ANNUAL MEETING
2020 VANCOUVER

FEATURING:
NEXT GENERATION LEADERSHIP
TEAM MOTIVATION
YOUR OXYGEN MASK FIRST
THE WORK OF IAPCO
ESPRESSO EXCHANGES
AND MUCH MUCH MORE...
PHOTOGRAPHY

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Brad Kasselman of Coast Mountain Photography has over 25 years of event and commercial photography experience in Canada and internationally. “We could not have been more delighted with the photography from the event”, commented Sarah Storie-Pugh, IAPCO Operations Director, “sensitivity, unobtrusive and excellent results, what more could one ask for?”

OFFICIAL SUPPLIER:
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COVER STORY: TORONTO GALA EVENING IS A WOW! PAGE 35
Nobody can whistle a symphony – it takes a whole orchestra to play one. This is one of my favourite quotes.

A full orchestra has upwards of 100 players. IAPCO has only three staff and ten voluntary council members. Despite that, we have been able to achieve a symphony of things over the years. We had a lot of help from our ambassadors, the edgineers, our connectors and of course our members. It makes me think that being President of IAPCO is like being a conductor who is consistently amazed by the beauty of the music which his orchestra is able to perform.

My former boss once warned me ‘it’s lonely at the top’ and throughout my career I often came across situations where I felt this loneliness, but never within the IAPCO family. With all our differences, we always end up coming together to support each other and move our Association and our industry forward.

In my first year as President, we managed to engage a CEO for our Association, implement the new branding, reveal the new website, launch the IAPCO connectors and the outreach programme as well as expanding the EDGE Seminars across the globe.

In the second year, we formulated a new strategic plan, developed webEDGE, further improved our quality programme and expanded our membership into new markets including China and Thailand. All the while we were able to improve our Association’s standing in the industry as opinion leaders at industry forums and in the media.

This means that our expertise is being shared in numerous articles and industry sessions around the globe. With 16 ambassadors, five edgineers, 30 faculty and more than 120 connectors, our members are more engaged today than ever before and our global reach has never been wider in our 51 year history.

I am incredibly grateful to all the members for trusting me to lead IAPCO for the past two years. It has been an honour. The Annual Meeting in Vancouver was a perfect end to my presidency as it represented all that I love about IAPCO. The meeting was organised by three usually competing companies – Venue West, MCI and ICS (my company).

Members shared their experience and worries during the espresso exchanges and breaks. The programme highlighted diversity, social and environmental consciousness as well as an open approach to new ideas and technologies. Most of all, it felt like we all shared an experience as friends that have common interests and values. And that’s what makes IAPCO special to me.

Over the years it has helped me develop my inquisitive mind and made me a better professional. More than that, the people I met and friendships I gained expanded my horizon and enriched my life. I can only hope that other members will have the same experience and I would be thrilled if my leadership of IAPCO helped that to foster.

I proudly hand over the baton to Ori and look forward to being an engaged member of our orchestra in the years to come.

Mathias Posch
Immediate Past President
Co-host Vancouver 2020 AM&GA
WEB-EDGE LAUNCHED TO IAPCO MEMBERS AT GENERAL ASSEMBLY

Coming soon! As of April, the Congress Project Management Course will be launched on the revamped Web-EDGE Online learning platform from IAPCO.

QUICK FACTS

- Congress Project Management course containing 14 modules
- Webinars delivered by 23 international meeting professionals, moderated by 11 industry leaders
- 14 hours of CMP Accredited Online Learning
- Easy to digest bitesize content
- Certificate of Completion from IAPCO Training Academy
- Each module has been peer reviewed a minimum of three times

TRULY INTERNATIONAL AND REPRESENTATIVE SPEAKERS

- Ajay Bhojwani, MCI Group, UAE
- Andrew Dergousoff, ICS, Canada
- Annalisa Ponchia, AIM Group International, Italy
- Aoife Hoey, ICS, Canada
- Barbara Calderwood, MCI Group, UK
- Giulia Sarri, AIM Group International, Italy
- Jaime Bennett, CPI, Ireland
- Jan Tonkin, The Conference Company, New Zealand
- Jessica Lasky, Kenes Group, Switzerland
- Karen Hilliard, African Agenda, South Africa
- Keith Burton, African Agenda, South Africa
- Kim Myhre, MCI Group, UK
- Kritstofer Herlitz, AIM Group International, USA
- Magdalina Atanassova, Kenes Group, Bulgaria
- Matt Davenport, MCI Group, UK
- Mathias Posch, ICS, Canada
- Nicola McGrane, CPI, Ireland
- Per Ankaer, MCI Group, Denmark
- Rosa Garriga Mora, Kenes Group, Spain
- Sabine Adam, Congrex, Switzerland
- Sissi Lygnou, AFEA, Greece
- Stephen Noble, The Conference Company, Australia
- Ulrica Hackl, AIM Group International, Austria

WEB-EDGE – COMING VERY SOON
Against hot competition Giulia Sarri of 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 in the current year and shown an aptitude for advancement in the meetings industry and for making significant contributions beyond their position within the company. Giulia is a marketing and communication specialist for AIM Group International in charge of the overall monitoring of the company’s brand on the main digital platforms and traditional media. 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!”

OTHER IAPCO DRIVING EXCELLENCE AWARDS PRESENTED WERE:

• **International Client Award** - World Airway Management Meeting (WAMM), nominated by CPI, Ireland

• **Regional Client Award** - WHO SEARO, nominated by Attitude Events, India

• **National Award** – CRS Greek Chapter University of Athens School of Pharmacy, nominated by AFEA Travel & Congress Services, Greece

• **Recognition Award** – Gothenburg Convention Bureau, nominated by Kenes Group, Israel

• **Supplier Award** – D&P Architecture de Communication, nominated by MCI Suisse, Switzerland

A PARTICIPANT’S PERSONAL MESSAGE

This was my second time attending an IAPCO General Assembly and again I am happy to have attended. The synergy between the attendees and the speakers, in addition to the attention to detail displayed by all partners and stakeholders, was apparent throughout the event. The conference was the perfect mix of business strategy discussions, inspirational sessions, and fruitful networking with industry partners.

A common thread throughout the conference was leadership; in particular, how to learn from veteran leaders, how to be a leader, and how to inspire future leaders. I left this conference feeling energised, empowered, and truly a part of a wonderful community of passionate professionals. Most importantly, I took with me many key ideas and concepts that I look forward to integrating into my day-to-day practices.

A meeting organised for meeting organisers can be such a difficult undertaking and I applaud everyone involved in the process. My only complaint is that it only takes place once a year! Well done to everyone at IAPCO.

**Jenn Abbott**
CEO & Partner,
*International Conference Services*
VCC IS CENTRAL TO SUCCESS

Claire Smith, Vice President, Sales & Marketing, VCC, chats about the Annual Meeting and the Centre

VCC is central to the success of this meeting. Have there been any challenges you have had to address?

We were thrilled to be the host venue for IAPCO 2020. We know how many events and venues the IAPCO members experience every year, so it’s been important for us to make their time with us memorable, different and authentically Vancouver. Our primary challenge has been to exceed those high expectations, but by collaborating with our incredible local PCOs and supplier partners we have been able to showcase our inspirational spaces and highlight our unique approach to food in a way that is reflective not only of our local culture but also of our approach to elevating meeting experiences.

How do you value your relationship with IAPCO?

We host multiple events each year in direct collaboration with our IAPCO partners both locally and globally. This means the Vancouver Convention Centre has a very close relationship with IAPCO and its members, and that has added so much value to the process of creating and executing meeting experiences together.

Sustainability is a key focus for IAPCO. How does the VCC offer sustainable solutions and what makes Vancouver such an attractive city from this perspective?

Sustainability is in our DNA. As the only double LEED (Leadership in Energy and Environmental Design) Platinum certified convention centre in the world, we are committed to sustainability in every aspect of our business and operations – from the way our facility has been designed, to how our teams work and the systems and technologies we utilise. And we extend that to how we work with our partners and clients, supporting them with sustainable solutions and options wherever possible. We were thrilled to partner with IAPCO on the single-use plastics challenge and highlight smart alternatives.

On top of that, meeting in Vancouver is a naturally sustainable choice. From the direct rapid transit link from the airport to downtown and to the Convention Centre, to having a downtown core that is compact and extremely walkable, and our close proximity to natural attractions, it’s almost more difficult to not make sustainable choices here.

With your experience of hosting this meeting, would you have any advice to offer for future venues?

My advice to future hosts would be to take risks. Success doesn’t come to you when you’re standing still. For instance, find alignment between the goals of your audience and the goals of your organisation and look for new ways that you can innovate and succeed in that space together. Whether that’s finding unique green alternatives or reconfiguring your menu, there are always new solutions out there that can make big, positive impacts.
By 2050 there will be more plastic in the sea than fish; a plastic bottle can last for 450 years in the marine environment. 100,000 marine mammals and turtles as well as a million seabirds are killed by marine plastic pollution annually.

IAPCO events, where possible, lead by example: the Annual Meeting in Vancouver went to great lengths to be a Zero Waste conference, eliminating the use of signage or printed material, having absolutely no single-use plastics and ensuring sustainable catering.

To date over 40 pledges from major industry players have been received. The Vancouver Convention Centre, Tourism Vancouver and Fairmont Hotels Vancouver joined the pledge last month. During this year’s Annual Meeting, IAPCO launched a goal of 100 pledges by the end of the year 2020.

Within the programme of the Annual Meeting, several sessions highlighted the importance of taking plastic and environmental measures into consideration when running a business and managing a conference. The Hon. Jonathan Wilkinson, Minister of the Environment and Climate Change, addressed members followed by an interview with IAPCO President, Mathias Posch, discussing the impact of plastics and possible solutions. Brianne Miller, Vancouver entrepreneur and marine biologist, introduced her 100% package free Vancouver Grocery Store, Nada, to inspire similar initiatives.

IAPCO started the ‘Not Just a Drop in the Ocean’ campaign with their mascot Ticky the Turtle. Member companies and worldwide partners are encouraged to sign a Plastic Pledge which includes:

1. At least one real measurable change within the organisation and/or events
2. Encouraging other stakeholders and suppliers to join the Plastic Pledge as well
3. Organising activities within the local meetings community to reduce single use plastic
4. Banning single use plastic within the Association.

Ticky continues to travel the world endorsing the IAPCO campaign to ban single-use plastics from the industry – ‘Not Just a Drop in the Ocean’.

Canadian Minister of Environment & Climate Change, Mathias & Ticky
Located in the spectacular Coast Mountains of British Columbia and just two hours north of Vancouver, Whistler is Canada’s favourite year-round destination. There are two majestic mountains with a vibrant base village, epic skiing and snowboarding, four championship golf courses, fantastic shopping, restaurants and bars, accommodation to suit every budget, hiking trails, spas and arguably the best mountain bike park in the world.

The Whistler Conference Centre is situated in the heart of Whistler’s pedestrian village and within easy access of hotels and activities. Since the completion of the multi-million dollar renovation, the 65,000 square foot Conference Centre boasts increased meeting space, countless room set-up options to accommodate groups of every size, unique design characteristics and meets the latest environmental standards.

The three 40-foot Rumford fireplaces are located in the Grand Foyer and use stones from the local mountains. They exude visual appeal and welcoming warmth upon entry into the Conference Centre. The grand foyer is also a wonderful area for holding offsite events as well as a perfect venue for delegate receptions or registration. Skylights allow natural sunlight to filter into the room by day while the village’s lights provide ambience at night.

The IAPCO Council met in Whistler, just prior to their Annual Meeting in Vancouver, and it proved to be the perfect meeting location. A combination of amazing scenery, excellent service, ideal meeting spaces, luxurious accommodation and sumptuous food, all makes Whistler the perfect destination for meetings, conventions and incentives. But maybe it’s the passion of the people who make this year-round resort their home – welcoming you with that Whistler smile!

Visit [www.whistler.com/meetings](http://www.whistler.com/meetings)

Contact: Cassandra Zerebesi, Manager Conference Sales, Tourism Whistler
snaPCO on Council’s visit to Whistler

Enjoying the slopes, right from the hotel doorstep

Above: Dinner at a friend’s house, there’s nothing better – thanks Sue and John Daugulis

Far left: That attention to detail did not go unnoticed – personalised toiletries

Left: The view from one hotel window, from the Fairmont Chateau

It’s not all play: the Council has to work. With excellent facilities and service, the days were productive and rewarding, achieving targets and preparing for the future

A dinner with wow factor, thanks to Erwin Mah, Director Group Sales, Fairmont Chateau

Take a ride in a snowcat to the top of the snow-covered mountain, crossing trails and ski-runs, through ghostly woods, to reach the Crystal Hut for a fun-packed fondue evening

Visit www.fairmont.com/whistler
Contact Erwin Mah, Director Group Sales, Fairmont Chateau erwin.mah@fairmont.com
COMPETITORS JOIN FORCES FOR UNITED SUCCESS

Hosts of the Annual Meeting comprised of three Vancouver-based PCOs:

International Conference Services
mathias@icsevents.com
www.icsevents.com

MCI Canada
natasha.hilliard@mci-group.com
www.mci-group.com/en-ca

Venue West
jdaugulis@venuewest.com
www.venuewest.com

Although I am happy to say that that is exactly what we accomplished, being part of the 2020 IAPCO host committee was so much more. It was making friends of your closest competitors and working together towards a common goal. It was collectively engaging the Vancouver partners and seeing them shine; and it was being part of a truly incredible and fun IAPCO community that fully embraced our Canadian culture, speakers, activities, and yes... even a couple of drag queens.

The entire process was collaborative, organic, brought together many of our team members and I don’t think I would change a thing.

John Daugulis from Venue West
Venue West Conference Services was proud and excited to be part of the Local Organising Committee for the IAPCO 2020 AGM especially since it had been almost 30 years since the founder of Venue West, Betty Fata, hosted the AGM in Vancouver. Most of all, we welcomed the opportunity to work closely with ICS and MCI to make the IAPCO 2020 AGM the best ever.

Our three PCO companies have an excellent working relationship. We formed a very special bond and friendship that will always be with us. This partnership will not only benefit Vancouver, by bringing more conferences into the city but will also provide excellent opportunities for us to present a united front to all potential conferences considering Vancouver in their rotation.

We look forward to continuing to work collaboratively with Mathias and Natasha on future projects and building on the friendships we have developed.

Mathias Posch from International Conference Services
Putting on a conference for your peers can be challenging – doing it with your closest competitors seems a bit crazy. But that’s the IAPCO way and the experience was nothing short of great. Bringing the teams together on different levels showcased that there are many common goals and aspirations, and that we all should do more to support each other.

IAPCO members can be fierce competitors on the one hand but are also a network of friends and colleagues on the other. Working on the Annual Meeting together allowed us to form a closer bond and overcome some misconceptions. It was great to also see our team members come together and share the same values. We will carry the spirit of that collaboration forward – for us the IAPCO Annual Meeting was just a beginning.

Natasha Hilliard from MCI Canada
When the opportunity to collaborate with Mathias and John presented itself, I was excited at the opportunity to host a group of world class PCOs in our beautiful city.
Hosting the IAPCO Annual Meeting reflected the state of the international association market in Vancouver perfectly. Watching all the globally respected IAPCO leaders being inspired by our city, which is as diverse as the nature around it, was a proud moment for us.

We had all worked collectively to show all the participants the unique perspective Vancouver can give attendees, who often leave with a fresh outlook on the industry. It is an example of how a CVB, the Convention Centre and our three IAPCO Members worked together to make sure this Annual Meeting was one of the most inspiring and innovative ever. Vancouver has a strong history with our IAPCO members, reflecting the value we put in our collective relationship.

From the moment Mathias suggested to us that we had an opportunity to host the Annual Meeting, everyone came together without hesitation, giving time and financial resources to make sure Vancouver impressed this very talented group of IAPCO members. Tourism Vancouver was so proud to have the International President based in Vancouver but at the same time, our PCOs are all global ambassadors for us. We know they plan meetings around the world, but seeing John, Natasha and Mathias on stage showed everyone how proud they were of Vancouver.

We encourage all of our clients, industry suppliers and BestCities alliance partners to work with their local IAPCO members. With respect to BestCities, the fact that the Annual Meeting has been to five BestCities cities speaks volumes about the shared values we all have of the industry, setting high standards, continuing to educate and innovate, while giving back to an industry that already gives us so much.

On behalf of Tourism Vancouver and all of our Business Events suppliers, thank you!
Welcome to our land by Elder Bob Baker

Performing the Hoop Dance, a ceremonial native show dance

The traditional “talking stick” is received by Mathias

Justin Trudeau delivers welcome message live

Hon. Johnathon Watson,
Minister of the Environment and Climate Change

Ken Cretney, President & CEO,
BC Pavilion Corporation representing VCC

Patrick Delaney, facilitator, begins the proceedings

The Olympic Cauldron 10 years on – representing Fire and Ice
Ori Lahav, Vice President Clients & Operations at Kenes Group, was elected IAPCO President at the highest-ever rated IAPCO Annual Meeting in Vancouver, taking 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 what hard times we are currently facing with COVID-19 and other unrest 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.”

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 (pictured above), and the three re-elected council members, Barbara Calderwood, MCI UK; Monica Freire, AIM Group International and Sarah Markey-Hamm, ICMS Pty Ltd, along with existing council members, create a truly global team

**NEW COUNCIL**

**IAPCO COUNCIL 2020-2021**

- Ori Lahav, Kenes Group, Israel - President
- Mathias Posch, ICS, Canada – Immediate Past President
- Keith Burton, African Agenda, South Africa - Treasurer
- Jan Tonkin, The Conference Company, New Zealand – Chair Training Academy
- Barbara Calderwood, MCI Group, UK
- Monica Freire, AIM Group International, Portugal
- Sarah Markey-Hamm, ICMS Pty Ltd, Australia
- Alain Pittet, Ega worldwide congresses & events, Italy
- Alejandro Ramirez Tabche, Business Travel Consulting, Mexico
- Nicolette van Erven, Congress by design bv, Netherlands
Elections to council – Alejandro Ramirez Tabche presents his case

Monica Freire reports on the work of the 16 Ambassadors

Barbara Calderwood launches web-EDGE with the team

Presenting EDGE Host Awards – to Christine Hense from Interplan

Training Academy report – Jan Tonkin and Nicky McGrane talk about EDGE

Keith Burton, Treasurer, confirms that the IAPCO finances are extremely sound

Martin Boyle presents the IAPCO five year strategic plan – 2020-2025
IAPCO is active worldwide, organising EDGE Seminars, participating in trade shows, speaking at conferences and meeting with international strategic partners – ensuring that IAPCO quality continues at the forefront of the global meetings industry.
It’s the opposite at EA Sports: obtaining the end goal is more important than the work involved along the way. This is an interesting outlook for the more cynical of us in the group. I wondered how the team members who take advantage of the system are weeded out of the organisation. If this occurs, EA sports performance manages the respective team members to work through the issues. With no quantitative measure tracking output and staff turnover, I thought about how workers became significantly hidden behind EA’s superficially glamorised work environment. Considering how crucial talent retention is to the company, this discovery didn’t sit right.

Even with biannual employee satisfaction surveys, the clear takeaway is that the team always wants more – and that’s coming from an organisation with a dog kennel.

One of the many highlights of the Vancouver Annual Meeting was the ‘insiders’ tour of the EA Sports Campus – the home of the FIFA game developers. I was one of the fortunate few that attended.

We were invited into their inner sanctum to find out how they attracted and retained their talent in the hyper-competitive world of game developers.

First impressions: with around 2800 team members at their Vancouver site alone, it certainly is a home away from home.

As the campus is so large and distant from many key amenities, EA Sports created their own city, alleviating the need for workers to leave the site for mundane matters. And the onsite services are endless – we were greeted at the entrance of the campus with coffee carts, a games arcade, merchandise stores and, not to forget, the dog kennel. They even have a service that fills your car with petrol in the corporate car park.

After highlighting the material appeal of EA Sports, I was particularly excited to learn about their culture and to pinpoint how to measure the output of the organisation. I resonated with our host, Hilary Antonson, who has also spent many years in the hotel industry being taught that business value was based on the hours you put in rather than the achievements you made.
GOING GREEN WITH THE VANCOUVER CONVENTION CENTRE
Marta Calderai, AIM Group International, Italy

Whether you are an event planner or a supplier, when it comes to green meetings, the Vancouver Convention Centre is definitely the place to be.

During the IAPCO Annual Meeting, we had the chance to catch a glimpse of the facility behind the scenes. With more than 43 340 square metres overlooking Vancouver bay, its ballrooms, expo areas, meeting rooms and many customisable spaces all embody the double LEED® Platinum Award for the use of the latest green technologies and the adoption of green operating practices. Famed for its six acre grass roof which is mowed once a year and home of four beehives producing around 45 pounds of honey each year, the VCC has so many eco practices.

Indeed, reducing the carbon footprint is achieved through many techniques. Up to 150 000 litres of water are recycled every day, low-energy escalators are installed and some of the walls are made of recycled aluminium. Moreover, close attention is paid to the water footprint perspective and there is a focus on offering an eco-friendly menu while keeping the quality extremely high.

To complete the circle, the Centre signed various partnerships with local enterprises helping disadvantaged people (United We Can www.unitedwecan.ca/) or ensuring local biodiversity (Hives for Humanity www.hivesforhumanity.com), among others. Finally, as a huge globe is hanging at the entrance, the staff love to say: “If you come to Vancouver, we give you the world”!

SOME KEY ECO FACTS

- Six acre living roof with over 400 000 indigenous plants and grasses
- Roof acts as an insulator, reducing heat gains in summer and heat losses in winter
- Four beehives help pollinate the plants on the living roof
- Black water treatment plant recycles grey and black water for irrigation and toilet flushing
- Heating and cooling system uses adjacent seawater
- Local wood products from sustainably-managed forests are used throughout the facility
Michael Bungay Stanier is the founder of Box of Crayons, a company known for teaching 10 minute coaching to busy leaders and managers so they can build better teams and more effective organisational cultures.

**Michael Bungay Stanier answers some key questions regarding his keynote content**

In your very engaging and interactive presentation you touch on the five core questions that managers need so they can focus on the work that matters. What are those questions and how did you come up with them?

**The five questions are:**
- What's on your mind?
- What's the real challenge here for you?
- And what else?
- What do you want?
- What was most useful here for you?

They’re five of the seven questions in my best-selling book, The Coaching Habit. They come from five years spent playing around with different questions and trying to find the least number of questions that would do the most good. I could have come up with a list of 167 questions and, in fact, one early draft of the book was exactly that. But knowing that less is more, I whittled it down to the questions that each did a specific job and that were useful in most situations.

**In your opinion, what are some of the reasons that managers and leaders don’t coach and how can that be changed?**

The obvious answer is that we’ve spent our lifetimes being encouraged to be the person with the answer. Lots of us think that this is our role: be the person who provides the solution. A more powerful way to recast that role is to realise that if you can help the other person figure out the real challenge and come up with their own answer, it’s less work for you and a better outcome for them, both in the long term and the short term.

** Asking a question well is not always easy. Are you able to share one or two of your favourite and easy to learn techniques?**

You’re right: it’s one thing to know the questions, it’s another to ask them well. Two techniques people can immediately use: ask just one question at a time, don’t fire lots of questions at the person and actually listen to the answer.
Krista Pawley is the co-founder and Head of Impact at SingularityU Canada. She designs experiences and reputation strategies for leaders working at the intersection of innovation and impact to understand, prepare, and shape a more sustainable future.

**An audience summary of Krista Pawley’s keynote “Futurestarters”**

We wish we could forecast the future and many of us listen to experts and analysts that claim to be able to do so. However, time and time again, we see a difference between the future we project and what is actually happening.

For example: the IEA Energy Agency released a forecast on the capacity of renewable energy by 2020. In 2002 they forecasted it to be 200 GW. In 2006 they had to revise the forecast to 400 GW, in 2008 to 600 GW and 2010 to 800 GW. In fact, they were underestimating the capacity every single time. In 2018 the energy produced by renewable resources already hit 2500GW. The IEA made their forecast based on linear thinking when in actuality the increase was exponential.

When it comes to technology we consistently underestimate the future. Why is that?

1. The convergence of technology: a breakthrough in one technology can have a major impact on another technology, such as AI has had on robotics. In addition, they also impact adjacent industries such as energy, space, learning, food and health.

2. There are several blind spots along the exponential growth curve. According to Peter Diamandis there are six ‘D’s in the exponential framework that need attention:

   a. **Digitised**
      When things become digital, businesses change, such as newspapers going from paper to online. In the beginning this transformation is hard to imagine. It does not work well and is expensive which leads to underestimating its effects.

   b. **Deceptive**
      We do not even know what to look out for. For example, in 2010 Blockbuster thought Walmart was their competition rather than Netflix.

   c. **Disruptive**
      What seems to be incremental, all of a sudden spikes up. The more people use something, the better it gets and more similar products emerge. For instance, after Netflix, more and more online streaming services emerged.

   d. **Dematerialise**
      Things become smaller as they require less space and material. You can download a flashlight on your phone rather than having to buy a physical one.

   e. **Demonetised**
      Anything on the curve will eventually become abundant and practically free, such as digital photo storage or long distance calls. In science, the cost of DNA sequencing dropped from $2.7 billion in 1997 to less than $100 in 2017.

   f. **Democratised**
      In the 1980s cell phones were a luxury. Now people living below the poverty line have access to more computational power than that which put people on the Moon.

It’s all down to mindset. Our blindspots are opportunities that have not yet revealed themselves and our superpowers are great capabilities that we can bring forward to change the future. Every day we are at the intersection of capability and opportunity and it is up to us to embrace a new mindset.

**The six Ds in the exponential framework:**

- Digitised
- Deceptive
- Disruptive
- Dematerialise
- Demonetised
- Democratised
Mark Colgate is Professor at the Gustavson School of Business, University of Victoria, Canada. He has consulted and taught on how to achieve higher customer satisfaction around the globe. One of his greatest achievements was taking customer satisfaction at the Commonwealth Bank of Australia from last to first in the market.

**An audience summary of Mark Colgate’s IAPCO Keynote ‘Moments of power in customer service’**

Mark’s insights from studying various companies are that most organisations actually have the service talent and ideas but are lacking tools, processes, rituals, KPIs and incentives required for service to thrive. This usually goes back to processes being optimised for management rather than service leadership.

**The three ‘R’s**

Great customer service can be defined by three Rs: reliability, responsiveness and relationship. It is important to understand the right order in which customers view good service. Reliability is the basis for customer satisfaction. Being able to perform as promised, accurately and on time is the core need of any client.

This is followed by responsiveness. You need to be able to reduce the client’s effort in getting information and answers. Relationship building is the final R: giving caring and personalised attention. Studies show that the better the focus on the 3 Rs, with reliability as the base R, the higher the rating for customer service. The studies further show that if customer service is rated at nine or 10/10 the recommendation rate for the company is around 90%, while it drops to only 68% at a rating of 8/10. Nothing short of excellence creates loyalty.

**And now the tofu**

It is important to adopt a framework with processes, KPIs and incentives around these three Rs. The habit of using the three Rs as a customer experience framework enables a company to start inventing on the customer’s behalf. In that sense service talent needs to adopt those three Rs into their daily habits and then TOFU – Take Ownership and Follow Up.
An award-winning medical doctor, researcher and expert on the neuroscience of innovation, leadership, and motivation, Dr. Shimi Kang provides science-based solutions for health, happiness, and achievement in the workplace, classroom and at home.

*In your talk you encourage people to do it the dolphin way! What is so special about the dolphin way from which we human beings can learn?*

The dolphin way has two parts - the firm yet flexible collaborative interpersonal style and a balanced lifestyle that values ‘POD’ – play, others and downtime. These are the science-based characteristics of a relationship and lifestyle that leads to adaptability, community, creativity and motivation - all key qualities needed in our ever-changing modern world.

1. **Dolphin KEYS to Motivation**

The dolphin KEYS are the essence of motivational communication. They complement but do not intrude on the development of self-motivation. It is a four-step process focusing on a balanced state of mind, empathy, autonomy and optimism.

**K - kill the shark and jellyfish**

Behavioural science tells us that pushing and micromanaging (the shark) are counterproductive. Also, guiding is better than no direction (the jellyfish). Thus, take a few deep breaths, get centered as a calm, present, dolphin communicator.

**E – empathy**

Empathy is a powerful tool to connect with others as it activates powerful mirror neurons and releases the trust hormone oxytocin. Put yourself in their shoes and make a statement of empathy.

**Y - Your Goals**

Identify and express an understanding of the other person’s goals. We all need a reason to take a step or make a change. Defining personal reasons builds autonomy and sets up the brain to release dopamine.

**S - Support success**

Create a positive support system by expressing optimism in success! If you can add a vision of success, you will activate serotonin.

2. **All about the dolphin POD**

**Play**

The play mindset and exploration leads to innovation. Take healthy risks, embrace trial and error, and adapt to new situations.

**Others**

Social connections with others leads to leadership. Make communication, collaboration and contribution a daily practice.

**Downtime**

Downtime and wellness leads to resilience. Review practical downtime activities that can be integrated into everyday life. The qualities include being a dolphin leader and using empathy, autonomy and optimism.

*In your book the Dolphin Way you conclude that there is the one word that describes the skill to an awesome life – adaptability. Why is adaptability so important in your opinion?*

Wherever you look - whether it's a plant, animal, small business, large business, government, or empire - adaptability has persistently been a key to success. Survival of the fittest is not the fastest or the strongest but the one that has the best fit to an ever-changing world. We are in the midst of a rapidly changing, fast pace, and ultra competitive world and thus adaptability is more important now than ever.
Sometimes, in fact more often than not, there is a need for small groups to gather to discuss in-depth challenges that individuals are facing everyday – so Espresso Exchanges were born. Grab a coffee, find a group with a topic with which you want to get involved, share an opinion, meet a challenge head-on, learn from others and, when you’ve heard enough, move on to the next. This is the perfect scenario for personal enrichment and engagement.

Up to six Espresso Exchanges were held on both days of the Annual Meeting. Here are some snapshots.

CORONAVIRUS IMPACT

Jurriaen Sleijster, MCI Group

IAPCO members shared some advice during a series of short discussions at the Annual Meeting. Many insisted on the role of the PCO as advisor: make the client aware of the potential consequences of decisions around the impact of the coronavirus. For instance: even if the conference takes place in a location which is not directly affected, participation may still be negatively impacted due to travel restrictions from other countries. Will the conference still be financially viable, and can the client afford a reduction in income?

Delaying or moving the meeting to a new location also has its potential challenges: contractual conditions from various suppliers may mean additional costs, and a new date or location may not always be suitable for the various stakeholders involved.

And if the conference is cancelled the impact may well go beyond financial: sharing of knowledge, building and maintaining the relationships with all parties involved are impacted. Where insurance is properly designed and taken out well in advance, it may go some way in alleviating some concerns, but only if the legal conditions are met.

And the conclusion? Each case will be unique and will require careful consideration of the issues at stake before any advice can be offered.

SUSTAINABILITY IN EVENTS

Magdalina Atanassova, Kenes Group

As always, the main concern for clients is still the bottom line. They try to meet their budget first, so thinking creatively to propose a few actions that will not affect it, or even make a saving, is the right beginning when introducing sustainability.

It is a must to start the conversation early on in the process, guiding them with a few actions that are not too overwhelming. Show them results and they will crave more.

When organising exhibitions, a good way to green them is through the contracts with exhibitors, in order to impact their freight which, unfortunately, usually involves a lot of plastic.

For many, even in 2020, the conversation is just beginning, however, depending on the field, clients may propose ideas, such as how to offset flights. In other situations, such as at medical meetings, often the delegates push the organisation to rethink their events and be more environmentally conscious.

But sustainable events are coming more quickly than many realise.
WOMEN IN LEADERSHIP POSITIONS

Sissi Lignou
AFEA Travel & Congress Services, Greece

Women currently occupy less than one quarter of leadership positions in today’s organisations.

Myths and truths

Myth: Investing in women in leadership positions is only a moral debt.
Truth: Women in leadership positions can contribute greatly to an organisation’s financial growth, structural upgrade and further development. Studies show that the placement of women in senior positions within organisations contributes to the country’s GDP.

Myth: Women are less capable in leadership.
Truth: Women often have greater organisational skills than men, frequently multitask and can contribute to further development, enhancing the company’s administrative and organisational structures.

Taboo interview questions

• Some clients ask to speak with the men in the organisation instead of the women
• Women are frequently asked if they are planning to have children

Meetings Industry

• There are more women in operational positions, and more men in sales and administration
• There are many women involved in both junior and medium as well as leadership positions in the industry
• The IAPCO Board consists of an equal proportion of women and men
• Some societies ask PCOs to arrange a room for childcare within the congress centre, recognising the value of the female participant
• Salaries of men are often higher (sometimes) than those of women in the same position

MEDICAL CONFERENCES

Luc Niville,
Semico, Belgium

MedTech Europe – Conference vetting system

Starting from the observation that we PCOs are expected to perform more and more administrative tasks, along comes yet more of the congress vetting process. These applications are very time consuming and constitute an extra pressure on already busy project managers. They come on top of... applications for medical ethical committees of the sponsors, managing the local governmental agencies and other vetting processes. Moreover, for most of the clients, this administration is expected to be included in the general service packages. The question is how to approach these challenges? Most of those present in the discussion did not differentiate these tasks from others, but in one company these applications were assigned to a procurement officer, thus allowing the project manager to focus on the main task.

The shift of sponsorship decision-makers

In the past, doctors made almost all the decisions regarding what to buy from the medical industry, and so they were the key people in this industry. Slowly but surely, however, this power of decision making has been transferred to the hospitals. We are thus facing an important change in the process of looking for, and obtaining, sponsorship. Should the PCO also be looking for a new target and thus address the procurement officers/procurement companies regarding a partnership for their conferences?
Nothing about the way we currently plan meetings makes it easy to create compelling spaces that stimulate and engage delegates. The basic tool set, folding tables and stacking chairs, remains the dominant option meeting planners consider when designing the spaces in which their meetings will take place. To aid planners, venues offer capacity charts and diagrams for banquet, theatre, classroom, boardroom, U-shaped and O-shaped configurations. None of these configurations consider that anything other than a limited and predictable set of high tables and stacking chairs is an option.

Planners embrace this approach as the venues generally offer tables and chairs at no cost. But is it really a no cost proposition? What are we giving up by not considering other layouts and seating options? Diminished interaction and reduced engagement are the two biggest costs of this approach.

At Loungeworks, we do it differently. Our designers consider layout, colour, texture, light, comfort, style and branding, using a broader range of furniture and décor to facilitate interaction, positively affecting a delegate’s behaviour and motivation to act, enhance mood, reduce stress, and create a sense of well-being and belonging. We strive to empower your delegates by offering intelligent layouts using a variety of seating and standing options.

Meeting design, like architecture and interior design, are problem-solving processes that begin by listening and understanding the needs and preferences of those who will use the space, then looking for ways to address those needs. It’s time to look beyond the U-shaped breakout room and schoolroom seating in the general session and consider a broader range of options for your next meeting.

Loungeworks is proud to have worked with the planners of IAPCO to create more comfortable and more engaging meeting spaces.
Espresso Exchange meetings - an urban, natural look that blended into the VCC’s natural architecture and design

< and so much attention to detail

Official Supplier: Furniture & Meeting Design

Loungeworks, Vancouver and Winnipeg
Designers and Outfitters of Engaging Spaces
tom@loungeworks.ca
loungeworks.ca
The meeting focus was on the theme of ‘Next Generation Leadership,’ with over 120 attendees present. From the design and technical standpoints, it was a truly collaborative effort, both with the co-hosts, ICS, MCI and Venue West, but also developing a collaborative relationship with Levy and Loungeworks. Everyone talks about IAPCO and the quality of its members. Freeman AV Canada was proud to be included in this category of expertise.

**CREATING THE MOOD**
The theme for the design was modern, intimate, yet functional. White drapes surrounding the parameters of the room enabled bold colour washes. Extensive lighting was used throughout the three days, aligned with the IAPCO brand colours, to provide a change of look and mood etc.

**SETTING THE STAGE**
- On the main stage, two 5’ x 9’ LED walls were constructed on either side. This 16:9 format consisted of 45 LED tiles each. Furthermore, a pillar of LED tiles was incorporated into the centre of the stage with the IAPCO logo
- The stage itself was an unconventional shape, 0.5m high, low to provide the intimacy with the audience that was required

**NOTHING WITHOUT THE TEAM**
- A five-person technical crew on site for duration of the conference
- Camera and camera operator for video recording the entire programme

**THE CREW**
Account Executive/Show Design: Keith Goodwin
Production Manager: Shannon Otjes
CAD & Renders: Dustyn Mann
Video Engineer: Dustin Simcoe
Audio Engineer: Celina Rudolf
Audio A2: Paola Heinz
Lighting Programmer: Drew Brinton
Camera Operator: Ken Gammer

Freeman Audio Visual Canada
Heidi.Welker@freemanco.com
www.freemanav-ca.com
VIRTUAL REALITY BOOTH

Freeman set up a virtual reality booth for the Annual Meeting, providing an immersive and interactive experience for all participants wishing to experiment.

With virtual reality you can show your clients new products and venues with the same immersive experience you get when visiting places in the real world.

Virtual reality (VR) is a simulated experience that can be similar to or completely different from the real world. Applications of virtual reality can include entertainment, such as video games, and educational purposes such as for medical or military training. Other, distinct types of VR-style technology include augmented reality and mixed reality.

Freeman provide the entire package, with options on a number of headsets which they own.

Oculus Quest – A mobile solution, all-in-one device, with inside tracking and built in battery. Can run off AC power as well.

HTC Vive – Requires a laptop and external sensors. A little more versatile because it runs off the computer.

Samsung HMD Odyssey – Also requires a computer but does not require external sensors as it utilises inside tracking.

HOW IT IS USED

Virtual Reality has several practical uses, from sending people to different cities, or convention centres, to learning how to speak in front of people, to flying around imaginary worlds; VR can do it all. In the AV business, VR can be used to show a customer the finished setup for their event before even booking all the equipment or decoration, or it can be used to entertain an audience by displaying the live VR view on screen with applications such as Tilt Brush, a virtual painting program. It can also be sold to clients as a gimmick to draw customers into a trade booth or show off a new product or a venue.

AT THE EVENT

The 360 degree videos were pre-loaded into the Oculus Quest headsets, enabling the viewer to be fully immersed in various locations. These were those used by our Destination Partners, in Dubai, Hamburg, Hong Kong, Rwanda, Melbourne and Toronto.

Some viewers wanted to take it further and step off an 80 storey high building in Richie’s plank walk. There’s no better way to experience the realism VR can offer then trying to step out onto that plank – your choice: walk or freeze.

For those that were not fond of heights,Beat Saber, the VR rhythm game, put their skills to the test.

REACTIONS FROM IAPCO PARTICIPANTS:

*I can’t believe it feels so real… the view is outstanding…*

*I know this is fake but… I can’t do it…*

*OMG this is amazing!*

*Where am I?*
Mohammed Alsaleh was a medical student in Syria who, after three separate stays in prison, became a refugee and eventually ended up in Canada. He told his incredible story to the IAPCO audience and gave them an invaluable lesson on hope and the power of determination.

Your story sheds light on what could make a medical student a terrorist and finally a refugee. What were some of those key moments in your story that you think changed your life forever?

Seven years ago I was taking an exam in my fourth-year of medical school when Syrian state security forces marched into my classroom and arrested me. What is the act that made me a prisoner? Documentation and criticism of the atrocities committed by Syria’s dictator, President Bashar al-Assad, and his criminal regime. I had been detained twice before for challenging Assad’s totalitarianism but this time was the worst.

I spent the next 120 days in some of Syria’s worst detention centres. It’s in that underground torture dungeon that I made a promise to myself: if I ever made it out alive and saw the sunlight again, I would go as far away as I could from that terrible place.

Mohammed, your talk in Vancouver was very powerful and left people with all kinds of emotions. What would you want people to think/feel after listening to you?

I want people to believe in the immense power that lies within each and every one of us. When you realise that no power on this earth can take away your hope, your determination will have the potential to break down the impossible into ‘I’m possible’.

Your message ‘Light always overcomes darkness’ really struck a chord with many. What does this message mean to you today?

The way I look at it: hope is the best fuel for determination. Life taught me this lesson the hard way. In my darkest hour, hope was the only thing that kept me alive.
Salil Ahuja, Program Director, IBM Data and AI at IBM USA, is a subject matter expert on enterprise solutions, artificial intelligence, machine learning and cloud technologies. He recently returned from a global assignment in Australia where he was responsible for adoption and usage of the Watson Data and AI cloud services in the Asia Pacific region. Over the past year, he was instrumental in several enterprises, AI transformation journeys and startup and developer community adoption.

He explained how AI might impact the meetings industry and about the practical aspects of infusing AI into enterprises. AI-based systems, such as Watson, are creating a new partnership between people and computers that enhances, scales and accelerates human expertise. He cited a game of Jeopardy whereby IBM Watson won against 74-time winner, Ken Jennings, and Brad Rutter, a 20-time champion. Today, AI is being redefined as ‘Augmented Intelligence’ which brings together human and machine to help us make better, smarter decisions.

**HUMANS STRENGTHS**
- Common sense
- Dilemmas
- Morals
- Compassion
- Imagination
- Dreaming
- Abstraction
- Generalisation

**AI STRENGTHS:**
- Pattern identification
- Locating knowledge
- Machine learning
- Eliminating bias
- Endless capacity
- Natural language understanding
CEOs typically place their first call to coach Kevin Lawrence if they have a crisis. They stay because of his business acumen and no-holds-barred style. Kevin’s career spans 20 years, over a dozen countries and four continents. He's worked with hundreds of CEOs and executives, helping them to break through business challenges, grow their companies and find personal success along the way.

Your book ‘Your Oxygen Mask First’ deals with the problems of overwhelming stress, burnout and mental health of CEOs and Senior Executives. What causes these problems?
The root cause of these problems comes when very ambitious people try to make a big impact on the world and, on a regular basis, commit to things beyond their capability and/or stamina. Then, when a perfect storm comes along, they're burdened with additional things all at once, the stress becomes unbearable, and they are mentally pushed over the edge.

All high achievers have a lot of pride in their ability to succeed and, when they’re not able to, there’s a lot of shame and embarrassment. That only amplifies the problem. And because nobody talks about it, when they experience burnout or a mental issue, they think they are the only one and there's something wrong with them or that they are weak. And that’s not true.

You mention 17 habits on how to deal with these issues. How do I determine which habits are right for me?
To help people with this we created an online self-assessment - or you can go right to the back of the ‘Your Oxygen Mask First Workbook’ - to determine, at any given time, where you're strong and get some awareness about which area would be most beneficial. You want to focus on the area you believe would have the biggest impact. You can find it at OxygenAssessment.com

The concept of ‘work life balance’ is flawed according to your book. Why?
Well there are two reasons. Firstly, most high performers don’t even strive to have work life balance if they’re trying to do something significant. It makes them feel guilty because, at some level, they don’t want it and, at another level, will never achieve it.
ENVIRONMENTAL SPOTLIGHT

Brianne Miller is a marine biologist turned social entrepreneur with a passion for driving positive change through inspiring individual action. Having seen the impacts of our current food system on the oceans, Brianne is committed to revolutionising the food system from the ground up, so that future generations can continue to enjoy and benefit from the world's oceans. Brianne is the founder of Nada, a certified B-Corporation and package-free grocery store on a mission to inspire people to change the way they shop for groceries, and the Just Food Foundation, a non-profit bringing climate and food policy action to life.

Secondly, the formula itself is flawed and sets you up for disaster because it only addresses work and life. The key component in the equation is you. You are the person in the middle and if you don't get enough time, energy and resources you'll fade away. It's about getting enough of what you are passionate about, taking care of and strengthening yourself in order to make the biggest impact possible at work. Things like enjoying time with friends and family, working out, learning something new – whatever rejuvenates and inspires you.

*If you could leave us with a few key learnings, what would they be?*

You deserve to be the best version of yourself and if you want to continue do so, you must invest at least 57 minutes a day on your own resilience – to clear and focus your mind, to energise your body and fire your spirit.

Stress can actually be very good for you if you learn and use the skills and habits that enable you to produce better results under a high degree of pressure. It's essential if you are to thrive, not just survive, as you make and grow your impact on the world.
Sherrif, moderating a panel discussion with three incredible industry leaders, Juliano Lissoni, MCI-Group, Claire Smith, VCC, and Katharine McCartney, TED Producer, who discussed conference evolutions and disruptions, focussing on the transformation economy, the circular economy and purpose-driven conferences.

Enquiring minds, networking, engagement are all an essential part of any gathering. The IAPCO family excel at this, and the Annual Meeting was no exception.

Sherrif Karamat, PCMA President and CEO, asked a defining question: ‘who is our customer?’. Do we really know them and what are their pain points? Disruption starts with unhappy customers. Competition will come from outside your and your customer’s space.
snaPCO on ENERGIZING THE AUDIENCE CANADA STYLE

Hockey

India dance

Yoga

Yoga

snaPCO on the DESTINATION PARTNERS’ PUB QUIZ!

Divided into six teams, each representing one of IAPCO’s destination partners, the IAPCO pub quiz tested the participant’s knowledge of each of the locations. Team Hong Kong won!

Team Hamburg fathoming it out

The Winning Team – Hong Kong
Top l-r: First timers’ reception – get your IAPCO pin! Welcome reception at the Aquarium
Line 2 l-r: Ticky’s friend is now secure at the Aquarium Capilano Suspension Bridge – not for those afraid of heights!
Line 3 l-r: View from Grouse Mountain Let’s snowshoe!
Bottom: A great after party at the Sheraton Vancouver Wall Centre – ever tried the “silent disco”? 

snaPCO on NETWORKING AND SOCIAL EVENTS
Toronto came to Vancouver for “Toronto’s Night”!

Toronto Convention Bureau – Business Events Toronto – partnered with the IAPCO 2020 Organising Committee to host an amazing Gala Evening, transforming The Pacific Rim Hotel into an urban chic location in downtown Toronto. Utilising Video Mapping, it took a team of 10 from Freeman Audio Visual to set it up, and a crew of 5 to run it on the evening. “When you were in the room you were surrounded by the city of Toronto. You felt like you were on top of a tower looking down on the city.”

Our favourite drag queens were the perfect entertainers; fun, wicked, crazy – entertainment Toronto-style. Drag (Dressed, Resembling A Girl) is where glamour meets comedy, and our queens were no exception, as they wowed us all and made us laugh throughout the evening, with their very own individual performance. Go Girls!

The amazing The Famous Players 10-piece band kept everyone dancing until the small hours.

Scott Beck, President and CEO of Tourism Toronto, was ecstatic with the networking and the success of the evening.
Talent acquisition and retention issues are one of the three significant challenges that growing companies are facing today. The other two are financial constraints and the inability to tap into the market as quickly as planned. These three hardships boost each other, creating a vicious circle, where it is now hard to identify the cause and effect. With talent becoming a scarce resource, knowing their mindset and behavioural triggers makes all the difference between winning them for your enterprise and losing them to other companies.

In our research among UBC students, predominantly MBAs of different cohorts, we focused on getting a snapshot of how these future employees assess a company as a good or bad place to be. There were 100 respondents who gave their feedback on 30 green and 18 red flags, which attract or scare away a candidate respectively. Without any pretence on the study being exhaustive or representative beyond the UBC MBAs, we want to share the observations.

While salary, quite expectedly, is in the top 10 green flags, it is positioned only third after career advancement opportunities and immediate manager’s personality/approach. Career advancement is especially critical for those who have two to five years of work experience. Moreover, students tend to care more than their graduate peers about this opportunity.

The general trend is that the years of work experience bring greater focus on salary, involvement in leadership decisions, annual leave days above three weeks, and pension plans. The reverse tendency, though, is observed with teammates’ personality and approach as well as training and education opportunities, global organisations and offices, and team social events green flags. These lose their appeal as the years of work experience are being accrued.

Regarding red flags, years spent at a job tend to increase the sensitivity to CEOs’ and founders’ relatives in critical jobs and a company’s low-balling at salary negotiations. As a trade-off, staying longer as a labour force in the market makes the respondents more forgiving about a company’s intolerance to failure, absence of coaching and mentoring, vague promotion track, and non-sustainable values.

Beyond the trends mentioned above, respondents with less than two years’ work experience are significantly more negative about complex hierarchy/non-approachable leaders, while those with two to five years’ experience will avoid a company which has bad references from other employees and those with more than ten years’ experience will be wary of companies which manipulate employee flexibility and permanently overload them.

The number of red flags was the highest in the student segment, followed by unemployed graduates. Employed graduates seem to be less reactive, producing only six deal-breakers above the 50% threshold. Obviously, progressing from student to a worker changes the sensitivity to some factors, but it does not mean that red flags are non-existent for the respondents.

With this extra piece of knowledge, we wish you all the best in capturing and retaining talents by better knowing your target hire’s aspiring and concerns, which tend to evolve and move up and down the priority ladder with the pace of time. We hope that MBAs do fall under the category of talent for you that makes these insights worthwhile.
## GREEN FLAGS

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<td>2.22</td>
<td>2.77</td>
<td>2.03</td>
<td>4.38</td>
<td>2.34</td>
</tr>
<tr>
<td>Familiar Faces in the Team or Company</td>
<td>2.11</td>
<td>1.77</td>
<td>1.72</td>
<td>2.16</td>
<td>1.93</td>
</tr>
</tbody>
</table>

## RED FLAGS

<table>
<thead>
<tr>
<th>Category</th>
<th>&lt;2 yrs</th>
<th>2-5 yrs</th>
<th>6-10 yrs</th>
<th>&gt; 10 yrs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Tolerance for Failure or Experiment</td>
<td>0.70</td>
<td>0.94</td>
<td>0.72</td>
<td>0.62</td>
<td>0.79</td>
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<tr>
<td>Bad Referrals from other Employees</td>
<td>0.44</td>
<td>0.77</td>
<td>0.56</td>
<td>0.59</td>
<td>0.61</td>
</tr>
<tr>
<td>Absent the terms “Flexible”/“Team Player” to substantiate extra or undefined workload</td>
<td>0.57</td>
<td>0.69</td>
<td>0.67</td>
<td>0.63</td>
<td>0.64</td>
</tr>
<tr>
<td>No matter what the case is, you should be in the Office</td>
<td>0.56</td>
<td>0.59</td>
<td>0.50</td>
<td>0.57</td>
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</tr>
<tr>
<td>Lowballing by the Company (offering a low salary at first, then negotiating)</td>
<td>0.22</td>
<td>0.45</td>
<td>0.46</td>
<td>0.35</td>
<td>0.36</td>
</tr>
<tr>
<td>Failing on Commitments, lack of Accountability (eg promised contacts never happening)</td>
<td>0.44</td>
<td>0.65</td>
<td>0.56</td>
<td>0.49</td>
<td>0.50</td>
</tr>
<tr>
<td>Complex Hierarchy or Non-approachable Leaders</td>
<td>0.78</td>
<td>0.36</td>
<td>0.50</td>
<td>0.46</td>
<td>0.48</td>
</tr>
<tr>
<td>Absence of Mentoring and Coaching by Seniors</td>
<td>0.78</td>
<td>0.55</td>
<td>0.56</td>
<td>0.24</td>
<td>0.46</td>
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<tr>
<td>Critical-position Employees are Relatives of the Founders/CEO</td>
<td>0.11</td>
<td>0.32</td>
<td>0.50</td>
<td>0.57</td>
<td>0.54</td>
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<tr>
<td>Departmental Silos (Lack of Information+sharing among different Departments)</td>
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<td>0.59</td>
<td>0.53</td>
<td>0.22</td>
<td>0.42</td>
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<tr>
<td>Undefined or Unfit Mission and Values of a Company</td>
<td>0.44</td>
<td>0.41</td>
<td>0.47</td>
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<td>0.41</td>
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<tr>
<td>Non-Sustainable Values of the Company</td>
<td>0.56</td>
<td>0.41</td>
<td>0.41</td>
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<tr>
<td>Vague Promotion Track</td>
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<td>0.37</td>
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<tr>
<td>No Procedure/Job Description in effect</td>
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<td>0.45</td>
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<tr>
<td>No Delegation of Functions to Professionals is observed</td>
<td>0.33</td>
<td>0.18</td>
<td>0.31</td>
<td>0.22</td>
<td>0.24</td>
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<tr>
<td>Founders are Jack-of-all-Trades with overlapping functionality</td>
<td>0.00</td>
<td>0.09</td>
<td>0.06</td>
<td>0.11</td>
<td>0.08</td>
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<tr>
<td>Quantity of Founders are more than 3</td>
<td>0.00</td>
<td>0.00</td>
<td>0.03</td>
<td>0.03</td>
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</tr>
<tr>
<td>MBAs among Founders</td>
<td>0.00</td>
<td>0.03</td>
<td>0.00</td>
<td>0.01</td>
<td>0.03</td>
</tr>
</tbody>
</table>
THE PAST

To understand the evolution of corporate culture we have to understand its history.

The term of culture in a corporate context was first introduced by Dr. Elliott Jaques in his book The Changing Culture of a Factory in 1951.

Throughout history we have seen several points that have marked changes in corporate culture. Starting with the first corporations in 1790, the culture was of servitude with low communication between the bottom and the top of the organisation. As we move into the industrial revolution we see a big change among organisations. Factories require a large quantity of workers to collaborate with each other and with management; also, with a change in managerial philosophies they are now incentivised to help and collaborate with their subordinates. Therefore this change opened up communication channels between the bottom and the top of the organisation in a way we hadn’t seen before.

We then move into the early 20th century, where cultural and social change, resulting from the first and second world wars, made companies more inclusive towards women and minorities. Communication channels continue to be developed as companies realise the competitive advantages that these bring to them. Which leads us to the present.

THE PRESENT

In order to understand better the actions companies are taking today to change the culture, it is important to understand what today’s working population is looking for in their employers, as many companies’ actions are motivated by their ability to attract talent. Three main values that millennials look for in organisations are social impact, inclusion and diversity, and flexibility in the workplace.

As companies have looked to attract millennial employees and customers, they have embraced similar values to adapt with time. These include environmentally responsible sourcing and CSR, increased transparency, and more focus on employee health. Firstly, there are a large number of new Direct to Consumer brands that pride themselves on sustainable practices. The success of companies like Patagonia and Warby Parker have shown that sustainable practices and strong CSR values can lead to large scale loyalty
amongst customers and employees. Secondly, businesses nowadays also strive to become more transparent which is shown through easily available information for customers to see from where their products are sourced. Websites such as glassdoor enable employees to express and learn about the work culture at these organisations and provide employees with platforms where they can anonymously express their concerns regarding the company which keeps them accountable to the public.

We can see that businesses nowadays not only focus on making profit but on creating value across the entire supply chain by giving back to the communities that they affect. These changes eventually lead to a more creative workforce and a more loyal customer base that can enable higher profitability by increasing top line growth of a company.

THE FUTURE

We’ve talked about the origins and some historical events that have shaped business culture, as well as the current ideas in corporate culture. Now we’ll shift to looking at the future of corporate culture and where we think we’ll be heading. To see where the future of corporate culture will go, perhaps it makes sense to take a look at who will be entering the workforce, mainly Generation Z, or those born during the mid to late 1990s as defined by Pew Research.

Generation Z numbers around 61 million people in the US alone and makes up 32% of the world’s population, which according to Bloomberg is more than Millennials. With Generation Z rapidly entering the workforce, they will shape corporate culture with their expectations and wants. Diversity and inclusion will continue to be a key factor in the future of workplace culture. 49% of Gen Z in the US self-identify as a racial or ethnic minority, they are the most diverse generation yet and will not only desire but expect their workplace to value and strive towards ever greater diversity and inclusion.

This ties to Gen Z’s greater emphasis on corporate culture. 69% are more likely to apply to a company whose brand aligns with their values. Diversity and Inclusion will need to be integrated and intentionally building culture into work

Gen Z grew up during the Global Financial Crisis of 2007-2008 and therefore seek job stability in the workplace, unlike Millennials who are much more likely to job hop. But at the same time Gen Z desires challenge and seeks multiple roles within an organisation. Corporations will need to continue to hold Gen Z’s interest with varying jobs within the organisation.

Sustainability will continue to be a key pillar of the future of workplace culture. As climate change starts to worsen and becomes increasingly recognised as a global emergency, companies will need to prioritise sustainability in their operations and goods produced. Impact investing is a good measure of the current importance of sustainability in business, it is a rapidly growing sector. Transparency, as mentioned before will be a key factor here in measuring impact.

Social impact is no longer a choice but a requirement to consider, both internally and externally. As global citizens and as members of many large or small corporations, we all have a responsibility towards creating this change. As corporate culture moves towards maximizing positive impact in sustainability, community health and transparency, while at the same time minimising pollution, unfair labour and wage gaps, employees, their communities and the global environment will improve.
The need to acquire, retain and grow high-performing talent has never been greater. It is imperative to leverage data into human resources not only to hire the right candidate for the right job at the right time but also to build a data-driven culture across every facet of HR – from resource planning and performance measurement to policy development, employee engagement and gaining competitive advantage. People analytics can be defined as the data-driven and goal-focused method of studying all people processes, functions, challenges and opportunities to elevate systems and achieve sustainable business success. Based on our research and discussions with leading People Analytics professionals, we endeavour to address many questions that arise while dealing with People Analytics.

**Do People Analytics even matter?**

People analytics support decisions by finding the most efficient recruitment channels, matching people with the best jobs/teams, and designing strategies to retain top performers. At the same time, people analytics help improve diversity, and highlights any unconscious biases that the company might have against marginalised groups.

With the growing number of Millennials and Generation-Zs in the workforce, relational and influential leadership is becoming increasingly more effective than an authoritative one. People Analytics analyze the employee relationships to understand the social network within an organisation, helping leaders to find influencers who can push for change. People analytics also quantify the benefit that leaders bring to the organisation by modeling and predicting the effectiveness of training programmes and management behaviours.

**But, from where can we procure the required data for People Analytics?**

The HR department has a plethora of data such as employee information, performance evaluation, compensation structures, etc.; moreover, verticals like sales, finances and IT have their own sets of data. Usually, however, this data is sitting in silos and that’s where people analytics comes in, integrating all of these fragmented pieces of data.

During our informational interview with the people analytics lead at Best Buy, we found an innovative integration of people analytics with administrative data. Companies use predictive people analytics to setup office branches in locations where most talent is coming from, optimise lateral moves and predict the next line of leadership within the company.

Another way of procuring data is through an anonymous online Bi-monthly Survey which is sent to the employees to...
understand collaboration between two departments helping HR to quantify inter-departmental co-operation levels and identify which two departments need more team bonding activities. Also, there are always 3rd party data sources such as StatsCan, Glassdoor, PayScale etc. that can provide relevant data to the organisations.

**Will the evolution of people analytics cost employees their job?**

No, it won’t. People Analytics is a tool to help organisations accomplish their tasks more efficiently. It helps to better segment the employees and to target HR policies as customised to their needs. The time saved by not doing repetitive tasks can be better utilised in focusing on insights and creating value.

**Then, how do we address the delicate issue of privacy?**

‘With great power, comes great responsibility’. The concern for employee confidentiality is real and the way to navigate is by having clear guidelines on how personnel data can and cannot be used. This starts with communicating to employees why the company needs to track their data and how this data will be used, and then seeking their consent. If the employees know that data is being collected but do not understand how it is being used, they will make their own assumptions, resulting in distrust. Organisations pioneering people analytics practice an agile approach of restricting the access to sensitive information on a need-to-know basis.

**However, will people analytics help organisations make money?**

‘Yes’. People Analytics focuses on ‘Adopting a Performance Mindset’. It assists HR practitioners to holistically assess and address business issues. Although profits are hard to account for in the short run, in the long run the profits become more evident by way of increased employee retention and decreased employee acquisition costs. Other benefits can improve customer service and employee performance. For example, Uber integrates its operational and HR data to determine incentive packages for drivers who can pick up food quickly and, thus, improving their operations and enhancing customer service. In the short run it’s hard to point out and say that this profit is associated with this particular process that Uber optimised, but in the long run the company’s profits through increased efficiency speak for themselves.
Michael Bungay Stanier - The five question leader
Curb the advice monster. Every leader’s role is to help the team do great work.
Develop a simple but difficult new habit: stay curious a little longer, and rush to action and advice-giving a little more slowly. And always ask AWE - And What Else?

Krista Pawley – A shift in Mindset can Create the Future
Recognise blindspots and use our superpower. Our blindspots are opportunities that have not yet revealed themselves and our superpowers are great capabilities that we can bring forward to change the future. Every day we are at the intersection of capability and opportunity and it is up to us to embrace a new mindset.

Mark Colgate - Moments of Power in Customer Service
The three Rs are reliability, responsiveness and relationship. Responsiveness is king. It is important to adopt a framework with processes, KPIs and incentives around these three Rs. The habit of using them as a customer experience framework enables a company to start inventing on the customer’s behalf. In that sense service talent needs to adopt those three Rs into their daily habits and then TOFU – Take Ownership and Follow Up.

Dr. Shami Kang – the Neuroscience of Team Motivation
The pushy ‘shark leaders’ and permissive ‘jellyfish leaders’ hinder self-motivation. The intelligent, joyful, playful, highly social dolphin focusses on maintaining balance, gently yet authoritatively guiding teams towards success. Kill both the shark and jellyfish while celebrating empathy. Your goals and wider success will be attainable if you remember POD: play, others, downtime.

Sherrif Karamat – Age of Disruption
Who is our Customer? Do we really know them and what are their pain points? Disruption starts with unhappy customers. Competition will come from outside your and your customer’s space.

Brianne Miller – Environmental Spotlight
Remember five keywords: refuse, reduce, reuse, recycle and rot.

Mohammed Alsaleh – The Power of Human Determination
Light always overcomes darkness. I want people to believe in the immense power that lies within each and every one of us. When you realise that no power on this earth can take away your hope, your determination will have the potential to break down the impossible into ‘I’m possible’.

Kevin N. Lawrence – Your Oxygen Mask First
Here’s the hard truth about leadership: it either forces you to get stronger or it slowly destroys your life. There is no in-between. Work with the seventeen habits that allow any leader to transcend the perils of success and keep achieving. It’s critical to put on your oxygen mask first to be an effective, strong and generous leader. Complete a self-assessment, identify the number one habit you need to improve your strength and performance, and that of your team members, and draft your master plan for work, self and life.

Salil Ahuja – Artificial Intelligence
AI brings together human and machine to help us make better, smarter decisions, a new partnership between people and computers that enhances, scales and accelerates human expertise.
Books from Our Speakers

**The Coaching Habit**
by Michael Bungay Stanier

This book is not about turning you into a coach. It’s about making you a leader, a manager and a human being who’s more coach-like. This means building a simple but difficult new habit: stay curious a little longer, rush to action and advice-giving a little more slowly.

**Your Oxygen Mask First**
by Kevin N. Lawrence

Here’s the hard truth about leadership: it either forces you to get stronger or it slowly destroys your life. There is no in-between. Kevin Lawrence has discovered seventeen habits that allow any leader to transcend the perils of success and keep achieving - habits that have already helped hundreds of CEOs and executives become stronger and more resilient.

**The Dolphin Way**
by Dr. Shami Kang

Drawing on the latest neuroscience and behavioural research, Dr. Kang shows why pushy ‘tiger parents’ and permissive ‘jellyfish parents’ actually hinder self-motivation. She proposes a powerful new parenting model: the intelligent, joyful, playful, highly social dolphin. Dolphin parents focus on maintaining balance in their children’s lives to gently yet authoritatively guide them toward lasting health, happiness, and success.

**The Science of Service**
by Mark Colgate

The proven formula to drive customer loyalty and stand out from the crowd. While it’s been proven that customer satisfaction can greatly impact many financial aspects of a business - from cashflow to profitability and share price - most companies have not considered the science behind customer service or built a system for it.

snaPCO on the ULTIMATE GIFT!

Handmade slippers from Austria for every participant. Made from the sheep’s wool on Mathias’s family farm, his mum created over 120 pairs of slippers, all according to size! So warm and cozy!
snaPCO on IAPCO BUSINESS

BBC World News interviews Mathias on the coronavirus outbreak

Press Conference – it’s all about Ticky

Monica Freire leads the Ambassadors’ Meeting

Destination partners meet with Council

Rome 2021 programme meeting
**BASEL 2019**

**IAPCO chats to Jonas Scharf, Managing Director, Congress Centre Basel, one year after the 50th Anniversary Annual Meeting in Basel in February 2019.**

Basel won the bid for the 50th Anniversary Annual Meeting in 2019. How did this benefit the city?

It helped us to strengthen the awareness of our politicians to the fact that congresses and meetings are important for the economy of the city. Companies like Roche and Novartis, PCOs, such as Congrex and MCI, hotels, restaurants, Switzerland and Basel Tourism and many other local players teamed up with each other for this conference. This was a great experience and leaves the legacy of a common understanding on how we would like to be seen as a host.

Further, we also expect it to have a direct impact on business. Since IAPCO members must have at least five international congresses in their portfolio before they can be accepted and are involved in deciding where these conferences will be held in the future, they are naturally a particularly valuable target group. You see, the spirit of IAPCO 2019 will last for a long time.

How do you value your relationship with IAPCO?

Whether it was during the bidding process, while organising the Basel conference, or in its aftermath, we really appreciated the collaboration with IAPCO. The most important factor for us was the short communication path, which allowed us to achieve everything efficiently.

Do you have new developments at the Congress Centre to tell IAPCO members about?

With ever increasing hotel capacities we are able to host bigger meetings in Basel than in the past. With several conferences such as ITI World Symposium 2017 and EACS 2019, and many more, we were able to demonstrate that we can handle a huge number of attendees. Our halls are not only very well equipped, the largest of them also meets the country’s highest standards for sustainable construction.

By entering into a post-meeting partnership, Basel retained their connection with IAPCO members. Was your attendance in Vancouver useful?

It was. First of all, the IAPCO crew have become good friends after three years of intense collaboration. But it was also very inspiring to observe how other cities interpret the needs of IAPCO, and to continue the dialogue with members each time, learning more about this very important target group. And last but not least we also benefited from a lot of outstanding education in Vancouver. Many thanks for having us!

---

| Congress Center Basel | • 25 congress and conference rooms  
|                      | • Largest hall: seats up to 3000 people |
| Musical Theater Basel | 1500 seats |
| Messe Basel          | • Five halls with a gross area of 141 000 m²  
|                      | • Built-in plenary for up to 6000 people  
|                      | • 1200 parking spaces in the venue’s own multi-storey car park |

The Congress Centre Basel hosts an average of 250 events a year, among them international congresses lasting several days, national and international conferences, trade exhibitions, panel discussions, press conferences and a wide range of special events in the areas of music and show business. A footbridge links the Congress Centre Basel directly to the trade fair grounds, which cover an area of 141,000 m². Few other locations in Europe can meet the growing demand for congress facilities directly linked to trade fair grounds. From combined events such as congresses with trade exhibitions and trade fairs along with congresses and seminars, it is the ideal venue.
PARTNERS AND SPONSORS

It would be impossible to host the quality and excellence of an IAPCO Annual Meeting without the support of Strategic Partners and Sponsors. We offer our heartfelt thanks to all who supported the Meeting and would highly recommend to anyone bringing a meeting to Vancouver or Canada to use one of the partners/suppliers who helped to create an amazing 51st Annual Meeting!

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This is a joint collaboration between Ega worldwide, AIM Group International and OIC Group. How did you divide the administration to suit your individual strengths?

We are a very good team and meet regularly. AIM Group is responsible for marketing and communications and Ega worldwide for the logistical part of the Annual Meeting, whereas OIC Group adds all its understanding of Florence to the Council Meeting. All three companies are involved in developing ideas for the content of the programme of the Annual Meeting.

Rome was a leading contender in the bidding process. What made Rome such an exceptional destination for the Annual Meeting?

Well, who does not want to go to Rome, one of the most fascinating historic cities worldwide? The promise of Italian hospitality and charm, exceptional locations and venues as well as outstanding food was certainly the basis for the Council decision to choose Rome, as well as the valuable contributions that the Italian PCOs have made over many decades to the IAPCO family.

Did you learn anything from the Vancouver Annual Meeting that you would now like to incorporate in your own planning?

We liked the concept of fieldtrips, which was new in Vancouver, and are investigating the possibilities of visiting places, locations and companies in Rome which are not normally easily accessible.

What benefit does hosting the Annual Meeting bring to Team Italy?

Organising the IAPCO Annual Meeting in Rome is a unique chance for the Italian IAPCO Members (AIM Group, Ega worldwide and OIC Group) to collaborate and get engaged with the same goals and mission with a common objective, sharing knowledge and best practice.

We also love the idea of involving our younger staff members. Following the claim ‘There is no future without history,’ we decided to have on board, within the overall AM organisation, some future leaders of our companies; they will definitively benefit from that collaboration as well as adding their young vision and spirit!

If you could name one exceptional highlight of your plans, what would it be and why?

Through careful planning, we will be showcasing historic Rome, the city once at the centre of an empire with its glorious past, and modern Rome, a city which is excitedly embracing its future. This will be the fil rouge, connecting various aspects of our Meeting in Rome. Remember - there is no future without history.

Will this Meeting be different from other Annual Meetings, and if so, in what way?

Meetings organised by Italian PCOs are always different. We can assure you that all the participants will experience the Italian way of life.
Ode to IAPCO Members – OIC Group

Dear IAPCO Members, in more or less a year, the Italian PCOs look forward to welcoming you here! Firstly in Florence, where the Council will convene, then it’s down to Rome, where the Eternal City sets the scene.

Rome will be the stage for the Assembly and so much more, networking, socialising and learning galore!

A warm Italian welcome awaits you in Rome 2021; delicious food and wine, and why not have some fun!

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The preceding council meeting is being held in Florence. Why is the council meeting held in a different city to the Annual Meeting?

There are two reasons. We would like to showcase Italy from two different angles, at least for the Council members. Florence, too, is a beautiful historic city and OIC Group has its headquarters there. And Council Meetings are hosted by the Convention Bureau, so we can be supported by both the Firenze Convention and Visitors Bureau for the Council Meeting and from the Roma and Lazio Convention Bureau for the Annual Meeting.

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**FAST FACTS**

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<tr>
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<tr>
<td>VENUE</td>
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<tr>
<td>HOSTS</td>
<td>AIM Group, Ega worldwide, OIC Group</td>
</tr>
<tr>
<td>COUNCIL LOCATION</td>
<td>Florence, supported by Firenze Convention and Visitors’ Bureau</td>
</tr>
<tr>
<td>ATTENDANCE</td>
<td>150 PCOs and Partners</td>
</tr>
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Attendees at the 51st Annual Meeting, Vancouver

Handing over the IAPCO flag to the next destination

ROME 2021