Whether planning an intimate one-day board meeting for a few guests or a week-long professional conference for a thousand, association organizers have become aware that food is now an integral part of the success – or the failure – of an event. As the meetings industry continues to develop, food and beverage is being more integrated into what makes or breaks a conference. The CCH – Congress Center Hamburg, which is due to reopen next year after a comprehensive modernization and remodeling, will put food at the forefront of the conference experience.

Words Rémi Dévé



It's true that a conference is all about knowledge transfer, best practice sharing and networking with your peers. But it's safe to say it's also about the experience - experience of the destination that hosts it and the venue it's organized in. As people become more cognizant, in general, about the foods they eat, food is also what keeps conference delegates energized - or totally down - for the day ahead. There was a time when 'rubber chicken' and boiled broccoli were a clichéd reference to the typical food served at meetings, but now the fare being delivered to attendees has undergone a transformational upgrade.

NEW FOOD IDEAS & TRENDS

Currently under renovation with a massive upgrade of its facilities, the CCH - Congress Center Hamburg has clearly understood this. *"Convention and event participants will typically remember three things after their visit: the venue itself - the actual building -, the food, and the general surroundings, i.e. the city where the venue is located,"* explains Heike Mahmoud, Chief Operating Officer, CCH - Congress Center Hamburg. *"As a venue the new CCH will set new standards for Europe in terms of size and flexibility. And through our new, exclusive catering partner Käfer, we will pick up new ideas and trends from day one to serve healthy, regional cuisine to our guests."*

Käfer was originally founded by Paul and Elsa Käfer in 1930 as a colonial-style grocer's shop. Thanks to its continued success, the company is now a respected giant in the delicatessen, restaurant and international catering sectors. With a name that is synonym of passion for quality, service, exclusivity and innovation, it has teamed up with the CCH to offer a real food experience to the venue's guests.

"Käfer is known as a high-quality event caterer," says Alexander Walter, CEO of the Käfer Service Hamburg GmbH. *"With the CCH - Congress Center Hamburg, we like to see ourselves more as a partner than a mere supplier, which is quite unusual in our industry. That means we are not only able to bring our USPs to large events with thousands of people - we can serve literally thousands of meals in a very limited timeframe - but we do this without the use of convenience food and standardized products like it's often the case with high numbers."*

CCH - Congress Center Hamburg Fast Facts

- Host to more than 15,000 events including over 130 global conventions
- Total available exhibition space of 12,000 sqm
- Another 12,000 sqm of foyer space
- 12,000 seats in up to 50 halls and rooms
- Situated right in the city centre
- About 100 hotels of any category within walking distance

The focus will clearly be on the reduction of processed and ready-made food to a minimum and to the meticulous selection of products, as well as of seasoned chefs who can put the food they serve to the test. *"Organic, seasonal and regional ingredients are very important - whether for the national or international dishes served at the CCH. The freshness of the products we serve is actually our quality claim. We are always on the lookout for new products and trends that match the overall experience of the national and*

international delegates at the new CCH," explains Walter.

In terms of trends that he observes, Walter says that, obviously, street food is still *en vogue*. *"Additionally, healthy, organic and of course sustainable food is more and more taken for granted. Our clients today are also very much looking for tailor-made solutions for their events. That means the food and beverage concepts have to match the theme of the conference that is organized. At Käfer, we can make this happen with high-quality coffee breaks, lunches and dinners."*

PLENTY TO OFFER

This food experience will be instrumental in remembering a conference hosted in Hamburg. After all, Hamburg is a convention city that has plenty to offer, from world-famous musical performances and the iconic Elbphilharmonie building to the Speicherstadt world heritage site or the newly-redeveloped HafenCity.

At the CCH - Congress Center Hamburg, new standards will be set in terms of size and flexibility, with the capability of hosting several events simultaneously, across four levels. Situated in the central part of the city, it's a short walk from Hamburg's main attractions. The Dammtor mainline train station and several other stations and stops of the public transportation system are literally within a distance of 100 to 500 meters. In terms of space, CCH will offer a total available exhibition space of 12,000 sqm, another 12,000 sqm of foyer space, and 12,000 seats in up to 50 halls and rooms.

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Fast-Forward to an Innovative Future

When one thinks about Hamburg these days, images of the Elbphilharmonie concert hall instantly spring to mind. It's true that the building, with its sci-fi wave made of partially bent glass – which almost appears to merge with its red, brick-layered bottom – is impressive. But the venue is more than awe-inspiring – it's a statement of the city's future-focused vision. If you thought Hamburg was your run-of-the-mill German town, you couldn't be more mistaken. The city's drive for innovation is woven throughout its very fabric – and it's now attracting the attention of European and international associations.

Words Rémi Dévé

Hamburg, Germany's second largest city, has long served the role as northern Europe's gateway to the world. Cosmopolitan, vibrant, smart, eco-minded – the adjectives don't seem to do the destination justice, especially since it's at the height of its transformation. In Hamburg, modern life is merging with century-long tradition in a way that you can't feel anywhere else in the world.

Every year, the booming metropolis on the Elbe and Alster rivers continues to draw a greater number of tourists and business travelers from both Germany and beyond. It's true – Hamburg, as a convention city, has plenty to offer, from world-famous musical performances at the iconic Elbphilharmonie to the Speicherstadt world heritage site, the world's largest warehouse district, and Hafencity, currently Europe's largest inner-city development project. And now, a large portion of leisure activities are available after events have wrapped up. Hamburg, for instance, has a longstanding reputation as a leading centre for dance, music, and theatre, with only New York and London topping it as the world's most successful in terms of musical theatre.

SERIOUS DRIVE

What makes Hamburg stand out, however, is its drive for innovation. During a short trip in September, I familiarized myself with

some of the clusters Hamburg Convention Bureau closely works with to attract conferences that are aligned with the city's key strengths.

Hamburg's creative industries are among the most financially viable and vibrant in Germany. The city is known for its many publishing houses and advertising agencies, film and television businesses, and music and digital industries. In an effort to support its vibrant culture scene, the municipality set up an agency in 2010, Hamburg Kreativ Gesellschaft, which provides orientation and brokerage to those active in the creative sector. The aim is to support professionals working in the creative sphere – which includes architecture, visual arts, performing arts, design, film, literature, music, press, radio, software & games, and advertising – as well as help establish and strengthen business efficiency among individual stakeholders – and the sector as a whole.

In addition, Hamburg ranks among Europe's leading cities in the healthcare industry, with an internationally renowned system of doctors and hospitals (plus a nearly unmatched density of medical practices). More than 169,000 people work in Hamburg's healthcare sector – meaning one out of seven employees works in Hamburg.

Hamburg's healthcare cluster is managed by Gesundheitswirtschaft Hamburg GmbH (GWHH), a subsidiary of the City of Hamburg and the Hamburg Chamber of Commerce, and focuses on various topics such as e-health, health and ageing, education and innovation, and corporate health management. The goal is to position and strengthen Hamburg as a healthcare location that ensures good medical care, meets the requirements for qualified staff, and leverages the opportunities created by digitization. The cluster initiates cross-sectoral and cross-industry activities and operates projects that are intended to increase potential for growth, employment, system innovations and quality of care.

As a whole, the Life Science Nord cluster, which counts 500 companies in total, aims to develop an internationally leading life sciences network within the region and hopes to harness the potential integration of business, science and politics. This particular cluster mainly focuses on biotechnology, pharmaceuticals and medical technology - elements that were instrumental in winning the bid to host the 2021 annual meeting of the International Society for Stem Cell Research (ISSCR). ISSCR 2021. The largest global gathering of stem cell scientists is anticipated to bring 4,000 researchers from around the world to the CCH - Congress Center Hamburg.

SMART STRATEGY

Hamburg is looking to become a model city for intelligent transport systems by promoting state-of-the-art digital technologies, as well as mobility and smart solutions that will improve the lives of residents and visitors alike.

The goals of the "ITS (Intelligent Transport Systems) Strategy for Hamburg" include the enhancement of traffic safety; the improvement of traffic flow; the reduction of negative environmental effects caused by traffic; and the advancement of several innovations. These goals are being pursued through six focus areas: Information; Intelligent Traffic Control/Routing; Intelligent Infrastructure (Maintenance & Operation); Intelligent Parking; Mobility as a Service; and Intelligent Vehicles.

This strategy helped introduce several initiatives, including the new minibus for HEAT (Hamburg Electric Autonomous Transportation), Germany's unique research and development project to integrate an autonomous shuttle bus into regular street traffic. Another smart initiative is the new ride pooling service MOIA, the latest company launched by Volkswagen Group, which has debuted 200 electric vehicles across the city.

It comes hardly as a surprise, then, that Hamburg was chosen to host the 2021 ITS World Congress, which will take place at the



CCH - Congress Center Hamburg and the Hamburg Messe. The annual convention traditionally attracts around 15,000 attendees from around the globe, including prominent companies in the industry. It will be the perfect opportunity to showcase the most modern German technologies in traffic and transport to the world—and demonstrate them in real life application.

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From Industry to Culture & Sustainability

Kaohsiung's Transformation



NATIONAL KAOHSIUNG CENTER FOR THE ARTS (WEIWUYING)

While Taipei gets most of the attention from conference organizers who choose Taiwan to do business, the second largest city located in the south certainly deserves a closer look. Kaohsiung has long been known as an important cargo port, but this seaside city is rapidly emerging as a modern metropolis where high quality of life, industrial revolution, culture, green economy and leading business events infrastructure play a prominent role.

Words Vicky Koffa

Kaohsiung's on-going evolution includes a high number of industrial parks that actively develop high-tech, low-carbon, cultural and creative industries and accelerate the elevation of traditional heavy industries. The MOEA Export Processing Zone, Kaohsiung Software Park, Kaohsiung Science Park, and Environmental Science and Technology Park of Gangshan, along with the sea port and the international airport, form one large cluster, giving Kaohsiung the lead on semiconductor packaging and testing, electronic components, opto-electronics, information software, biotech and medical equipment, green energy, environmental protection and energy conservation, and marine and agricultural biotechnology.

HIGH-PROFILE CONFERENCES IN THE CITY

Reaping the benefits of progress, Kaohsiung had been selected to host two prominent events back in 2009 and in 2018. The World Games 2009 were concluded with great success mostly due to the city's sporting facilities, the Mass Rapid Transit (MRT) metro and a light-rail system that enabled smooth flow of movement around the city.

Since then, the city has been accumulating experience in holding successful business events, such as the 2nd Global Harbor Cities Forum (GHCF) in 2018. Under the theme 'Here and beyond - Forces affecting our future', the three-day conference addressed the sustainable economic growth of harbour cities with the aim of encouraging international cooperation among fellow cities with common issues. Kaohsiung's own harbour area where the Forum was held, the Asia New Bay Area, reflected the concept of forward-looking projects in line with the theme of the event.

2020 INTERNATIONAL CONGRESS AND CONVENTION ASSOCIATION CONGRESS

With these past conference successes, Kaohsiung will have the opportunity to shine once more at the beginning of November 2020, when a high number of world leaders from the meetings industry will gather at the port city to attend the 59th International Congress and Convention Association (ICCA) Congress, which was previously held in Taipei in 1992.

In a race of what was considered to be *"the most competitive bidding exercise in the association's history"* Kaohsiung prevailed over the other two contestants, under the theme of "Transformer", partly because of its compelling story of re-inventing itself through the power of meetings and designing creative concepts that will help ICCA engage more effectively with associations based in the Asia-Pacific.

In preparation of the eminent congress, Kaohsiung is collaborating with other Taiwanese cities including Taipei, Taichung and Tainan to engage volunteers to make facilities friendlier for association executives. Kaohsiung will design the congress with three key elements, diverse, open, and energetic, combined with six themes: industry, medicine, technology, ocean, agriculture, as well as culture and art.

Alongside the ICCA Congress, the 3rd Global Harbor Cities Forum (GHCF) will be held, encouraging the industrial transformation of harbour cities and development of the global meetings industry.

GAME-CHANGING VENUES IN THE CITY

The ICCA Congress is set to be held at the Kaohsiung Exhibition Center (KEC), the city's first multifunctional waterfront venue, operating since 2014. Found in the midst of the New Bay Area and surrounded by hotels, shops and industrial clusters, KEC offers over 25,000 sqm of indoor and outdoor exhibition space and a large variety of conference rooms accommodating between 20 to 2,000 people, with a capacity of up to 4,000 attendees at one time.

The award-winning Center is easily accessible by Taiwan's High Speed Rail—only one and a half hours from the capital Taipei—and the Kaohsiung Rapid Transit metro. 400 parking spots on site make access by car another viable option and the 800 km of bike lanes the government has constructed throughout the city increase accessibility. Special delegates can take advantage of the VIP room and organizers can rest assured with the First Aid Room.

When it comes to hosting events in Kaohsiung, people should not miss the newest venue, the National Kaohsiung Center for the Arts (Weiwuying—*pictured*), which opened in October 2018. Another example of connecting the city with its people, the Center places particular importance on space and sustainability. Weiwuying welcomes all types of events in its nine multifunctional halls of varying sizes, and a fence-free plaza on the grounds that is accessible to all 24 hours a day.

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Organized by Bureau of Foreign Trade, MOEA
Taiwan External Trade Development Council
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Pledge to Environmental Responsibility

New Zealand has always been inextricably connected to the environment.

A visit to the country leaves images of vast mountain slopes, endless kilometres of seafront and unique wildlife. Preservation of the environment is deeply rooted in the conscience of the 4.5 million Kiwis living on the islands, active custodians of their land. Associations wanting to organize a green conference can take advantage of the nation's eco-initiatives.

Words Vicky Koffa

The New Zealand government keeps its finger on the pulse of sustainability through awareness-raising campaigns and eco-friendly initiatives that go as far back as over a decade. The Sustainable Development Programme of Action announced in 2003 focused on the issues of water quality and allocation, energy, sustainable cities, and child and youth development. New Zealand was one of the first countries in the world to pledge a carbon-neutral future, while many local companies have already achieved carboNZero certification.

TIAKI - CARE FOR NEW ZEALAND

In the tourism industry, including business tourism, things are moving in the same direction. Tourism New Zealand's promotion strategies highlight its high dependence on its natural environment and unique Maori culture. Following the program from two years ago of the New Zealand Tourism Sustainability Commitment, which more than 1,000 tourism businesses have now signed up to, Tourism New Zealand launched another creative initiative.

In collaboration with six other New Zealand organizations, namely the local airline carrier Air New Zealand, tourism entities and various government departments, the "Tiaki - Care for New Zealand" campaign was introduced in November 2018. Building on the nation's warm welcome to guests, the Tiaki Promise invites the world to stand alongside New Zealanders in preserving and protecting the land, waterways and oceans with a set of guiding principles for visitors to follow.

Tiaki means 'to care and protect' in local language as travellers promise to drive carefully, not litter and respect the environment urged by visual material available already on board Air New Zealand planes travelling to the islands, as well as on social media. Further future initiatives will be rolled out under the Tiaki - Care for New Zealand brand, including a responsible camping campaign.

Along similar lines, a more hands-on green project, managed by Project Crimson, a conservation charity, started in 2016 with the name "Trees That Count". New Zealanders are being challenged to plant as many native trees as possible over the course of a few years, keeping a record on their website so as to create a lasting legacy for future generations. This is the perfect way, according to the participants of the movement, to restore and enhance the environment, encourage biodiversity in cities, clean the air and the water and make a difference to climate change.

SUSTAINABLE PRACTICES FROM TOURISM NEW ZEALAND

The New Zealand environmental message to the world is loud and clear and Tourism New Zealand (TNZ) is a major player behind such projects. The challenge is to show how the concept of sustainability could work within the parameters of an event and ensure that it is weaved through the day's activities where possible, underpinning the majority of the activities the delegates experience. In effect, the bureau has planned a number of events

for 2019, allowing delegates to experience first-hand the Tiaki Promise concept.

For instance, a sustainable themed breakfast event is scheduled to take place at AIME trade show in Melbourne in February 2020, with a goal to send the message across to the event manager audience from around the globe. To this end, chef Justin North is creating a sustainable three-course breakfast menu.

Non-plastic plant-based water bottles are locally produced and proposed by TNZ for business events as alternative sustainable options; eco-friendly gifts made from natural pine oil can be offered to delegates and speakers at the conclusion of an event as another choice; the list goes on reiterating the commitment to sustainability.

CONVENTION CENTRES ALSO CARE

Such sustainable projects are supported by sustainable facilities. The New Zealand International Convention Centre (NZICC) in Auckland is also making a pledge to operate as a carbon-neutral venue, the only one of its kind in Asia Pacific, once construction is complete in 2020. This commitment will be met thanks to a new internal carbon levy on all emissions, which will then be used to both offset the NZICC's carbon footprint, and go into a green fund to invest in projects within the wider organization to help further reduce emissions.

Prue Daly, Director of Sales at the NZICC, says: *"We have a responsibility to not only be a centre for New Zealand to be proud of, but to show the world how our natural environment is core to our values*

as Kiwis. Every member of our team, from management to suppliers, employees and vendors will ensure innovative solutions to not only be a great experience but also a fully certified Carbon Neutral Centre."

The NZICC has also adopted a sustainability management plan and will participate in globally recognized, independent verification programmes, including the Leadership in Energy and Environmental Design's (LEED) Green Building Rating System. In addition, through membership with the International Association of Convention Centres (AIPC), the NZICC aims to achieve and maintain a gold standard in the Quality Standards Programme.

On track for completion next year is also Te Pae Christchurch Convention Centre in the south. With respect to local culture through the architectural design of the building resembling the braided rivers of the Canterbury region and the use of fresh local produce in their cuisine, the centre plans to be an icon of sustainability in the south. Combined with an environmental award-winning airport which focuses on energy saving, noise and waste management and water and land protection via strict regulations and upgraded technology, it is only fitting that the largest international conference in the field of wetland science and its applications has chosen Christchurch to host the INTECOL 11th International Wetlands Conference 2020, Te Pae's first International Convention.

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Answers for AIDs

Research surrounding HIV and AIDS is continually evolving, and with events like the 17th European AIDS Conference, which will take place at Congress Centre Basel (CCB) in early November, attendees will have the chance to discuss and learn more about the latest scientific developments related to a disease without a cure. As Professor Manuel Battegay, the local conference co-chair says, it's events like these that help scientists translate developments into daily clinical practice—in addition to placing Basel at the top of the list as an ideal congress destination.

Words Rémi Dévé



Basel, with its stable economy, government and society, is one of Switzerland's prime locations for association conferences. You may have heard of a few of the more internationally recognized events like Baselworld, the premier trendsetting show for the watch and jewellery industry, and Art Basel, one of the world's leading modern and contemporary art fairs. Basel is a truly international city that's easy to navigate, since most attractions can be reached by foot or by public transport—which is rapid, punctual, and even connects countries, crossing the border into Germany and France. The city is also home to a number of innovative companies, an abundance of green space (within the attractive city centre), and Switzerland's oldest university.

Established in 1991, the European AIDS Clinical Society (EACS) is a not-for-profit that brings together scientists from across Europe to facilitate an exchange of the latest information regarding clinical aspects of the disease. All members of the Governing Board and Regional Representatives work entirely pro bono. The European AIDS Conference, EACS's flagship event held every two years, aims to create not only a stimulating scientific programme, but also an innovative space where attendees can meet and discuss discoveries with fellow clinicians.

In Basel, this type of space can easily be created. *"It's an open-minded and liberal city with a strong humanist tradition, thanks to its roots going back to the humanist age,"* explains Manuel Battagay. *"As congress organizers and participants, we are very pleased that*

Basel was selected as host city. The Swiss HIV Cohort Study, which has contributed to the understanding of the disease, helping to improve the treatment and the care for 30 years, is playing a decisive role in this regard. A book titled 'AIDS in Basel - From dying of AIDS to

Congress Center Basel Basics

- Space for 10 to 10,000 people
- Capacity for a plenary event: over 5,000 participants
- 25 meeting rooms, with 9 additional rooms nearby and several other opportunities at the Messe
- Located in the heart of the city, next to the exhibition square of Messe Basel
- Exhibition venue designed by architects Herzog & de Meuron
- 1,000 hotel rooms in different categories at walking distance
- 10,000 rooms within a 30-minute transfer time

living with HIV" was also recently published - a clear testament of the city having had a huge impact on the treatment of the disease."

In addition to the personal engagement of leading Swiss researchers as Manuel

Battagay, two other key players made the conference possible: the city of Basel and the CCB. *"The whole organizational process gave us the impression that the conference will be integrated in an atmosphere which is not only supportive of the congress itself, but also of the people infected with HIV or suffering from AIDS,"* Battagay says. *"We did not only receive financial support, but also organizational help from the Canton of Basel-Stadt and its Government, which has clearly made a difference to us. All parties involved are very dedicated, and this has been apparent every step of the way."*

In Eastern Europe and Africa, there are still a lot of AIDS-related cases that need solving, despite the excellent therapies that currently exist. In order to find solutions, clinicians, scientists and experts from the public health domain must exchange their experiences and knowledge, working together to uncover life-changing breakthroughs. This is the kind of legacy the Congress aims to leave. *"One of our goals is to increase the number of patients we can reach considerably—and get a treatment for those in Europe and beyond,"* Battagay says. *"We hope for a sustainable impact of the congress, especially in Europe."*

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Medical Imaging Mecca

Maastricht is riding high having won the bid to host the International Mass Spectrometry Conference (IMSC 2022) at MECC Maastricht, the Netherlands. The city is a world-leader in high-resolution molecular imaging of complex surfaces and is home to the largest molecular imaging centre in Europe, Maastricht Imaging Valley, a place where scientists from different disciplines come together to tackle some of the biggest issues in healthcare.

Words Chantelle Dietz



It's hard to believe that five years ago Maastricht Imaging Valley was just a vision. In an very short timespan it has developed into a thriving hub of knowledge and expertise attracting global attention and making significant advances in medical science.

The creation of Imaging Valley was made possible as a result of substantial investment from the regional government and Maastricht University into a new imaging organisation known as the Maastricht MultiModal Molecular Imaging Institute, or M4I

for short. But the vision wouldn't have been realized if it wasn't for the collaboration of the people involved.

"The investment alone doesn't work, you really need collaboration. We strongly believe that in connecting and collaborating you can make huge leaps forward," explains Professor dr. Albert Scherpbier, who is credited as the founding father of Maastricht Imaging Valley. As Dean of the Faculty of Health, Medicine and Life Sciences at Maastricht University and Vice Chairman Maastricht University Medical Center he was able to bring the vision to life.

COLLABORATING & INNOVATING

In the beginning the initiative was focused on the fundamentals of basic sciences, but Professor Scherpbier quickly realized it could be taken to the next level. They began to integrate their basic science infrastructure with the patient imaging infrastructure in the hospital to really enable translational molecular imaging research.

There are now around 80 basic scientists and 60 medical professionals working on electron microscopy, mass spectrometry imaging and molecular pathology within M4I. Then there's the hospital's pathology department, the radiology department, the Maastricht Radiation Oncology clinic (MAASTRO) and Scannexus - home to the unique 9.4 Tesla scanner, one of only two in the world. Each department boasts between 40-100 researchers and medics.

"It really is a substantial infrastructure with a lot of people involved in getting together all of these resources. The idea is to bring together scientists that carry their knowledge across the boundaries of their own disciplines - from physics, chemistry, biology and medicine - to tackle the real big problems in healthcare. That's essentially what Maastricht Imaging Valley is about - bringing the right people together around the right infrastructure to improve patient care," explains Professor dr. Ron Heeren, director of M4I and chair of IMSC.

The technology they have developed allows them to visualize all kinds of spatially-resolved processes. One way in which this has been put to use is in the treatment of tumours. *"We can visualize if the tumour margin of a resected tumour is clean of malignant cells*

in situations where the pathologist doesn't really have the tools to appropriately see this. We literally give the pathologist new tools to make their diagnosis more precise and ultimately improve the outcome of the patients," says Professor Heeren.

KNOWLEDGE SHARING

IMSC 2022 will take place at the newly revamped MECC Maastricht from 27 August to 2 September 2020. The event is sponsored by the International Mass Spectrometry Foundation and is expected to attract between 1,500 and 2,000 delegates.

The successful bid was led by Professor Heeren and two of his colleagues - Professor Albert J.R. Heck from Utrecht University and Professor Manfred Wuhrer, head of the Center for Proteomics and Metabolomics of the Leiden University Medical Center (LUMC) and chairman of the Dutch Society for Mass Spectrometry (NVMS).

There were a number of voting rounds, but in the end it came down to Manchester and Maastricht. *"Manchester had a really good trump card, that is in 2022 when the conference takes place, it will be the 100th anniversary of [Manchester-based physicist] JJ Thompson, the inventor of mass spectrometry. Yet the mass spectrometry members of the world selected Maastricht. We were very happy to win. We had tried four years ago, and failed. This time we came out on top, which is always a good feeling,"* recalls Professor Heeren.

MECC Maastricht is located on-campus, just a ten-minute walk from Maastricht Imaging Valley, meaning there will be opportunities to showcase its facilities to visiting delegates. In addition to preparing for IMSC 2022, MECC Maastricht is preparing a bid to bring another key imaging conference - the European Microscopy Congress - to Maastricht in 2024.

According to Heeren, one of the things that makes Maastricht stand out as a conference destination is its central location: *"If I walk out of my house I turn left and I'm in Belgium, turn right and I'm in Germany and if I go straight I end up in Amsterdam. There's great connectivity in what is a very European setting."*

He is confident delegates will leave the city having had a memorable experience: *"There's a lot of talented young professionals that want to showcase their science, within a unique city and a unique conference centre."*

MECC Maastricht: the upgrade

MECC Maastricht is currently undergoing a massive upgrade. Set to open in February 2021, the venue will be more attractive and functional, and the most noticeable change will be the glass shell around the existing auditorium. The conference centre will have a more open structure, so that visitors can easily find their way around. The interior of the auditorium will also be getting a complete facelift. Many new rooms and spaces will be added, and the Expo Foyer will be enlarged. The redesigned layout will make it possible for MECC Maastricht to host conferences of up to 5,000 delegates.

You can get a glimpse of what the upgrade will look like at www.mecc.nl/en/renovation

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Designing as a Sustainable Knowledge Hub

Positioned as one of the top cities in the world in terms of hosting the most international conferences, Barcelona is continuously attracting association conferences. But look around the city and it appears that nature mandated its rise as a knowledge hub for sustainable and socially responsible associations and conferences.

Words Samantha Shankman

Barcelona hosts more conference delegates than any other city despite there being fewer meetings, according to 2018 data collected by ICCA, which suggests the city hosts larger events than its peers. Barcelona is ranked 4th by ICCA and 10th by UIA in terms of numbers of conferences alone.

In addition to its stunning environment, cultural profile, and attractiveness, Barcelona Tourism has taken incredible steps towards becoming environmentally sustainable and socially responsible. Barcelona is the first city in the world to be awarded the Biosphere certification, which recognizes the city as a sustainable tourism destination committed to developing responsible tourism and including sustainable, environmental, cultural and socio-economic management criteria.

Barcelona is positioned to become an even more desired destination as sustainability comes to the forefront of the meetings industry - and not a simple add-on. Venues and planners are making an effort to reduce their environmental footprint, integrate the outdoors into the usual indoor arenas, and better align with attendees'

values surrounding social responsibility. Sustainable practices are even expected to become one of the most important elements for event sites by 2024, coming in only after access to interactive technology, according to a report by venue-based association IACC.

SUSTAINABLE GEOCHEMISTRY

Given all of this, it is not surprising that the city is attracting organizations and conferences that are aligned with sustainable initiatives and looking for a knowledge hub that furthers its missions.

Goldschmidt, the foremost annual, international conference on geochemistry, was held at the CCIB, Barcelona International Convention Center in August 2019. The event was organized by the European Association of Geochemistry and the Geochemical Society who were particularly conscious and concerned about the environmental impact of the conference.

Geochemistry touches everything from life on other planets to maintaining clean

drinking water, explains Marie-Aude Hulshoff, Chief Operating Officer at the European Association of Geochemistry.

"We made the decision to host the event in Barcelona four years ago. We have very specific criteria when we look for our conference centres and not many meet it", says Hulshoff. In considering destinations, the association needs a venue with 17+ lecture rooms with at least 150 seats, a main hall with at least 1,500 seats, and an exhibition hall. *"The event is held during the summer as most attendees are academics. We also look at the attractiveness of the location, and needless to say Barcelona is very attractive for many delegates",* Hulshoff adds.

As scientific and professional societies organizing a large-scale meeting, the hosts worked hard to take all possible measures to minimize carbon emissions, waste, and pollutants. The event website urged attendees to take the train instead of a plane or to purchase carbon offsets. Once in Barcelona, the organizers encouraged delegates to travel with public transport and offered a 50% discount on travel passes for the week of the conference. There were



PARC DE L'ESTACIÓ DEL NORD. ESCULTURA 'CEL CAIGUT', BARCELONA

steps taken to replace or reduce plastic throughout the catering and registration experience and recycling containers were found throughout the venue.

It was important for the organizers to select a destination and venue that aligned with their efforts and intentions. Hulshoff describes Barcelona as a leader in sustainability, but is hopeful that all destinations and venues will continue to improve their sustainability efforts and opportunities.

LUNG IN BARCELONA

The IASLC 2019 World Conference on Lung Cancer was held also held in Barcelona at the Fira Gran Via in September 2019.

Fira Gran Via is one of the largest and most modern venues in Europe and designed by the Pritzker prize winner and Japanese architect Toyo Ito. In addition to its stunning architecture, the venue stands apart for its commitment to sustainability - it has one of the largest rooftop photovoltaic installations. Fira Gran Via is also located

in a new business development area, very close to Barcelona airport and connected to the public transport network.

While there was data, research, and collaborations discussed within the venue, the attendees also took their message directly to the people. Women Against Lung Cancer in Europe, a non profit organization to make women aware of the significant increase of lung cancer in women, aims to be the first association to take action on a European scale in the fight against lung cancer. Their exhibition featured a giant cigarette which pedestrians could walk through to learn about lung cancer and smoking cessation. Participants received free educational materials and a free spirometry test.

BARCELONA AS A SUSTAINABLE LEADER

Barcelona strives to be a city where nature and the city interact and enhance each other to the benefit of residents and visitors.

More than a third of Barcelona is made up of green spaces. There are 54 spaces of natural interest, 86 parks and gardens, and

235,000 trees in the city and 12 nature parks in Barcelona province. There are 4.5 km of beaches in Barcelona city and 100+ beaches very close to the city which are all accessible.

This all serves as an addition to the business-friendly location and amenities available for conference organizers. Mobility is a key factor in considering an event destination. In addition to private cars, coaches and minibuses, the city is widely connected through public transportation. Attendees regularly arrive in Barcelona El Prat Airport and arrive at the hotel on the same metro that can bring them to dinners and outdoor events throughout the city. There are more than 1,000 hotels suited to business travelers spread the city, which hosts more than 2,000 congresses, conventions, workshops and symposiums every year in a variety of large and small-scale venues.

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Standing Apart as Global Host to International Associations

Monaco is a good place to consider some of the most pressing questions impacting global associations. With a breadth of options, superior services, and a pristine environment, Monaco sets the stage for inspired conversations and collaborations. At the centre of these conversations is the Grimaldi Forum where international associations often come once for a congress - and then come back.

Words Samantha Shankman

AN ALLY FOR ASSOCIATIONS

Monaco has steadily built itself into a knowledge hub for multiple industries as well as a prime location for association congresses. Last year 150,000 rooms in total were booked for the meetings industry tourism in this country of 2 sqkm.

Building on nearly two decades of experience, the Grimaldi Forum has become the venue where associations come from around the world to meet. Since its opening in 2000, the Grimaldi Forum was keen to develop its associations events and built a dedicated team to serve them.

It consistently sets new records in terms of the number of association events it hosts. The venue hosted 11 association conferences, representing 17 percent of overall space rental, in 2018. International associations account for 10 percent to 14 percent of the Forum's overall demand throughout the past 5 years.

Leadership at the Grimaldi Forum expects to maintain this pace for the coming years. There are currently 10 projects with international associations ongoing until 2024. *"These customers recognize the quality of our service and the professionalism of our teams. As evidence of this confidence, some traveling events have even decided to return to our venue after an initial event,"*



GRIMALDI FORUM MONACO

explains Françoise Rossi, Sales and Development Director at the Grimaldi Forum.

A HUB FOR HEALTH & RESEARCH

Monaco is a knowledge hub for the health and science sector and especially those with a global scope of work. It hosts the headquarters of international associations including International Hydrographic Organization (IHO), International Atomic Energy Agency (IAEA), and the International Association of Athletic Federations (IAAF). The country is also a member of many international associations concerned with health including the UN.

The most represented business sector at the Grimaldi Forum Monaco is the medical and health sector accounting for 31 percent of organized conferences. The space is also repetitively selected by IT and research-related associations. *"Monaco is a natural hub to organize associations convention from the health & research sector, as the destination itself is fully compliant"* says Françoise Rossi.



To date, the Grimaldi Forum has hosted dozens of conferences in the health sector such as the Anti-Ageing World Congress, International Osteology Symposium, and World Conference on prevention of injury and illness in Sport. It has hosted Biennale de Cancérologie, Heart Valve Conference, Group PHR Conference, the European Association for Osseointegration Congress, and many others.

UNIQUE BY NATURE

Monaco is spread across just 2 sqkm, but boasts 10 hotels with 2,500 rooms. The unified location puts attendees within walking distance of the event and entertainment options and supports participants' total immersion in events. Monaco also stands apart for its cosmopolitan environment: with flights to 100 destinations accessible through the Nice Côte d'Azur international airport and 140 nationalities within the Principality, Monaco can be considered to sit at the crossroads of association's global reach.

The Grimaldi Forum sits at the centre of this small and smart-city-state, which boasts *"a friendly, highly professional and proactive quality of service, competitive offers year-round, functional and flexible spaces for tailor-made events in different locations and green solutions to reduce the event's environmental impact,"* according to Françoise Rossi.

The Grimaldi Forum's imaginative and plentiful options are designed to host everything in terms of business events hosting 400 to 3000 pax but also art exhibitions and live performances. There is therefore a playfulness and openness to its space and a level of service that is quite unusual.

GROWTH PERSPECTIVES

To expand the breadth of opportunities available, the Principality of Monaco started an offshore extension project to expand its territory by 6 hectares by 2025.

The Grimaldi Forum Monaco is positioned to directly benefit from this ambitious growth. It will increase its exhibition capacity by 50 percent with an additional surface of nearly 6,000 sqm. This new area will allow the Forum to accommodate larger scale shows, combine more events at the same time, and make the Forum's offering more flexible in order to host more original event formats.

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hello
lille



2 railway stations
in Lille City Centre



LILLE
IS:



1 convention centre
+200 meeting facilities

1 international
airport



7 clusters
labelled French Tech

+8500 bedrooms
up to 5*



1st concentration
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Innovation All Around

France's fourth biggest city, Lille, in the north of the country, is often overlooked, and there is no real reason why. Indeed, as a knowledge hub boasting an impressive record of hosting high-profile events, and with an influx of hipsters, fantastic access to three European hubs, and impressive culture scene to boot, there's definitely a lot more to Lille than meets the planning eye.

Words Rémi Dévé

If a lot of destinations say they are comfortably sitting *'at the heart of Europe'*, it's particularly true of Lille, located just a stone's throw away from Paris, London, Brussels and Amsterdam. It's first and foremost this easy accessibility that has made the city a strong contender when it comes to the hosting of European and international association conferences.

It's also because Lille is a place that rhymes with innovation. If it has, historically, made a name for itself in the retail sector, trade, and agrifood and textile industry, it is currently reinventing itself thanks to a dynamic digital scene labeled French Tech – an accreditation awarded to French cities recognized for their startup ecosystem – and its 115,000 students and 5,500 researchers. Its six sites of excellence, comprising, among others, Eurasanté, which fuels innovation in biology, health and nutrition, or business accelerator Euratechnologies, also partake of this drive for distinction. Lille's seven clusters, among which Up-Text, working on textile innovation, or Team2, focusing on environmental technologies, have helped the city lead the way as well.

In this context, it comes hardly as a surprise international events such as the Sleep Congress, the Context Sensitive Health Informatics Conference, the French-speaking Neurology day or the International Conference on Railway Operations Modelling & Analysis were organized in Lille Metropole. Lille's meeting infrastructure cater to all needs and budgets: Lille Grand Palais, the city's main congress venue, boasts 4 auditoriums, from 400 to 4,500 seats, and 24 meeting rooms for up to 1,000 guests. In total, there are 8,500 hotel rooms divided into 123 properties across different categories, with a highly-necessary "Charte Hôtelière" (hotel charter), allowing you to harmonize the range of hotel services proposed.

In 2020, Lille Métropole will also be the first French metropolis to become the World Design Capital thanks to an innovative project: transforming its territory through design.

Hello Lille Convention Bureau is here to help you – free of charge – with unbiased services to plan your congress in Lille Metropole. As facilitators whose sole aim is the success of your event, they can

provide several useful tools and resources including tourism materials.

Lille Convention Bureau has recently been incorporated into Hello Lille, the attractiveness agency of Lille Metropole. Like the name implies, the aim is to reinforce Lille and the Metropole's attractiveness to the various national or international economic, industry or tourism professionals that make up the region, to, *in fine*, ensure a strong identity radiates well beyond the geographical borders of Lille. The #HelloLille brand expresses the generosity, the sense of welcome, the friendliness of the people who will welcome your conference. It is also an invitation to visit, and even settle in the territory of the Lille metropolis.

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THIS STORY IS PART OF BOARDROOM'S SUSTAINABILITY SERIES, WHERE WE TAKE A DEEP DIVE INTO THE MOST SUSTAINABLE DESTINATIONS THE WORLD AROUND.

Sustainability is the Way to Go

Singapore holds the prestigious title of Asia's Greenest City - and that's saying a lot, since the majority of the continent is struggling with overwhelming pollution, over-population, poor infrastructure and congested roads. Singapore may be one of the most densely populated countries on the globe - with 5.6 million people calling the tiny, 724-square-kilometer island home - but it's proving to be a major international model for smart and sustainable solutions.

WORDS LANE NIESET



I have always believed that a blighted urban jungle of concrete destroys the human spirit. We need the greenery of nature to lift up our spirits.” founding prime minister Lee Kuan Yew has been quoted saying. Two years after Singapore received independence, the country announced its Garden City vision in 1967 – part of its vision to make the metropolis as green and liveable as possible. Trees were planted in public housing estates, the polluted Singapore River was cleaned up, and new laws against pollution were enacted.

Living lab

Now, Singapore is looking at a new plan for sustainability, one that will tackle the challenges of today’s generation, such as climate change, rising sea levels, and a growing global population. In an effort to become a zero-waste nation, the country launched the Sustainable Singapore Blueprint, a framework that outlines the national vision and sustainability efforts from now through 2030.

In April 2016, Singapore joined 170 other countries signing the Paris agreement to show support for “global efforts towards sustainable development,” as prime minister Lee Hsien Loong wrote in the Blueprint. “We offer ourselves as a living lab, where companies can work closely with government agencies to innovate and use new technology for sustainable urban solutions. Our pioneers built a clean and green Singapore. It is our duty and responsibility to build on their legacy, to make Singapore even greener and more liveable, and to work with others to build better cities and a healthier planet, for ourselves and future generations.”

By reducing resource consumption and recycling materials that would otherwise end up in landfills, Singapore is moving toward securing its status as a zero-waste nation. Part of the incentive behind this strategy is conserving land, which is rare in the island nation that ventured into offshore site solutions when it ran out of landfill space in the 1990s. The first waste-to-energy plant was introduced in 1979, and Singapore now sports four plants that generate 3 percent of the country’s energy. There is also a plan for a new power plant that will generate 800 kWh of electricity per tonne of waste – up from the original 180 kWh.

Incineration is one way Singapore has balanced waste management and minimized space for landfills. In 1999, the 350-hectare landfill on the island of Pulau Semakau started receiving incineration ash and non-incinerable waste, and it was expanded in 2015 to accommodate waste disposal until 2035. But now the country is looking to sustainable

options that aid its zero-waste nation goal, part of a plan to reach a targeted 70 percent recycling rate by 2030.

This movement toward a circular economy (which works to reuse resources instead of producing new ones) is part of how Singapore plans to tackle climate change; land, air and water pollution; and the over-consumption of resources. *“These are all pushing our planet to a breaking point, threatening our very existence,”* Minister for the Environment and Water Resources, Masagos Zulkifli, is quoted saying in The Straits Times. *“Science can shed light on the most appropriate pathways towards a sustainable future, while technology can help us get there more efficiently.”*

One great example of the work underway: researchers from the Nanyang Technological University are looking to reduce the 24-hour conventional method of turning food waste into organic fertilizer by using an enzymatic process derived from the waste itself, which would work in a short span of just eight hours.

Going green

By 2030, Singapore aims to have 80 percent of its buildings earn the Green Mark Certification as a testament to environmental sustainability. In September, the island nation hosted Singapore Green Building Week to drive discussion on innovative solutions to energy, green buildings and transport challenges through events like Build Eco Xpo (BEX Asia), the continent’s largest trade exhibition that showcases green building technologies and solutions, and the International Green Building Conference, the anchor event of the week.

According to Mercer’s Quality of Living Survey, the city already ranks among the world’s most liveable – a title it’s held for several years now. Singapore also uses its advanced urban solutions to help develop other eco-cities throughout China and India. Leading water and environmental solutions provider Hyflux, meanwhile, is one of Singapore’s finest examples of a global solutions company that’s making noise across the world with major projects like the construction of the world’s largest seawater desalination plant in Algeria.

Singapore Expo’s MAX Atria was the first convention venue to obtain the Building and Construction Authority’s Green Mark Platinum Award. Committed to making a positive impact through outstanding environmental sustainability, SingEx Venues also clinched the merit award under the SEC-STATS Asia Pacific Singapore Environmental Achievement Award (Services) in recognition of its efforts at the recent Singapore Environmental Achievement Awards (SEAA) 2019, held in August.

Another building acting as a benchmark for success is Marina Bay Sands – Singapore’s largest convention space – which features a computerized control system to dim and brighten lights; a sensor-controlled air-conditioning system operated with water-cooled chillers; and giant digesters in the basement that compress 2,500 kg of daily food waste into recycled water.

Venues and initiatives like these are positioning Singapore as a regional hub for international urban environment and water solutions. The city has recently attracted high-profile events in the sustainability sector like the World Cities Summit 2018, the 8th Singapore International Water Week, and the CleanEnviro Summit Singapore 2020 – three flagship events attracting around 20,000 participants, from government leaders to industry experts and non-governmental organizations – and allow them to share their experiences in terms of urban sustainable solutions while meeting the right industry players who can bring these solutions to fruition.

These events put the role of the city at the forefront, focusing on the effects of urbanization and how cities can act as drivers of economic growth, creating hubs for talent and innovation. In similar style to smart city solutions like Copenhagen’s pocket parks or London’s transport, Singapore can add its voice to the conversation and share some of its own solutions developed over the course of its journey to sustainability. According to the Sustainable Singapore Blueprint, *“Through exchanging knowledge and sharing our experiences with others, we deepen our understanding of the environmental challenges, develop capabilities, and find innovative solutions.”*

Last year, the city’s efforts were rewarded when Gardens by the Bay – a nature park with three waterfront gardens in the centre of Singapore that features over 1.5 million plants from around the globe – was named one of eight “Urban Sustainable Products” at the ASEAN Sustainable Tourism Awards (ASTA) in Chiang Mai, Thailand.

Global attention

This is just one example of the city’s sustainable infrastructure receiving global attention. Another international policy success is the Electronic Road Pricing (ERP) system, which originally started as road pricing to manage traffic congestion. As congestion in the CBD started growing in the years after independence (averaging 9 percent each year from 1962 to 1973), Singapore wanted to reduce traffic and pollution, and became the first country to introduce congestion pricing to limit the number of cars on the road.

By redistributing traffic, the city lowered traffic entering the CBD by more than 40 percent. Electronic Road Pricing later replaced this system in 1998, and within one year, traffic dropped 15 percent. Today, distance-based pricing manages traffic thanks to an ERP system Singapore is developing with Global Navigation Satellite System technology.

As the prime minister said in the Blueprint: *“To actively reduce our carbon footprint and make better use of limited water, land, and energy resources, we will build eco-smart towns and public transit infrastructure, so that people can travel seamlessly around a ‘car-lite’ urban environment. We will strive to become a zero-waste nation, consuming less materials and giving them a second lease of life. We will build a green economy, nudging our businesses into doing good while also doing well.”*

Future thinking

As part of the Urban Redevelopment Authority’s Draft Master Plan 2019 (DMP19), the “City in a Garden” is looking to expand its parks and green space by 1,000 hectares to include four nature reserves and 20 nature areas – meaning that more than 90 percent of Singapore’s citizens will live within walking distance of a park.

In addition, three major gateways are underway as part of Singapore’s plan to support economic growth. The northern gateway, for example, will help boost the agri-tech and food sector with the addition of the new Agri-Food Innovation Park at Sungei Kadut, while the eastern gateway at Changi will focus on aviation-related businesses at the Changi Aviation Park, in addition to playing host to a lifestyle business cluster at Changi City.

In Singapore’s global hydro-hub, French global water treatment company SUEZ is collaborating with PUB, the National Water Agency, on technologies like advanced ICT and smart water grids at its new Innovation Center to tackle the growing water demand across the country, which is expected to double by 2060 from the current 430 million gallons a day. And, as a way to capitalize on its most reliable renewable energy source, Singapore is operating the world’s largest floating solar photovoltaic test-bed, a S\$11 million experiment to help the country up its energy intensity 35 percent by 2030.

Case Study

2017 Photonics Conferences at Sands Expo and Convention Centre

From 31 July to 4 August 2017, Sands Expo and Convention Centre (the first green venue in Southeast Asia to earn an ISO 20121 certification for event sustainability management) hosted three IEEE technically co-sponsored conferences: the 12th Conference on Lasers and Electro-Optics Pacific Rim (CLEO-PR 2017); the 22nd OptoElectronics and Communications Conference (OECC 2017); and the 5th Photonics Global Conference 2017 (PGC 2017), which brought 1,462 delegates to the city. The 120,000-sqm venue in the heart of the Central Business District has the capacity to host up to 45,000 delegates and 2,000 exhibition booths, making it both the newest and largest venue in Singapore.

“This was the first time we hosted CLEO PR and OECC in Singapore, and this was the biggest photonics event that has taken place in the country,” says one of the local organizers, Professor Perry Shum, associate chair of the School of Electrical & Electronic Engineering at Nanyang technological University. Overseas delegates from 55 countries attended the event, which included a breakfast for 1,600 people, a Women in Photonics Workshop, a student-led Photonics Global Student Conference, and a Photonics Technopreneurship Workshop.

Sustainable efforts included reusable poster stands, paperless displays and announcements, smart QR codes, an AR photo booth, multi-functional flyers, and special gifts like motion-controlled laser pointers and rain-activated umbrellas. *“Most people said that we set the bar too high and that it’s hard for future hosts to match this standard,”* Shum says, adding that many delegates commented this was the best conference yet.

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Setting New Culinary Standards with Local Sustainable Approach

Brisbane is recognized around the world for its incredible landscape and the rich produce that comes from its fertile lands. Now the Brisbane Convention & Exhibition Centre (BCEC) is transferring its local treasures into a superior congress experience that serves to benefit organizers, attendees, and the local community, setting a new global standard for thoughtful and conscience catering in the process.

Words Samantha Shankman

Few congress organizers realize that the quality of an event can start as far away as a carrot field. But BCEC has recognized an opportunity to stand apart from its competitors with its dedication to exceptional congress cuisine through fostering relationships with local producers. The venue's entire food philosophy is built around the culture and practices of sourcing locally produced, sustainable and accessible food. It sources 80 percent of its produce from Queensland including 100 percent of its chicken, 90 percent of its beef, and 80 percent of its vegetables.

The BCEC appointed David Pugh as Executive Chef in early 2019. Considered one of Brisbane's and Australia's leading contemporary chefs throughout his restaurant career, Pugh previously served as Queensland Ambassador Chef and travelled throughout Queensland sourcing new and artisan produce to promote around the world. Pugh was named 'Icon of the Year' by Queensland's leading publication the Courier Mail, at their Food Awards in July 2019. The

award acknowledged his dedication to and advocacy of the state's finest produce with a concentration on sustainable and ethical ingredients.

Pugh's exquisite and non-traditional approach to food shows how the BCEC leadership is providing full 360-degree experiences as an integral part of any meeting's success.

ENERGIZING EVENTS

The BCEC hosted a culinary event in August 2019 to showcase Pugh's redesigned menus. More than a quarter of all dishes have been created to provide the necessary nutrition to focus mind and energy for a healthy conference experience. Chef Pugh describes his first menu as 'honest food.'

"We have focused on honest food where flavor, simplicity and freshness are the main ingredients. Citrus and fragrant salsas and dressings have replaced some of our heavier sauces using our very own local limes, lemons and capsicums, while vegetables are at times the hero of the plate," said Pugh.

A lifelong advocate of healthy eating, Pugh champions the Centre's focus on nutrition and responsible eating with plans to extend the Centre's 'Nourish Mentality' menu into the main banquet offerings to align with a current shift towards consumers' healthier lifestyles.

"At BCEC we have always been driven by ethical, seasonal and regional values in our food. Food is being discussed in exciting ways and our clients are asking the important questions such as 'where is it from' and 'how is it produced,'" explains Pugh.

People are more interested in intimate culinary experiences and this passion extends to business travel including conferences. Culinary interests go beyond a delicious meal. It represents the opportunity to connect more deeply with a destination's history, culture, agriculture and producers. Understanding why we eat a certain kind of meal in a certain place brings context and creates deeper relationships with a place. Providing this experience at a congress or conference can shift the entire mood and feel.



BCEC'S EXECUTIVE CHEF DAVID PUGH

Pugh's participation in reimagining convention cuisine began in 2017 when he joined BCEC in a development role responsible for the newly established dedicated Dietary Kitchen. The first of its kind in an Australian convention centre, the Dietary Kitchen sought to revolutionize the way that the industry handles the challenge of increasing dietary requests.

Today 20 percent to 30 percent of all meals must be prepared according to medical, cultural, or lifestyle dietary restrictions. This represents a sizable challenge to convention and catering venues. Through the Dietary Kitchen, BCEC is improving and streamlining the process from request through to delivery. In the last 12 months, more than 100,000 special dietary meals were prepared and served.

SCALING FOR SUCCESS

It is no small feat to devise local, sustainable meals for an average of 1,200 events which are held at BCEC

each year. But, their efforts to provide the highest standard of freshness, quality and professionalism for 20 to 20,000 is setting a new standard for what's possible.

BCEC was ranked as the World's Best for Food and Beverage in an international client survey as part of the AIPC, World's Best Convention Centre Award 2016 -2018. The Centre has had plenty of experience in listening to organizers and attendees to provide a best-in-class culinary experience. The venue leadership has served more than 20 million meals since opening and there are ample opportunities to test its new concepts with over 400 conferences already booked into the future.

The venue also recognizes its privilege in crafting superior meals and gives back to the local community through its partnership with FoodBank, Australia's largest hunger relief organization, having donated more than 140,000 pre-packaged meals.

The BCEC is the only convention centre in Australia with purpose-built boutique

conference facilities that allow organizers to 'own' their conference space. With 44 meeting and event spaces including three auditoria, BCEC is capable of hosting five concurrent conferences as well as meetings and events for 8 to 8,000 people.

Located at the crossroads of Brisbane's Knowledge Corridor and its bustling cultural centre at South Bank, BCEC is within walking distance of top universities and hospitals as well as art galleries and popular riverside restaurants. There are 916 hotel rooms within walking distance of the venue and thousands more nearby. Accessible by car and all public transportation - train, bus or ferry, the venue is 30 minutes from the Brisbane's domestic and international airports.

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A Successful Destination to Encourage Engagement

A joint initiative between the Surveying & Spatial Sciences Institute (SSSI) and ASEAN Flag, the 15th South East Asia Survey Congress (SEASC) took place at Darwin Convention Centre in Australia's Northern Territory, in August 2019. Designed as a forum for *Collaboration, Communication and Capacity Building* gathering surveyors, geospatial professionals and decision makers, it was also the occasion for Darwin to showcase its capability to host high-profile association events and position Australia and South-East Asia as global leaders in the field.

Words Rémi Dévé, with Northern Territory Business Events



THE DARWIN CONVENTION CENTRE BOASTS SOME AMAZING SEASIDE VIEWS

SSSI is Australia's peak body representing the interests of surveying and spatial science professionals. 20 years has passed since the last, Australia-based, jointly hosted international congress of SSSI and ASEAN Flag was held in Fremantle, Western Australia, and it was high time the event returned down under.

SEASC 2019 was the most innovative to date delivering an engaging technical program comprising 7 plenary sessions, 22 breakout sessions, 3 workshops, 2 forums, in-depth discussions, networking opportunities and meeting sessions aimed at developing practical skills within the industry. New to the program was a range of activities designed especially for the younger generations, which included industry discussions, career development and capacity building workshops.

Facilitated by local Darwin identity, Amy Hetherington, the Congress, which was attended by 360 professionals from the region, also included updates on new technology and research from across the spatial science sector and highlighted the need for even greater collaboration across the industry to overcome future challenges. Darwin-based PCO Agentur Conferences & Events provided overall PCO services, whilst Sydney-based PCO Arinex offered specific marketing and sales support.

CHALLENGES MET

With a multitude of surveying-related conferences and events occurring each year, organizers had to find a point of difference that enabled SEASC 2019 to stand out on a global scale. They achieved this by creating a bespoke program which included a Young Professionals Day specifically designed for the future leaders of the surveying and geospatial industry.

As Daniel Bishton of Spatial Source commented: *"The event's programming was meticulously curated to contextualise spatial practice in the context of a rapidly changing, non-Eurocentric world – with particular attention on developments in the Asia-Pacific."*

He especially praised the *"new mode of engagement with our neighbours in the Asia-Pacific"* that the 15th South East Asia Survey Congress helped to create. To him, this is testament to the existence of a true and sincere community of surveyors and spatial professionals within the region. *"The most pivotal events of the congress turned around this concept, and the most engaging stream of the event for me was found in the illumination of exemplar projects and initiatives in our industry being carried out in South East Asia, and some key developments with major import for the future of Australian geospatial practice,"* he said.

SE Asian delegate registrations were also boosted with support from the Vice President of ASEAN Flag, based in Singapore, who encouraged the ASEAN delegation to attend the Congress. Organizers also leveraged the Northern Territory Business Events (NTBE) team's destination marketing tools to motivate and

encourage Australian delegates to register which overcame any perceived cost barriers with travelling to Darwin. Strong support from NTBE's industry partners added to the breadth and depth of assistance provided by the host destination to ensure a successful event.

DARWIN AS A HOST

Darwin is often described as the gateway from South East Asia to Australia and whilst most of the international delegates attending SEASC 2019 had travelled to Australia before, many had never visited Darwin. Centrally positioned within the region, Darwin boasts shorter travel times for delegates from SE Asia compared with other Australian capital cities. Darwin International Airport offers direct non-stop flights from across Asia, with thirty international services arriving from four key hubs each week.

With modern and sophisticated meeting facilities, dining options and accommodation all within walking distance, Darwin was an easy destination for delegates to access and navigate. The world class, award-winning Darwin Convention Centre and unique off-site venues provided a relaxed atmosphere allowing delegates to network and share experiences more openly. In addition to the formal program, delegates also embraced Darwin's warm climate and tropical lifestyle sampling local foods and enjoying pre and post Congress tours of the region.

"The welcoming and informal nature of SEASC 2019, Darwin's beautiful dry season weather and the stunning event location combined to create a sense of openness and friendliness where delegates felt comfortable sharing experiences and exchanging knowledge," said Robert Sarib, Regional Chair, Surveying & Spatial Sciences Institute (NT). *"The venue was very well presented, facilities met all expectations and staff were accommodating and polite. Our event coincided with the Darwin Festival which also helped create a good atmosphere. Darwin is an ideal location for a tropical event, particularly in the dry season. Vital to the success of our event was our decision to engage a local PCO who understood the workings of the Territory!"*

From an industry perspective, Darwin was a logical and competitive choice for SEASC 2019 as it is an important regional centre for decision makers and investors involved in developing the northern parts of Australia, who rely on local surveying and geospatial information. To that extent, it was an easy decision to hold the event there, however the success of the Congress went well beyond the organizer's expectations.

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Appointed in July 2014, Silke is in charge of the oversight and management of the Euroheat & Power office, events organisation and relations with Euroheat & Power members and partners. She joined Euroheat & Power in March 2011 from Colloquium Brussels, an international events agency.

Jennifer has been with ISA since July 2014 when the association moved its headquarters to the University of Connecticut. She is responsible for the management of ISA headquarter staff and has responsibility for managing the ISA's budget and finances as well as coordinating future convention planning.

Prior to joining ACC, Giuseppe Marletta was the General Manager of the International Association of Young Lawyers. In his career, he has managed several European and international groups and associations, in the field of intercultural dialogue, policy making, project management as well as in the health sector. Giuseppe is President of ESAE, the European Society of Association Executives.

Mohamed worked at UITP as Senior Manager (1999-2001), Director Knowledge and Membership Services (2001-2006) and Senior Adviser to the Secretary General (2006-2013). He also carried out several technical assistance and training projects in Africa and the Middle-East. He established the UITP office for the Middle-East and North Africa in Dubai.

Matthew has served as the CEO for the IASP since July 2015. He holds an MBA from the University of Maryland and a bachelor's degree in International Relations from Tufts University. He is a Fellow of the American Society of Association Executives and has previously served as a member of the Board of Directors of both ASAE and the ASAE Foundation.



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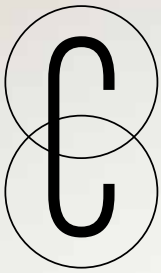


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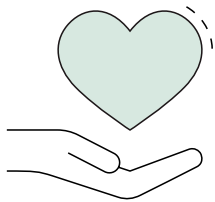
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