STRENGTHENING AN ASSOCIATION IMAGE WITH INNOVATIVE VISUAL IDENTITY
We are living in times of exponential change. With every minute that passes, our knowledge and general understanding seems to get less. This is not because we get older or more forgetful, but the world around us develops at a pace that we just can’t keep up with. These exponential changes enhance the need for life-long learning in every profession. As Professional Congress Organisers, we have to help our clients keep up with the trend and provide solutions. Whether it is online learning or a more flexible and dynamic way of curating conference programmes, we have to be able to react to new developments and rethink the status quo.

But we also have to think bigger than that. Are the conferences that we do still relevant in their current composition? Do we have to encourage more multi-disciplinary engagement, involving medicine and AI, science and human rights?

With the current level of change around us, the way conferences are being conducted will change immensely, and with that the way we run our businesses. In light of that, IAPCO will continue to progress and improve our member offerings as we face these challenges and opportunities together.

In 2008, Obama campaigned with the slogan “Change we can believe in”. Now in 2020 we can surely say that we have to be ready for the “Change we better believe in”.

Mathias Posch, IAPCO President 2018-2020

I am writing my first message as the new IAPCO president. It is a huge honour to lead an association of industry professionals.

The company I work for was founded by Gideon Rivlin, an industry pioneer, who was also IAPCO’s president in 1981, which was 39 years ago! Gideon, like many other past presidents, was fortunate enough to participate in our 50th anniversary in Basel last year, an event that was very emotional for him and his family. Being a President of IAPCO allows me to continue the legacy that he has left behind.

Our Association is in the best shape it has ever been. It is financially stable, we have the highest number of members ever and education is constantly growing. Equally important is that we have an increasing number of engaged members who are involved in different IAPCO activities such as education, being ambassadors or connectors and much more.

Last September our Council laid the foundation of our five year strategic plan. This focuses our efforts and sets the tone for the long-term goals of the Association aligned with our vision. While we are focusing on membership growth, especially in Asia-Pacific and Latin America, alongside retaining the current members, we will not compromise on quality. The IAPCO accreditation stamp reputation cannot be diluted.

Our industry is constantly evolving and changing. We are in for some interesting and stormy days. As always, however, I am looking forward working with you for a better future.

Yours, Ori

Ori Lahav, IAPCO President 2020-2022
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As I reflect on the past year, I think it is important to recognise a few significant occurrences. It will be remembered as the year that the climate crisis came to the forefront of all of our minds, spread through mass protests and civic movements around the globe and by one inspired young Swedish woman who pulled no punches when challenging industry and global decision-makers to take responsibility and act. Political issues from Brexit to US Presidential impeachment hearings continued to make the headlines causing more opinion divide on local levels as well as on the global stage.

However, 2019 was also a year of greatness and celebration.

Indonesia raised the minimum age for brides to end child marriage. Taiwan became the first place in Asia to pass a same-sex marriage legislation. We saw the first all-female space walk outside the International Space Station and US Congress welcomed the first Muslim woman as well as the youngest woman ever elected. And a tortoise believed to be extinct was found after 100 years – that made Ticky extremely happy!

In September of 2019, IAPCO HQ and Council met in Singapore to map out their five year strategic business plan. Our goal was to develop IAPCO’s strategy and plan for international reach through increased engagement and support in key geographical regions such as LATAM and APAC, to open our quality education to a more inclusive international audience whilst committing to our value proposition and our environmental and organisational sustainability. What should an organisation such as IAPCO consider when drafting a strategic business plan and what value does it serve?

Kaplan and Beinhocker (2003) undertook an in-depth analysis of the strategic planning processes of thirty international organisations. They concluded that the true value of strategic planning was to make sure that key decision makers have a solid understanding of the key issues, agree on important assumptions and share a common understanding of the facts surrounding the business.

The value that a strategic plan can bring to an organisation can be realised on several levels. The act of even drafting a strategic plan brings creative thinking to the table. It provides a road map for longer term operational issues and guidance as to where the organisation wants to be and how, ideally, it wants to get there.

It is essential to create a succinct and detailed strategic plan that provides both context and actionable content with milestones and key performance indicators, all linked to the vision and mission of the organisation. Input and feedback from team members within all levels of the organisation is vital to any strategic plan being accepted and, perhaps more importantly, to it being delivered.

A plan should be divided into key subject matters or activity-specific activities that tie together so that they are succinct and easy to follow for all involved within the organisation. It can actually serve as a support tool to improve decision-making as employees, team members and leaders ask; “does xyz fit with our objectives?”.

The only thing certain about the future is that it is uncertain. Environments, economic conditions and competitive pressures will inevitably continue to change and evolve over time, all of which will impact on any well thought out strategic plan. It is important that any organisation’s plan has the built-in flexibility enabling it to continually adjust and evolve with positive outcomes through its timeline.
ORI LAHAV ANNOUNCED AS NEW IAPCO PRESIDENT

Ori Lahav, Vice President Clients & Operations at Kenes Group was elected IAPCO President at the highest ever-rated IAPCO Annual General Assembly in Vancouver, and takes over from outgoing President Mathias Posch for a two-year term. Ori Lahav commented "It is a huge honour to lead an association of industry professionals and more so, to follow the footsteps of our Founder and President, Gideon Rivlin, who was President of the association 39 years ago. I am set to continue raising the standards of IAPCO together with the HQ team and the exemplary Council. No matter the hard times that we are currently facing with COVID-19 and other unrests around the world, I believe that this is the right opportunity for us to come together and prove the resilience of the events industry once more."

NEW COUNCIL

Elections were held during the General Assembly and along with a new President, the Council welcomed one new elected member and three re-elected members. The new elected council member, Alejandro Ramirez Tabche, Business Travel Consulting, Mexico and the three re-elected council members, Barbara Calderwood, MCI UK; Monica Freire, AIM Group International and Sarah Markey-Hamm, ICMS Pty Ltd, create a truly global team.

GIULIA SARRI WINS HERO AWARD

Against hot competition Giulia Sarri, AIM Group International, won the new IAPCO Hero Award, presented at the recent General Assembly in Vancouver. Supported by the IAPCO Destination Partners, the Award recognises a team member who has gone above and beyond, and shown an aptitude for advancement in the meetings industry and for making significant contributions outwith their position within the company. Giulia is a marketing and communications specialist for AIM Group International. With a year of commendation behind her, perhaps her motto sums it up perfectly: “You can’t use up creativity, the more you use, the more you have!".

The 51st Annual Meeting & General Assembly was held in Vancouver, BC, from 12-15 February. For full details of the Annual Meeting experience, read the Annual Meeting The PCO – out soon!
Getting off to a fantastic 2020, IAPCO is delighted to welcome three PCO companies who achieved the quality status to become accredited members, including the Association’s first member from Thailand, bringing our total membership to 138 from 39 countries.

**AGENDA COMMUNICATIONS AND CONFERENCE SERVICES**

Dublin, Ireland
agenda-comm.ie

Carol Fitzpatrick,
Chief Executive Officer

“Agenda has an exceptional track record of delivering successful results for over 30 years and have hosted conferences in more than 25 global locations. Our goal-focused approach and proven track record stands testament to our ability to comprehensively understand our clients’ needs and provide optimum solutions.

We bring strategy to life, transforming associations and turning conference events into thriving, connected and exciting places and spaces. We innovate, integrate technology and ensure financial governance.”

**ALPCORD NETWORK EVENT & CONFERENCES MGMT. COMPANY**

New Delhi, India
alpcord.com

Chander Mansharamani,
Managing Director

“Alpcord Network is a leading event and conference management company, specialising in organising association, scientific, corporate, medical conferences and exhibitions. It is managed by professionals with over 40 years of experience in the convention industry with a staff strength of 60 event professionals.

With our head office in Delhi, we have associate offices across India. Our company is recognised by major national and international trade bodies such as IAPCO, ICCA, ICPB, SITE, IATA, IEIA and PATA. We have won India’s highest National Award for Best MICE Operator in India four times, and have also received the Star Conference Organizer and Best Professional Conference Organizer awards from Hospitality India.”

**N.C.C. INTERNATIONAL EVENTS CO., LTD.**

Bangkok, Thailand
nccinternationalevents.com

Perapan Angkhasuko,
Senior Vice-President

“NCCIE offers a comprehensive range of services for conferences in Thailand. Our experienced and innovative team has the determination and skillsets to organise successful events that surpass client expectations. For more than 25 years, NCCIE has been the preferred organiser for government agencies, professional associations and corporations.

NCCIE is committed to the concept of green meetings. We incorporate these considerations into all stages of events to minimise any negative impact on our environment.”
GETTING TO KNOW – A MOMENT WITH COUNCIL

Alain Pittet, Executive Director, ega worldwide congresses & events

Tell us about what you are working on at the moment for IAPCO
My council portfolio is Partnerships and Sponsorships, helping the IAPCO HQ to find new, additional revenue to finance the increasing number of our activities. Additionally, I am the main contact for the Council concerning the organisation of the IAPCO 2021 AM&GA in Rome.

What is the best book you recommend?
John Strelecky – The Big Five for Live

What is your personal quote?
Not from me but my favourite is “I have taken more out of alcohol than alcohol has taken out of me,” said to be from Winston Churchill.

Tell us something that might surprise us about you?
My wife and I have a small vineyard in Sardinia. And I love to smoke good cigars!

What would you do for a career if you were not an event professional?
I would probably go from winemaking as a hobby to being professional wine producer.

Any advice for someone joining the event industry as a PCO
I think the perfect PCO has a very consultative approach and creative, reliable, enthusiastic, motivated, multilingual and multicultural staff who care about the client. This leads to a 365/24, service-oriented working attitude, 100% commitment and dedication to details.

60 SECONDS WITH …
ALAIN PITTET
GETTING TO KNOW – A MEMBER

IAPCO talks to Aleš Pejsar, Director of Sales & Marketing, C-IN, Czech Republic

How many members of staff? How many offices and where are they located?
- 60 members of staff as of January 2020
- C-IN is headquartered in Prague, capital of the Czech Republic

In what year was the company set up and have you seen a change in the meetings industry?
C-IN was founded in 2002. Since then, we have seen many shifts in the meetings industry. The movement towards environmentally friendly processes has definitely left its footprint on many aspects of event organisation. Zero food waste activities and paperless communication is just the beginning. Social responsibility is therefore becoming an integral part of business. Ensuring that events bring added value to the destination and to society has also become vital. Presentations that are open to the public and free entrance for laymen enhances the events’ impact on a broader scale.

What are your current challenges?
C-IN has expanded from European territory to become an international organisation, predominantly based on the fact that clients are requesting services on a worldwide scale. It can therefore be challenging to adapt to different standards and processes. For instance, we are now becoming familiar with the tax registration process in Taiwan for one of our events this year.

In the last 3 years, what has been the most successful meeting you have organised and why?
With around 40 events per year, it is difficult to narrow it down to one. However, there is one event that stands out due to its entirely different character. Our partnership with the Tereza Maxová Foundation regarding the Teribear fundraising run for children in need has been a great success. We have been involved with this project from the very beginning and have managed to increase its attendance by 50%. We are proud to have such an impactful event in our portfolio.

Have you had successful partnerships with another IAPCO member?
We actively partake in exchanging information with many IAPCO members on a regular basis. It is a great benefit to be able to connect with fellow organisers and partners when developing an event. Vital information is exchanged covering the whole spectrum of planning, ranging from the know-how of VAT processes and legal aspects of foreign countries all the way to choosing the best destination and suppliers or events.

Why do you value being an IAPCO member?
Being an IAPCO member adds prestige to our business endeavours and allows us to be more connected to the meetings community and potential partners. The knowledge hub that IAPCO offers is a priceless feature in the realms of the meetings industry.
Facial recognition is undoubtedly the future of access control. Almost all major airports and venues are working towards a seamless implementation of this technology. It is also now available at competitive prices for use in the meetings industry for check-in and soon also for session tracking. Conferences of all types and sizes have already embraced it and it seems only a matter of time before it becomes the norm.

Identifying people through facial recognition technology is advantageous for conference organisers as it allows for a faster on-site check-in of the participants. As participants approach the check-in area there is no need to search for printed or email confirmation, nor is there a need to carry any form of ID. They simply walk up to the camera and the system detects a face and compares it with the previously uploaded photo. If there is a match, the badge printing process starts instantaneously. This increase in efficiency can make the difference between a positive or negative arrival experience, a moment that sets the tone for the entire conference. Another advantage is the increased level of security and control. Barcodes and registration codes can fall into the wrong hands, but this is completely eradicated by using facial recognition technology.

Despite the clear advantages, we should not ignore the deep-rooted fears that are associated with facial recognition. The technology is often associated with data breaches and identity theft. Fortunately, these fears are largely unfounded since the systems available for conferences are secure and fully GDPR compliant. All the images used and captured are anonymised and discarded as soon as they are processed.

Curiously, the reticence in using facial recognition is almost always from the conference organisers rather than the participants. As soon as conference participants are informed of how the process works, they are almost always delighted to use it. They are more than happy to trade the slight inconvenience of uploading a photo of themselves into a secure system in order to experience a seamless conference arrival experience.

PCOs are now embracing this advance in technology to significantly improve the standards of service in the meetings industry by providing seamless and secure check-in experience that is best-in-class. Indeed, the IAPCO Annual Meeting is now using this system for the second year running, proof of its success and efficiency.

fielddrive, a Service Provider of IAPCO, is an innovative and award-winning event technology company that supports events globally with best-in-class check-in, live badging, attendee tracking and lead retrieval solutions. More info at www.fielddrive.eu
It is truly amazing that the first iPhone was launched only 11 years ago. This started a revolution of data and communication we had never seen before in our personal lives and in the business sector. The use of smartphones turned us to the ‘always on’ generation with different expectations when it comes to flow of information. Communication strategies that worked before no longer cut it. But how can technology help associations, PCOs and other event industry experts to accommodate the always-on need?

In the Ashfield research, ‘The Science of Healthcare Professional Meetings’, published in 2018, it was reported that 72% of HCPs expect congress materials to be available via a meeting portal or website during and after the event, with 54% of HCPs failing to find access to content or presentations.

This shows that access is not enough; the expectations of the content have also changed. Members and delegates are looking for more customised substance that will be relevant to their needs. In ‘The Future of Meetings & Events’ published by PCMA and Marriot in 2018, one of the main trends forecasted was the emotional intelligence behind designing with the end-user in mind. As companies get smarter with predictive analytics, consumer expectations for personalised, seamless experiences will continue to rise. Meetings and events will need to move past reactive adjustments to adopt a proactive approach to personalised experiences, understanding the needs of participants before they arrive.

Add to all of the above the FOMO effect – Fear Of Missing Out – that is typical with the younger generation and we need to rethink how we should communicate.

What does association communication look like today?

With an ever-rising number of communication tools, people are exposed to information anytime, anywhere. Social media, messaging platforms and collaborations tools are in a constant fight for the attention of the user. How can an association possibly cut through this noise?

In search of a solution, some turn to digital marketing techniques such as personalisation. Associations now emulate two organisations that have used personalisation to drive their conference attendance. How? Through leveraging existing member data, such as career stage or special interests, they were able to create a more personalised and relevant experience for potential attendees. These successes are no exception. In 2019 Trends in Personalisation, Evergage found that 56% of marketers see an improved customer experience and 36% reported increased loyalty. Personalisation might be the secret key to cater to association members’ interests and be more relevant.

While personalisation can help you in your year-round communication, it gets more difficult during events. Meetings or conferences see peak overexposure.
of information. From event apps and matchmaking platforms to polling services, digital poster boards and more, event organiser work hard to offer attendees various technologies to enhance their event experience, but they end up adding to a swarm of information. In times of data overload, associations need to find a way to make their communications work together, rather than having their own messages and offerings compete with each other.

In times of data overload, associations need to find a way to make communications work together

What is needed is a strategic approach, and we can already see societies making this move. Rather than spending on a one-off event app, organisations are now investing in a year-round association app, offering an all-in-one platform for their events, content and membership portal. It conveniently includes all well-known features of event apps, such as the event programme and networking functionalities, and in some cases also provides access to full-papers and webcasts. And with each new event, members will have access to a growing library of content and cross-event contacts, available to them anywhere and at any time.

What will association communication look like in the future?

Looking towards the future, we can expect the abundance of information to continue growing. This raises the question: how can we navigate between all the impulses? And how can we filter out the relevant information? Artificial Intelligence has the potential to solve this issue. By learning the preferences of the user, it can give recommendations, see trends and connect the dots to provide the right information at the right moment.

We expect that the ways to consume this information will change too. Augmented reality will enable us to see information as a layer over what we are looking at, such as medical guidelines, schedules, wayfinding and profile information. This will only work when information is relevant, reliable and readily available. It may still take a few years for technology to mature and become widely available, but the direction is clear, and this future is inevitable.

Authors:
Ori Lahav, Vice President Client & Operations, Kenes Group, and Jelmer van Ast, CEO & Founder, Conference Compass, a Service Provider partner of IAPCO.

For over fifty years, Kenes Group has been creating success stories with associations around the world, harnessing the power of community, strengthening an association’s brand www.kenes.com

Conference Compass is a leader in the provision of high-quality association and event apps. More info at www.conferencecompass.com
SEVEN THINGS THAT CAN ONLY HAPPEN AT A LIVE EVENT

Author: Don Neal, founder and CEO of 360 Live Media

We live in a time when most of our content and connections come to us virtually, and technology will continue to make this virtual environment even more immersive. There will be very little visible space between ‘live’ and ‘virtual’ and the expectations for experience and delivery will be higher than ever. If you think we’ve undergone enormous changes in the events industry over the past five years, that’s just a small preview for what’s next.

1. Solutions are best generated in person
   We work best when face-to-face because we can share energy and encouragement through non-verbal communication.

2. A place to see and be seen
   Advancing our career, connecting with the right people and having our organisation be seen as a leader are best accomplished at a live event. There is power in looking someone in the eye and shaking their hand, and it is a connection that cannot be formed the same way over email.

3. The power of radical serendipity
   A chance meeting in the coffee line leads to a new idea. A shuttle bus conversation reminds you why you are passionate about your work. These are not things that happen when we are isolated in separate environments.

4. The power of place
   Experiencing a new place in new ways is an amazing antidote for how we perceive opportunities and challenges. Our creativity thrives in novel situations. Travelling somewhere new puts our brains in a better place to think.

5. Feeling is believing
   Live events allow us to touch, taste, use, and test products and services under one roof. Sensory comparison shopping is one reason live conferences and trade shows haven’t been kicked to the curb.

6. Convening is empowering
   We all need to renew, restore, and remember why we do what we do. This happens best when we are in the company of those who share our passion.

7. Live media is the original social media
   To read and respond to body language, make eye contact, walk with someone — these can only be experienced in person. Live events build empathy, they remind us to see people as people, and in turn remind us of our own humanity. This is the most powerful form of connection. This is our best chance to make an impact that will help improve the world.

This article ran in Convene
The event sector must continue to innovate if it is to remain relevant. RAI Amsterdam is taking the lead by combining technical innovations with the development of modern spaces and a luxury hotel on its own premises.

Luxury on-site hotel: nhow Amsterdam RAI

nhow Amsterdam RAI is opening its doors in the first quarter of 2020. Being situated on the RAI premises, the hotel has significant added value for multi-day international events. It stands out for the high-quality design, luxury, art and gastronomy, and is the largest new-build hotel in the Benelux region with 650 four-star rooms spanning 24 floors.

Transparent and green extension of Hall 5

Adjacent to the characteristic Europa Hall, Hall 5, is being extended by 30x135 metres and will feature a brand-new glass façade with a view of the green surroundings. The renovated Hall 5 will be taken into use in early 2020, with interested parties already able to take a virtual reality tour in our demo room at RAI Amsterdam.

Practical use of augmented reality and virtual reality

RAI Amsterdam is investing in virtual reality and augmented reality. “We see these new technologies as the link between the physical and rapidly changing digital worlds,” says COO Maurits van der Sluis. “This is why we carry out our own product development in-house and create concrete applications for events. We use the technologies for our own events, and also advise organisers and exhibitors on possible applications.”

Rueben van der Peet, who became fulltime XR manager at RAI Amsterdam this year, explains which applications are the most current. “Augmented reality places an extra digital layer over reality, allowing us to make a physical product visible in various colours or type,” he adds. “At the HISWA Amsterdam Boat Show 2019, for instance, visitors were able to use their own mobiles to project and view entire yachts in 3D. These applications can significantly increase the value of square metres of exhibition space”.

Chatbots, exhibition apps and matchmaking

RAI Amsterdam has been using chatbots, intelligent exhibition apps and modern matchmaking platforms at various events this year. The chatbot was mainly used to make the registration process more user-friendly. Although exhibition apps are already quite common, they are becoming more advanced every day. To illustrate, RAI Amsterdam combines Google maps with an overlay of its own floor plan to significantly improve wayfinding and create new commercial opportunities.

With regard to matchmaking, algorithms to facilitate contact between parties before, during and after events are becoming ever smarter. And these technologies have extra added value for organisers too, generating important information that can help further improve the event.

Facial recognition offers more customer-friendly reception

A technology that received extra attention from the RAI this year involved the use of facial recognition for access checks. The technology makes the reception process more efficient and gives hostesses additional time to ensure visitors receive a warm welcome. A pilot project carried out by the RAI during the Horecava 2019 exhibition was very well-received and marked the starting point for further development.

RAI AMSTERDAM – A MULTIFUNCTIONAL EVENT LOCATION - INSPIRING PEOPLE

RAI Amsterdam is an international exhibition and conference organisation. Since 1893, RAI Amsterdam has actively created the right context for inspiring meetings to take place. With a place that brings people together in the physical and virtual worlds, crossing borders and providing inspiration, we believe in the power of connecting. www.rai.nl
Excitement is building towards Expo 2020, which is being held in Dubai, making it the first World Expo to take place in the MEASA region. The line-up of international conferences, exhibitions and events set to be held at the site is rapidly gathering momentum.

Expected to attract approximately 25 million visits over the course of six months, Expo 2020 Dubai is taking place under the theme of 'Connecting Minds, Creating the Future', with the subthemes of Opportunity, Mobility and Sustainability.

Among the key pieces of infrastructure being developed at the site is the Dubai Exhibition Centre (DEC), a new venue on the doorstep of the Dubai Metro Route 2020 extension, offering 45,000 square metres of customisable space configurable for all types of events, including conferences, exhibitions, gala dinners and incentives.

Major events confirmed to take place at DEC during Expo 2020, which runs from 20 October to 10 April, include the World Government Summit, the Global Islamic Economy Summit and the World Chambers Congress 2021. Meanwhile the BlockExpo, the World Blockchain Summit, and the Leaders in Healthcare Conference will also take place at the venue, with more to be announced over the coming months.

Crucially for PCOs, the Dubai Exhibition Centre will remain as part of Expo’s legacy, along with approximately 80% of the wider infrastructure, meaning they will be able to take advantage of a versatile new world class venue beyond the event itself. Dubai Business Events, the city’s official convention bureau, is already working with organisers to identify these opportunities.

Visit: www.expo2020dubai.com/DEC
Several high-profile conferences held since September brought thousands of prestigious participants to Hong Kong. The Belt and Road Summit saw stellar support, with more than 5000 political and business elites from over 60 countries and regions assembled on 11-12 September to discuss the opportunities it will generate.

Over the past few months, Hong Kong has continued to successfully stage some of Asia’s most prestigious events. Influential key players and C-suite executives gathered to network, strengthen existing relationships and orchestrate deals at the 30th edition of the Hotel Investment Conference Asia Pacific (HICAP), 23-25 October. Digital Media Asia 2019 (DMA), Asia’s largest digital media conference, returned to the city for the fourth time during 29-31 October, drawing industry heavyweights from around the world to share latest trends.

“Hong Kong has a good business environment and is an ideal platform for starting businesses. Also, Hong Kong has rich experience as well as an excellent monetary system.”

HE Abdulla Al Saleh,
Under Secretary of Foreign Trade and Industry, Ministry of Economy, United Arab Emirates
Speaker of Belt and Road Summit

“We are committed to Hong Kong because this is the centre of the hotel and hospitality industry. It is a very hospitable city with wonderful venues and partners. We are here to get the word out that Hong Kong is a dynamic and safe environment. There’s no reason not to come.”

Thomas L. Kemp,
Chairman and CEO, Northstar Travel Group
Organiser of Hotel Investment Conference Asia Pacific

“Hong Kong is an amazing city. It has great connectivity, as there are a lot of connections between Hong Kong and the rest of the world. Hong Kong is an amazing place to visit for business, for sightseeing and for being with the family.”

Georgina Ferri Tordera,
Chief Revenue and Innovation Officer, ARA, Spain
Speaker of Digital Media Asia
Hamburg is about to get one of the most advanced congress centres in Europe

There is an exciting year ahead. After undergoing a comprehensive remodelling and modernisation campaign, embodying the highest standards, the CCH will be in perfect shape for all forthcoming congresses and events.

Located in the heart of Hamburg, the CCH is surrounded by 100 hotels, restaurants of all varieties, and a mainline train station, all within walking distance.

Conveniently located, the CCH can be reached from the airport in about 20 minutes by car. Public transportation connections are also fast and reliable.

Hamburg is a progressive city. The beautiful park provides recreational space and creates a healthy room climate and eco-friendly operation of the building. Easy access is guaranteed.

With modern and flexible new conference rooms and a unique interior, the CCH provides 12000 m² of exhibition space, a further 12000 m² of foyer space, and 12000 seats in 50 halls and rooms.

Visit: www.hamburg-convention.com/en/
www.das-neue-cch.de/en/
At the start of December, Tourism Toronto hosted its 94th AGM at the Metro Toronto Convention Centre. The event looked back over 2019 while providing an inside look at what's in store for 2020.

There was a panel discussion moderated by Scott Beck with the senior management team serving as panellists. The discussion highlighted a cross-section of Tourism Toronto activities in 2019, including the Visitor Economy Study, the new brand platform Let Yourself In, Rendez-vous Canada, MPI WEC 2019 and the challenges that came with a reduced budget.

From a business events perspective, the AGM announced that 115 major conferences and events, defined as those with more than 1000 delegates, were held in 2019, bringing together more than 421,000 delegates and an economic impact of $906 million.

To end 2019, Business Events Toronto was excited to announce nine new major conventions that chose Toronto for their events. The conventions, primarily from within the U.S. market, will bring more than 40,000 delegates to Toronto and a total estimated economic impact of more than $156 million for the city.

- **The Association for Research in Vision and Ophthalmology** selected Toronto for multiple years in the spring of both 2028 and 2032 for their conference to be held at the Metro Toronto Convention Centre (MTCC) bringing 12,000 attendees and an economic impact of $59.8 million.

- **The American Academy of Otolaryngology Head and Neck Surgery Foundation Annual Meeting** will be visiting in October 2031 at the MTCC bringing 2400 and an estimated economic impact of $7.7 million.

- **The Endocrine Society Annual Meeting and Exposition** holds their conference in June 2027 at the MTCC, bringing 8000 attendees and an estimated economic impact of $26.7 million.

- **The World Circular Economy Forum** arrive in the fall of 2020 at Beanfield Centre/Enercare Centre bringing 2500 attendees and an estimated economic impact of $3.7 million.

- **Hewlett Packard Reinvent 2021** conference comes in April 2021 at the MTCC bringing 2400 and an estimated economic impact of $7.7 million.

- **The ACUHO-I 2025 Annual Conference** have rebooked for June 2025 at the MTCC following a successful conference this year, bringing 2000 attendees and an estimated economic impact of $6.1 million.

- **International Continence Society Annual Scientific Meeting** will be held in September 2023 at the MTCC bringing 1800 participants and an estimated economic impact of $6 million.

- **MASCC/ISOO Annual Meeting on Supportive Care in Cancer 2022** at the MTCC bringing 1500 attendees and an estimated economic impact of $5 million.

- **The Serra International Convention** arrive in the summer of 2021 at the Sheraton Centre Toronto, bringing 1500 attendees and an estimated economic impact of $3.4 million.

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on WCN – WORLD CONGRESS OF NEUROLOGY

3947 participants from 128 countries
2500+ live stream views
Dubai, October 2019

IAPCO Member: Kenes Group
AUSTRALIA – IT’S OPEN FOR BUSINESS AS USUAL

Author: Nicole Walker, COO, Arinex, Sydney

While Australia continues to fight the devastating fires and assess their impact across regional Australia, we Australian IAPCO members – Arinex and ICMS Pty Ltd – share a few thoughts on the subject.

It is true that these fires are among the worst in living memory; never have we lost so much landscape or seen such ferocity before. It is thanks to our emergency service personnel and their constant updates that there has not been a greater loss of life. What really buoys our spirits in these times are the constant messages of support and friendship from our colleagues across the world – so from the bottom of our hearts, thank you for your thoughts.

The extreme weather extends over much of Australia and is exacerbated by years of drought. The combined heat, dry undergrowth build-up and the winds are ideal conditions for bush fires which can sometimes burn for weeks out of control before they affect civilization. Our bush relies on fire for regeneration as fire does not kill our bush even when it is extreme and when the rain finally comes it is a magnificent sight to see the new green shoots everywhere in the blackened fire zones.

While we acknowledge the severity of these fires, we also stress that Australia otherwise continues to operate business as usual. Australians often think of ourselves as resilient; while we mourn the loss of life and think of all of those impacted, we also continue to go about our days. The smoke haze over Melbourne will have long vanished by now, while all airports and main roads in our capital cities have remained fully operational. Our staff across the country are busy preparing their various programmes for this year and beyond, and there is no reason to think the fires will have any negative impact on visitation or travel but will provide a fascinating sight for those who wish to see the bush come alive.

To help support our wonderful emergency service personnel on the frontline, Arinex has established a Bushfire Appeal with all monies raised going direct to the New South Wales Rural Fire Service Association, a long-standing client of ours. We are pleased to provide support in any way that we can.

Once more, thank you again for the messages of support and we hope to see you in Australia soon. We are hopeful that by the time of print, these fires will have long been contained and extinguished and the regional communities affected will have begun rebuilding with the support of the rest of the country.

From IAPCO:
To our friends, family and colleagues in Australia, we hope the fires will retreat soon, that the subsequent floods will diminish rapidly, and that recovery activities are swift and well supported.
The biennial World Congress of the International Society for Prosthetics and Orthotics (ISPO) is always remarkable, but the 17th edition had a special significance. It was held in October 2019 in Kobe, less than a year before the Tokyo 2020 Olympic and Paralympic Games.

Every four years, the Paralympics put prosthetics and orthotics on an international stage. The athletes are an inspiration to people all across the globe. In advance of that monumental event, the ISPO World Congress shone a spotlight on the professionals working to give people with physical impairments greater function and independence.

But the Paralympics weren’t the only reason ISPO chose Japan as a host. As noted by Professor Friedbert Kohler, ISPO’s President, one of Japan’s advantages is “the strength of the rehabilitation, prosthetic, and orthotic sector.” In particular, it is an industry leader in robotics and assistive technology.

Around 5000 professionals, working in those fields and beyond, made the journey to Kobe. An American professor said, “I learned something new in an area of my research. That was really exciting to me. I’m hoping to connect with people I met here, so we can begin new dialogue.”

That sense of collaboration was evident from the very first day, Kohler explained. “It was like a street fair. People were getting food, getting drinks, and then going outside,” he said. “It was a really nice atmosphere, and it was the perfect weather to do that.”

Many people took advantage of the weather by making time for sightseeing, before or after the conference. Kobe is a stone’s throw from numerous World Heritage Sites, and its food - such as Kobe beef - is globally renowned.

One attendee spoke about Japan’s appeal in the Middle East. “Where I come from, Iraq, or where I am based, in the United Arab Emirates, Japan is distinguished for its functionality and tourist attractions. Trust me, there will be so many people who would love to come.”

Japan showed its backing for the ISPO World Congress at every level. “There was a lot of support from the government, the prefecture, and the city,” said Kohler. Even the public got involved, via a parasports festival held concurrently by the prefecture. They heard talks from Paralympians and took part in events such as wheelchair basketball and sitting volleyball.

Heinrich Popow, a Paralympic gold medalist, was impressed by the country’s efficiency and enthusiasm. Regarding Tokyo 2020, he was convinced: “Even before the Rio Olympics, I had that feeling that Japan is ready. I can feel the passion.” It’s an attitude that Japan’s organisers bring to every event they host.

Visit: www.japanmeetings.org
Why Meeting?
The 17th World Congress of the International Society for Prosthetics and Orthotics was held in Japan for the first time in 30 years at the Kobe Convention Center. Around 5000 people attended the Congress including doctors, prosthetists and orthotists, physiotherapists, engineers, and representatives from related companies.

#ageing society
Many people think prosthetic orthosis is for people with disabilities. But some people, especially the elderly, have to consider that their legs might have to be amputated due to their failing circulation. Japan is an aging society and the issue is urgent. Cooperation among doctors, prosthetists and orthotists and others is essential for a better solution.

#Japan's technology
Another reason for the Congress being held in Japan was that of the country’s advanced technology. Robotics are increasingly being used in this discipline, with many manufacturers and developers of robotics exhibiting at the event.

#2020 Paralympics
Adjacent to the KCC, the Para Sports Festival was held. The public’s interest in prosthetic orthosis is heightened by large sporting events and, with the 2020 Paralympics being held in Japan, it is hoped that many related events will be held alongside. The most important thing is to attract the attention of the public to this message as it could affect everyone.

#biomedical innovation cluster
Kobe is famous for its KOBE Biomedical Innovation Cluster. It was started to help the local economy recover after the Hanshin Awaji Earthquake in 1995, which heavily impacted Kobe itself.

#making successes
“We are very proud of playing a part in attracting and organising the Congress.” A representative from Japan Convention Services said. “The theme was Basics to Bionics and focused on the importance of integration of tradition and technology, and we were honoured to be able to help make this event a success.”

on Japanese traditional culture

IAPCO Member: Japan Convention Services, Inc.

ISPO participants experience Japanese traditional culture, demonstrating the country’s spirit of hospitality to the world
Meet in Remarkable Rwanda

Discover One and Only’s luxurious Nyungwe House in Nyamasheke hidden in the heart of the jungle.
Sports Business Japan was conceived by Congress Corporation and 2019 saw them managing the event for the fourth time. It is an exhibition and conference focused on sports business promotion and the revitalization of local regions through sport. Held from 19-20 November 2019, it enabled the more than 4000 participants to experience the latest innovations in today’s stadiums and multi-purpose arenas, aiming to enhance revenue and develop the sports industry.

Some special features included:

- Facial recognition for on-site registration was provided by Panasonic Corporation. It alleviated congestion at the point of entry and enhanced the accuracy of registration. It was also the first time the technology had been used in a Japanese domestic exhibition open to the public.

- Sustainable Development Goals (SDGs) were at the heart of the “Sports x SDGs” conference sessions in line with the theme “Drive forward SDGs through the power of sports”, discussing how to use sport to solve social issues and realise a sustainable society. Attendees were asked to bring their own reusable bottles, with ample free filtered water dispensers available on site.

- A joint “J-League and B-League” seminar with representatives of the Japan Professional Football “J League” and the Japan Professional Basketball or “B League” was attended by over 140 representatives from 69 clubs from both leagues in Japan. Discussions took place on ticket marketing, how to recruit and win fans, create a community, and much more. A rare collaboration between these two leagues, it should energize their home towns, share issues and seek solutions through a co-operation that transcends the boundaries between different sports and regions.

What is the real meaning of “Sports for All”?  

26th TAFISA World Congress Tokyo 2019

- TAFISA: The Association for International Sport for All
- 13–17 November 2019
- Over 630 participants from 78 countries and regions
- Organiser: TAFISA
- Venue: Toshi Center Hotel, Tokyo
- PCO: Congress Corporation

This is a unique international meeting that gathers an extremely diverse range of sports-related people - no other meeting like it. Their aim and stated theme this year is to progress “Sport for All through Tradition and Innovation.” One of the special features of the congress is Undo-kai.

A Japanese Undo-kai is a fun sporting event/athletic-meet where participants play games in a friendly and inclusive spirit. This was a popular activity at the Congress, and one in line with the organisation’s promotion of sports throughout one’s lifetime. It involved everyone in the local community, including many children.
Game On is a tabletop games event, organised for people interested in board games, card games, dice games or miniatures. All attendees get to discover new games, try the ones they have always wanted to and most of all - enjoy the three-day experience.

Only in its third edition, Game On has already become a top event dedicated to board games, both in Madrid and throughout the country. It provides a safe place for all people, big and small, that like fun and games to go wild, test, play, and be merry. The goal of this third edition was to continue growing and improving the event. Emphasising tactile and hands-on gaming comes as a breath of fresh air in today’s over-digitalised world full of screens upon screens. Connecting people through board games, having the whole family keep away from media to play together and have fun were the main objectives of the event.

Game On is all about the action. Participating in different games, activities, puzzles and experiences is at the core of the fair. Organised Play is another way to meet new players, face new challenges, make friends, and find places to play favourite games while joining the community of players around the world.

Game On 2019 managed to increase its attendance by 25% rising to 5750 participants, offering even more games, more activities, and more fun for all types of audiences, from the novice to those that are deeply invested in certain games. There were hundreds of tables where you could try both the newest games as well as the classics. The list of games was endless, 372 different ones were available to play, including God of War, Stuffed Fables, Smog Riders, Orbis, Narcos.

However, this year Game On had a serious note by taking a stand against bullying, supporting the campaign undertaken by Totto, one of the fair’s sponsors. All attendees could take part by buying a badge. For only one euro, they could buy one of eight different models featuring anti-bullying phrases, showing that bullying must end. The campaign was tied to a fun contest onsite where participants could win prizes in the spirit of the whole fair.

From the PCO point of view, Game On is not an easy event to organise (which one is?) but it surely is a fun one. The main challenge lay in switching from the concept of a professional conference to an event open to the public that needed to combine both a professional and an entertainment side while maintaining a balance between the needs of the two types of attendees.

It took time to fully understand the difference in the requirements of such an event, but one soon realised that all you need to do is to think outside the box and adapt.
GAME ON 2019 IN NUMBERS:

3300 m² exhibition area
230 tables
1400 chairs
372 games
114 new games launched
6 organised play tournaments:
   National Keyforge, Arkham Horror,
   Star Wars Destiny Galactic Qualifier,
   Star Wars X-Wings, Pandemic Survival,
   including the first ever Marvel
   Champions
148 volunteers
97 press representatives, including:
   national radio and TV, Telemadrid,
   Onda Cero
139 professional guests
IAPCO MEMBER INSIDE STORY

IAPCO Member Inside Stories highlight events of excellence which are brought to you by accredited members to showcase quality, initiative, innovation, creativity and success.

EXEMPLARY SOCIAL MEDIA CAMPAIGN

The Kenes social media team helped ESPID in building a strong community by creating a well thought-out online campaign prior to the annual meeting of the organisation.

Client: European Society for Paediatric Infectious Diseases (ESPID)
PCO: Kenes Group
Services: Logistics; Congress Management; Social Media Management; Content Provision; Marketing and Promotion;

THE CHALLENGE

ESPID’s Annual Meeting brings together the most prominent researchers in the field of paediatric infectious diseases, epidemiology and immunology.

Two of the goals for the 37th edition of the conference identified by the Society were:

• to increase engagement with the meeting content
• to reach new people online that have not previously been engaged

Solution

The solution came from introducing a Twitter ambassadors’ campaign. After announcing an open call for event ambassadors and following a careful selection, seven of those influencers were invited to take part. Their responsibilities were to promote the ESPID 2019 with different content and retweeting the official posts, engage with the conversations around the Meeting, and reach out to their followers.

Outcomes

The ambassadors successfully helped in reaching a new audience, including many younger professionals, with whom they connect. Every month they would send out content sharing the hashtag, assisting in the spread of information. Additionally, all these Meeting influencers helped with original content and promotional videos of themselves explaining why they would be attending ESPID 2019.

The largest benefit of this programme was having the community see that their peers were talking about the Meeting and not just the Society. Three of the ambassadors were ranked among the top 10 tweeters onsite.

Learn more about IAPCO and what its members can do for your organisation by visiting our website: www.iapco.org or by contacting us: info@iapco.org
INSIDE STORIES – THE POWER OF ART

STRENGTHENING AN ASSOCIATION IMAGE WITH INNOVATIVE VISUAL IDENTITY

IAPCO Member: AIM Group International

much more distinctive visual branding. AIM Group, along with VanGoGh creative communication agency, now part of AIM Group, was entrusted with the task of providing communication and marketing consultancy services.

For EADV, AIM Group rose to the challenge, creating a truly modern and inspiring brand identity. “The strategy was based on finding a common element that related to the congress: art. Then we chose an internationally well-known artist: Pablo Picasso, which created the link between the congress and host country. We created an integrated strategy where all the visual communications reflected the ‘Picasso-style’ says Massimo Galli, president of VanGoGh.

Various activities completed the project, namely a woman painted in Picasso-style as the main character of some of the promotional videos and in all the conference collateral. The same character was present both at the Milan World Dermatology Congress, held some months before EADV, and at EADV itself. On both occasions, participants were able to take pictures which could be shared on social media.

A COLOURFUL EXPERIENCE

IAPCO Member: CPO HANSER SERVICE, Germany

Transform a stuffy businessman into a creative graffiti artist. Impossible? Not if CPO have anything to say about it! This team building activity was recently created by CPO HANSER SERVICE for 180 US insurance brokers enjoying an incentive travel experience in Berlin.

Exchanging their suits for overalls, the executives were provided with a 40-meter long wall, draped with canvas, to graffiti their hearts out and create their own street art. Located on a once industrial site on the banks of the River Spree to create a typical Berlin atmosphere, and aided by ten graffiti pros to the sounds of a Hip Hop beat, each retained their piece of canvas as a souvenir of their endeavours.

Katrin Suchi, Director of Sales and Marketing at CPO HANSER SERVICE, said: “Our home base Berlin offers endless unusual experiences for visitors, and for many different kinds of budget. We love to create the best experience for each client, of course, not only in Berlin but wherever we are.”
The Congress for the Italian Society of Hospital Pharmacy was about to begin, with 2000 expected attendees ready to depart for Genoa for the four day event. But the day before the opening a severe alert had been launched by the public authorities: Genoa would be hit by a big storm, schools and museums were to be closed, citizens were invited to stay home and travellers asked to avoid the city for 48 hours.

The AIM Group team in charge of the event organisation immediately created an emergency task force to face challenges, prevent risks, manage and minimise any negative impact.

According to AIM Group procedures the emergency plan included the following actions:

- Check and verify that the conference venue, airport and train stations, highway and roads were fully operational
- Check with local police and fire brigade that the conference could take place with no risks
- Call all 40 hotels chosen for accommodation and confirm that all services were still working
- Confirm social events or identify alternatives

One of the main problems immediately identified was that of the social dinner involving 1000 guests, which was planned in a venue on the banks of a river, now with a risk of flooding. According to the AIM risk management matrix, it was now considered unsuitable. It was decided to move it to a safer location. With less than 20 hours to go before the dinner, the team worked non-stop to reorganise the event, choose a new venue, make the site visit, make agreements with related suppliers, provide requested payments and oversee the set-up.

The AIM Group communication team made critical information quickly accessible, sending 2000 text messages and over 1100 emails to registrants, notifying over 80 sponsors and 37 travel agents to inform tour leaders, publishing news on the congress app and asking all the 40 hotels to distribute useful information in their lobbies.

The crisis management plan was effective as results show:

- Almost none of the 2000 participants cancelled their attendance
- Few people had to contact AIM Group for extra information
- The social dinner at the Aquarium of Genoa was one of the unforgettable moments of the congress, with an evocative atmosphere that guests enjoyed without danger or inconvenience

Preparing a risk management strategy may often seem a waste of effort, but when an emergency happens, such pre-planning reaps untold benefits.
on WAMM – 2nd World Airway Management Meeting

IAPCO Member: CPI (Conference Partners International, Ireland)

Amsterdam, November 2019, attracting over 1800 airway professionals. A cockpit view of the packed-out plenary!

on WATM – World ATM Congress promotion

An incredible promotion concept, and what a result! Lolita Bizune, Kenes Group, Madrid Office, wanted to bring a piece of Madrid to the ATCA Annual Conference in Washington DC, to promote their WATM Congress. With the help of the Madrid CVB, a sand sculpture representing the Cibeles fountain was brought to life.
IAPCO delivers another successful seminar. Martin Boyle, CEO of IAPCO, and, IAPCO Member, Karen Hilliard of African Agenda, recently delivered a seminar to over 100 attendees at one of IAPCO’s Strategic Partner events, PCMA’s Convening Leaders Convention in San Francisco in January.

The seminar entitled: “Trading Places: Sharing Stories of Failure to Lead to Success,” taught attendees that failure doesn’t have to mean defeat; in fact, by taking ownership of one’s own professional failure and identifying mistakes can become a strong learning pathway to success moving forward.

Martin and Karen opened the seminar by advising that the session will be a safe place to share experiences and failures without any shame, guilt or embarrassment. The concept for the session was derived following research from Leigh Thompson of the Kellogg School of Management that shows sharing embarrassing moments can actually enhance creativity. It was proved that individuals and groups generated more ideas and a greater variety of novel ideas after sharing tales of embarrassment.

The participants of the IAPCO session, most of whom have significant experience in the global meetings and events industry, discussed their own failures without pointing fingers or putting blame on others. Topics included financial blunders, destination or venue horrors, back-firing legacies, HR nightmares, monster projects that went wrong, marketing fiascos and delegates from hell.

Following presentations from participants, the ‘best’ failure and creative learning outcome was voted on in a fun and interactive manner. “We are committed to continuing to deliver educational content to important partners such as PCMA” said Martin Boyle.

Photo: l-r Martin Boyle, Karen Hilliard, Mathias Posch, IAPCO IPP

**COMING SOON**

**EDGE MEXICO CITY**

**24-26 August**

**International Faculty:**
- Mathias Posch, IAPCO
- Nicola McGrane, IAPCO
- Claire Smith, Vancouver CC

**Contact:** olivia@iapco.org
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Teamwork and competition

21-23 January 2020
75 participants + waiting list
IAPCO Faculty: Nicola McGrane, Mathias Posch, Ori Lahav
Invited Faculty: Claus-Peter Reisch, Tobias Grober, Markus Dirr
Satisfaction rating: 88.89%

Munich
A new decade has dawned. Many of us look forward to new projects, new opportunities, new challenges. We certainly can expect further changes and development in the world of work, be it as a result of technological developments or new approaches to organisational developments and managing people. One projection we can make is that human-tech interaction is going to increase and with this the possibilities of organising ourselves, our work and the organisations we work for.

Let us first reflect on some of the learning we took away with us last year. We have seen that technological development means some of our processes will have become simplified. This did not mean that our jobs have disappeared and been replaced by tech but that we have learned to manage and work alongside these technological developments. Some tasks have become simplified and mostly this was a welcome change as it made our lives easier. This trend is likely to increase and improve in 2020, but we need to ask how technology affects us in our daily lives? Newest research in the area of the gig economy, such as that by Ashford and Petriglieri, shows that the human side will have to take over to show adequate levels of satisfaction.

We are comparing associations and the not-for-profit world to the gig economy in this article as there are many parallels we can uncover. Such parallels show an increase in virtual teams where global associations travel a lot, work is undertaken on the road and teams may be spread out, there is redistributed leadership where there is a president of your society, a society manager and a board. Within the teams, we may find team leaders and, for those organisations that are run by one individual, we may discover entrepreneurial spirits.

**Three questions to ask ourselves as managers right from the start are therefore:**

- How do we ensure our organisation is prepared for the opportunities ahead?
- How can we make these opportunities available?
- How do we manage those moments when we run into a wall and may not be able to keep up?

To manage these questions from a human point of view we have recognised in recent years an increase in mindfulness and reflection practices. Rather than going for predictions as to how big our businesses will grow, where the new markets are and in which funds to invest, let’s look inwards; let’s look at a few of the management trends that will help you master the year ahead.

**1. Manage the things you can control**

Yes, we know, our organisations take time to react to new opportunities. Frustration and exhaustion may kick in every now and then. And the workload does not disappear. At moments like these, we may risk falling into a burnout trap. Listen to yourself and recognise early signs in your co-workers. Engage in sprints rather than a marathon. After each sprint, have a circuit break. Reward yourself and your team and then tackle the next step. This will help you remain in control, maintain ownership and involvement and keep spirits and motivation high.

**2. Be a compassionate and authentic leader**

It is okay to show vulnerability. If you do not know what lies ahead, chances are others don’t know either. Find like-minded people and communicate authentically, even within your own team. Past results have shown that when crises hit, those organisations that invited everyone to participate in shaping the strategy of the future recovered faster as they allowed for an open communication culture. Leaders...
were not ashamed to admit that they did not have the solutions and knew that good ideas could come from the most unexpected staff members.

3. Support your staff
Being a compassionate leader also means that you have the ability to listen and capacity to understand what is going on in others’ minds. Recognise that you cannot go it alone and give someone the biggest present you can give: your trust. People that feel supported and listened to will walk the extra mile because they can grant themselves ownership over their actions.

4. For what are you going to be grateful?
Gratefulness and ambition can go hand in hand. A recent blog written by a scholar at Henley Business School compared the two concepts and realised that for ambition to co-exist with gratefulness, the two need to be lifted into the same sphere. Gratefulness is traditionally regarded as a concept that is utterly personal, while ambition is usually played out in comparison with others. If we lift ambition into the personal sphere and ask ourselves how can we be better versions of ourselves, we have a chance to formulate new goals. How can I be better than my peers turns into ‘how can I understand to be better at what I am doing?’ and then, ‘for what will you be grateful in the end?’ Read the blog entry by Dr. Rebecca Jones at https://henleybusiness.school.blog/2019/12/02/ambition-vs-gratitude/

5. Kindness matters
It was not a long time ago when mentioning the word ‘kindness’ in a job interview got you a few pitiful smiles from the HR sharks that were out to eat you alive and test your suitability to work for their organisation. This trend is definitely changing and 2020 will (finally!!) see more kindness at work. Kindness is the single-most reason that people thrive at work and it is measured in the mental and emotional well-being of the people that spread and receive kindness. Kindness is not an easy task to incorporate in our daily lives but, when successful, it is a sign of more authenticity. For further reading on kindness at work, read this article: https://thenextweb.com/contributors/2018/08/11/why-be-kind-at-workplace/

Last but not least, it is in the sense of belonging that we find satisfaction at work. It is the identity we put forward, which provides us with the drive and motivation to be better and reach our goals. Paired with open communication, authentic leadership and transparency, managers and leaders have it in the palm of their hands as to how 2020 will unfold and influence those with whom they work and interact.

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www.icsevents.com
NEW BLOOD FOR OLD BOARDS

HOW TO GET A DIVERSE, NEW GENERATION OF ASSOCIATION LEADERS TO JOIN THE BOARD AND BOOST MEMBER REPRESENTATION

Author: Michael Kern, Executive Director, Dekon Group, Istanbul

When I agreed to write this article I thought of next generation association leaders as millennials. Having done some research, I found that many associations have boards comprising members of the ‘baby boom’ generation, who are in their sixties and higher. So where are the new leaders? Why are many of them not at the helm of their associations?

Tara Withington shared how her organisation, Executive Director Inc. (EDI), a leading Association Management Company (AMC) in Milwaukee, builds in a focus on diversity in leadership as part of each client’s strategic plan. Tara, their Vice President, stated “if diversity is not ‘strategic or top-of-mind’, it won’t happen.” One particular client began a major investment in developing the next generation of leaders as far back as 2007. Over the years, this focus has led to a substantial shift in the composition of the Board, which now includes 46% female representation and a greater presence of emerging leaders.

These changes came about from several initiatives spearheaded by the Board to promote diversity. For example, in order to be more transparent on how to become leaders within the Society, the Association developed a “Path to Leadership” outline. This document helps professionals and others interested in the field to learn how to become more involved in the Society, and how those activities could someday lead to a leadership role. The Board has also invested in a greater focus on professional development activities for all career stages and developed a leadership programme to help promote women in the field.
When speaking to the Secretary General of one of our AMC clients about getting a younger generation to join the board, I always hear that they are not interested as they are focused on publishing articles and have no time alongside their scientific careers. What we observe then is an aging board which often has a hard time coping with new forms of communication such as social media and blogs. Achieving turnaround at this point needs energy and a deliberate strategy.

So let’s talk about the most stereotyped generation, the millennials. This generation, born between 1980 and the late 1990s, is usually described as lazy, poorly prepared and without aspirations. Several studies proved that this commonly held stereotype about millennials is wrong. According to the Deloitte Global Millennial Survey 2019, ‘The youngest generations are no less ambitious than their predecessors; more than half want to earn high salaries and be wealthy.’ And another study on Latin American millennials indicates that 41% of them study, 21% work, 17% do both activities and 21% do not work or study. This means that nearly eight out of ten study, work or do both.

So what can millennials mean for associations? An earlier Deloitte Millennial Survey shows that, ‘Millennials are also charitable and keen to participate in public life: 63% of millennials donate to charities, 43% actively volunteer or are a member of a community organisation, and 52% have signed petitions. Let’s not forget, today millennials and Gen Zs make up more than half the world’s population and, together, account for most of the global workforce. They are not the future – they are the present. So how do you get them into your organisation, and maybe later interested in a leadership position?

The keywords seem to be ‘active onboarding’. Carol McGury, Executive Vice President at SmithBucklin, suggests that ‘the value proposition needs to be different – invite the nextgen voice to the table. Inviting individuals to participate in meaningful dialogues will help shape the future of the association or organisation’. Engaging them and inviting them to the table and not waiting for them to join means you engage them in the organisation and also help them shape their leadership skills.

SmithBucklin has also ‘found that there is less of an appetite for traditional paths, with years of service on the board eventually leading to the chair or president position’. SmithBucklin had great success as an organisation in creating meaningful next generation programmes resulting in board leadership. Giving these individuals meaningful work to do on behalf of the organisation, inviting their voice to the table and showing them how their input would make a meaningful difference is the key - and at the end all this did not take six years of service.

millennials and Gen Zs are not the future – they are the present.

And if we look to diversity and inclusion (D&I), it is similar. Establishing an onboarding committee, which focusses only on this task, and then creating meaningful D&I programmes within the association ensures that the membership is representative of the industry, including the board and the leadership teams. But do not forget to not only mentor the future leaders, but also to get their feedback about the onboarding process to continuously improve. Getting new blood to the board means being strategic, but also being open for change, and especially being serious about creating meaningful projects where everyone is invited to the table.

Author: Michael Kern, Executive Director, Dekon Group, Istanbul. For nearly 30 years, Dekon has been organising meetings of all sizes for their clients, who are global, regional and local associations, corporations, medical and technical societies, NGOs, NPOs and IGOs. www.dekongroup.com
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 in academia and in practice 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 are becoming more important, the concept of the leader is largely disappearing and hierarchies are flattening. What does this mean for associations, their managers and leaders at board level?

Crucial trends in shifting societies

Under the title of ‘ubiquitous digitalisation’ research by Vogel et al 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, this same 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, not to mention the book ‘Race for Relevance’ written by Coerver and Byers.

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 digitising their lives? And might there be a gap that needs filling to ensure relevant information is reaching those that count at all levels of the target society?

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, holographs as near-life experience, hyperloops and so on. 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, or at least how far reaching these implications might go.

The respondents to Vogel’s 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 organisational 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 organisations being run out of a home office that do not have the luxury to invest time in reflecting on needs, let alone have access to the budgets, required for such investments. Will they be left behind and does that mean they are losing their relevance?

**Calling for societal purpose**

Not-for-profit organisations, by definition, have an intrinsic responsibility towards society/societies. They are at the forefront of creating societal purpose and meaning. Utilising this strategic position can offer a wealth of engagement opportunities, not only with members of target groups but also with other partner organisations on the B2B side.

It might be that professional (and not so professional) associations need to rethink their business practices to re-evaluate their purpose and re-define their societal relevance. A good place to start the discussion is to widen the circle of people with whom to discuss your organisation’s societal purpose. If nothing else, it just might give you the input you require from a variety of angles and help shape your future orientation.

**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 organisations. In practice, we often look at two contexts:

- Internal episodic loyalty: regularly changing identification following tasks, projects or roles
- External episodic loyalty: staying outside the organisation but regularly engaging in mutual identification inside its boundaries

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 at the relationships and influences of 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 organisation. Bridging these gaps is an increasing challenge in the future within frameworks such as informed disorientation, organisational purpose formulation and a personal need for belonging.

The respondents to Vogel et al put forward feedback questions for further debate:

- What will serve as employees’ anchor for loyalty and how can they reflect, communicate and act upon this with clarity?
- How to balance episodic loyalty with organisations’ 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 organisation. Association Management Companies (AMCs) and Professional Congress Organisers (PCOs) will appreciate this reflective exercise as episodic loyalty situations meander throughout their organisations 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.

**References:**


Author: Christoph Raudonat is the Director of Associations at ICS Ltd. and has been a not-for-profit and leadership consultant for the past 15 years. ICS have six offices globally and have provided the complete spectrum of international conference services for over 30 years. They have a proven track record of exceeding expectations. www.icsevents.com
IAPCO Member: ICOM, Egypt

In line with ICOM’s vision to give back to the community and promote CSR initiatives within the ancient city of Alexandria, the company had the privilege of joining forces with the Cardiology Department, Faculty of Medicine, Alexandria University, to organise their first Fundraising Event.

It was a golden opportunity for networking and communicating the needs of the Cardiology Department to all attendees and save the lives of over 1000 underprivileged patients. We also hosted His Excellency Governor of Alexandria, together with more than 200 attendees from public figures, businessmen and the Faculty of Medicine staff.

The event involved a lot of effort and dedicated work from ICOM Team as they were deeply committed to the arrangements, starting just one month prior to the event date, but its superb success compensated for all the unstinting effort. The event managed to collect over five million Egyptian pounds or €285,000 in less than two weeks!

Actions based on the sustainability, CSR strategy and culture of AFEA are key elements of all the company’s major meetings. In December 2019, and during the 28th Panhellenic Congress of the Hellenic Thoracic Society, awareness-raising activities were organised for the voluntary blood donors and bone marrow donation, as well as new donor registrations in collaboration with the Hope Vision Associations’ bone marrow donor bank.

In addition, the Hellenic Pulmonary Society and the Conference Organising Committee donated the conference bags that were either returned or not used by the delegates, for the second consecutive year, to the voluntary nonprofit organisation Ark of the World for mother and child protection.

Furthermore, in the continuous effort to support the student community and to offer expertise and knowledge to the younger generation, AFEA co-operated with the BCA College of Athens giving a team of talented young students the opportunity to get first hand experience throughout the four conference days.

At the same time, and during the 15th Hellenic Nutrition & Dietetics Congress and the 4th Hellenic Congress on Clinical Nutrition and Metabolism, the Panhellenic Association of Dietitians/ Nutritionists, in collaboration with AFEA, offered a substantial amount of food produce of all categories to the Light-house of Hope organisation through the non-profit organisation Boroume – the name means ‘we can’ – whose mission is to reduce food waste and to fight malnutrition in Greece.
The newly refurbished Congress Centre Hamburg, CCH, will open its doors in August 2020 and take its place as one of the most important facilities of its kind in Europe. Good connections to public transport, a park and shopping facilities make the CCH an attractive location for cultural events and congresses of all kinds.

CPO HANSER SERVICES is the organiser of one of the first events in this sustainably constructed facility, the Sports, Medicine and Health Summit in October 2020.

AIM GROUP HITS 3000 EVENT EXPERIENCES

AIM Group closed 2019 with positive results and numbers. During the year the talented teams from over 350 multicultural and multilingual event experts, based in 11 different countries, designed more than 3000 event experiences, managed over 400 000 participants and booked over 410 000 room nights for 400 corporate and association clients.

TWO NEW OFFICES IN LISBON AND SEVILLE

Kenes Group concludes 2019 with a total of 19 locations in Switzerland, Israel, the Netherlands, Bulgaria, Germany, Portugal, Spain, Turkey, Thailand, Singapore, UAE, USA, Canada, and Mexico. They have recently opened two new offices in Lisbon and Seville, bringing the total number of Iberian offices up to four.

MEET THE TEAM

Jaime Viegas was recently appointed Country Manager and Business Development for the Lisbon Office of Kenes Group.

The Spanish operation grows with the opening of the Seville office, led by Maria del Mar Rodriguez as Seville Office Director.

José María Ávila is VP Business Development for Iberia and LATAM at Kenes Group.

Smara Iglesia, Managing Director of Kenes Spain.

ARINEX EXTENDS INTO NEW ZEALAND

Arinex is cementing its reputation as a truly Australasian events management company, with the opening of an office in New Zealand. The Auckland office will be the fifth operational base for Arinex and comes as a result of increased business from across the Tasman.

“It is an exciting moment in our 45+ year history to formally lay down roots in New Zealand,” said Chief Operating Officer, Nicole Walker.
Gregory A. O’Dell, chair of PCMA’s Board of Directors, announced Oscar Cerezales of MCI as the recipient of the 2019 Chairman’s Award.

Cerezales, is the Global Executive Vice President for MCI and was honoured for his significant contributions to PCMA and the business events industry, including his critical role in helping PCMA build its Latin American audience.

He has also helped develop strategic plans for PCMA’s regional advisory boards in the Asia-Pacific and EMEA regions. Most recently, Cerezales has designed and delivered the Leadership Summit programme for c-suite and senior level leaders at Convening Leaders 2020 in San Francisco.

O’Dell said: “It is an honour to present the Chairman’s Award to Oscar Cerezales. He is a dynamic leader in the global business events industry and devotes countless time to make a difference in our industry and the world. Every so often, organisations get lucky and encounter people who are passionate about the industry, and Oscar goes above and beyond giving selflessly of his time and talent every year.”

The award, given during PCMA Convening Leaders 2020 by the chair of the PCMA Board of Directors, is presented to an individual, group or organisation for unique achievements and contributions to the business events industry over the previous year.

**OSCAR CEREZALES RECEIVES PCMA 2019 CHAIRMAN’S AWARD**

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**on AIM GROUP INTERNATIONAL, Italy**

**CUSTOMIZED TRAINS**

AIM Group partners with Milan Metro Line for the launch event of its customised trains
TOP TIPS TO INCREASE ATTENDANCE YEAR ON YEAR

IAPCO Member: ORTRA Ltd, Israel

Dr. Chen Sagiv and Dr. Kobi Cohen, will once again take computer intelligence to new heights on 22 April 2020 with ORTRA and its partners at the 11th Israel Machine Vision Conference and Exhibition on Computer Vision and Machine Learning (IMVC).

Lior Gelfand, ORTRA’s CEO, reveals their secrets across five key elements:

**The steering committee is our secret weapon**
Having representatives from both academia and industry, including leading companies, in this case, Alibaba, IBM, Ben Gurion University, Samsung, GM and more.

**Collect attendee reviews to receive real-time feedback**
This applies to the programme and the speakers, as well as input about other aspects of the event, such as the quality of the food and overall operation. Participant experience is what keeps them coming back and drives them to recommend IMVC to their peers.

**“Listen” to what the attendees have to say**
We take the time and pay attention, together with the steering committee, to make necessary changes. We do not rest on our laurels, we keep up with our audience.

**Presentations, innovative researchers & cutting-edge technologies**
These are part of any successful event but it is not enough. We make sure to be in touch and co-operate with relevant communities and groups with significant influence and real impact on the conference’s potential attendees.

**Don’t settle with only social media**
We take it one step forward and open for discussion some of the issues that will be communicated in the conference to pre-engage the audience and connect them to our content. We ask our community for inputs and insights through social media polls and comments and use these in conference sessions to open a discussion between the audience and panel on stage, creating an interactive atmosphere.

IMVC is a dynamic conference that stays connected to the community and keeps its hands on the pulse, which is the secret to its success.

Last year concluded for Erasmus in a spirit of regeneration as the team celebrated their first Christmas in their new offices, together with their big family of the Kyvernitis Group. New offices, new logo, same passion and core values!
Last year marked the second that Fáilte Ireland ran a conference highlighting the Irish tourism industry’s achievements throughout the year, while also outlining their plans for the upcoming 12 months. CPI was delighted to collaborate with Fáilte Ireland to deliver the event, which took place at Croke Park Conference and Events Centre in November, welcoming over 600 tourism industry representatives from across the island of Ireland.

Fáilte Ireland partnered with CPI on this conference due to their innovative and sustainable approach to event delivery. The theme of the conference was ‘Sustainable Growth Region by Region,’ which CPI recognised and sought to thread throughout each element of the event on the day. CPI implemented a strong sustainable approach with digital signage, innovative stage design through the use of video mapping, and an event app to eliminate the need for paper materials. Croke Park Conference and Events Centre is a carbon neutral venue and made the perfect backdrop.

CPI partnered with Fáilte Ireland to deliver their 2020 Plans Launch.

Immersive stage production oversaw a professionally-designed stage and presentations, adding to the slick event delivery. The conference stage was created with video mapping content, so that as the onstage speakers navigated their presentation, the set design responded accordingly. This took the audience on a journey through each presentation as they witnessed their surroundings change in line with the various topics, ensuring the delegates were engaged throughout and had a unique experience.

This innovative event with a sustainable focus achieved high impact and a high level of delegate engagement. It made for an impactful and memorable event, which invigorated the Irish tourism industry for what 2020 has in store.
DESTINATION PARTNERS

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

HOSTS, SERVICE PROVIDERS & CONVENTION CENTRES

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