ICCA

International Congress and Convention Association

A Modern History of International Association Meetings – Update

1963 | 2017

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A MESSAGE FROM ICCA PRESIDENT

Nina Freysen Pretorius

It has been five years since we last released a report of our industry's influential, monumental and incredibly-varied history – what a journey we as meetings professionals have been on in this short time, and how much has changed! Collecting precise, useful data on 55 years' worth of international association meetings is an impressive feat. When we look back at the story of our industry, we can conclude what we have always known: as in 2013, when we released our first account of the history of international association meetings as part of our 50-year anniversary, our world is still undergoing a revolutionary period in the creation and dissemination of new knowledge and innovative practices in many disciplines. Association meetings provide an excellent insight into this dynamic global process.

The method for data collection in this report is tried-and-tested and adheres to how we present data in our annual ICCA Statistics Reports. Using five year moving aggregates (the sum of meetings taking place in every five-year period), thereby eliminating the fluctuations which are inevitably the focus of attention when looking at shorter time periods, we can see that the exponential growth pattern identified in our report released in 2013, "A Modern History of International Association Meetings: 1963-2013", is now slowly transcending into a more mature, yet still solid, growth pattern. In other words: the strength of our sector is solidifying. The very fact we can record the development of international association meetings over 55 years is a testament to our industry's continued influence on global progress in fields such as healthcare, science and technology – we are the original "influencers"!

We can certainly celebrate this new chapter and what it signifies, but we must also take a realistic view of our future. Preservation and looking towards what will come

have become important items on the agenda of meetings industry stakeholders over these past five years; we all want to create a legacy we can leave behind, ensure the long-term impact of the meetings we hold, and integrate sustainable practices into how our organisations operate. In addition, with corporate meetings emulating the fundamental characteristics of association meetings – knowledge sharing, education, a "community" feeling, networking for entire professional ecosystems – it's time we as a community ask: what will the future of international association meetings look like? Will association meetings continue to be the primary platform for knowledge-sharing? Hopefully, you can begin to find the answers to these questions within this publication.

As my term as ICCA President comes an end at the 57th ICCA Congress in Dubai this November, I look towards the future of our industry and our association and know that it is bright. I am proud to have represented our membership during these past four years. I am in awe of the enormous impact that association meetings have made over the 55 years of our association's existence, and of the work that many hundreds of ICCA members have done to help these meetings take place successfully. Their welcoming cities, cutting-edge venues, efficient transportation and technological infrastructures, and professional services and unrivalled guidance are the lifeblood of this sector. And for this, I wholeheartedly thank them.

With this new phase of growth, we can demonstrate how new avenues of possibility are opening up for our industry; to ensure our industry's continued longevity, we must adapt to any upcoming challenges that rapid societal developments will bring. I invite every ICCA member to build upon our strong foundation and continue to support our international association friends, today and for the next 55 years.

Nina Freysen-Pretorius
ICCA President

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The GICEC is strategically located in Foshan, one of the cities making up China's Greater Bay Area, where it is planned to become one of the world's top-level economic regions forming the basic framework for a world-class cluster of cities. With a GDP per capita higher than Shanghai or Beijing, Foshan is an industry leader famous for the manufacturing of machinery, metal processing, ceramics and intelligent manufacturing and is home to a particularly wealthy and increasingly brand-conscious consumer market. The city is the origin of Cantonese opera, marital arts and lion dancing.

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INTRODUCTION

> About ICCA?

ICCA (International Congress and Convention Association) is the global community and knowledge hub for international association meetings industry, and represents the world's leading suppliers in handling, accommodating and transporting international meetings and events. ICCA now comprises over 1,100 member companies and organisations in almost 100 countries worldwide. We have specialised in the international association meetings sector since we were founded in 1963, and we offer unrivalled data, communication channels, and business development opportunities for those organisations who are looking to deepen their connection to this influential segment of the MICE industry. We are celebrating the 55-year anniversary of our founding in 2018.

ICCA members represent the top destinations worldwide and the most experienced specialist suppliers, who really understand the needs of international associations when it comes to meeting planning. International meeting planners can rely on the organisations in our network to find solutions for all their event objectives, such as: venue selection; technical and strategic advice; assistance with delegate transportation; full convention planning or ad hoc services.

Find out more about the full history of our organisation with our interactive timeline.

ICCA Statistics

ICCA Association Database

ICCA Data, our research department, has been collecting information on and tracking the evolution of the international association meetings market for 55 years.

The data we hold is available to ICCA Members only through the online ICCA Association Database, a sales and marketing resource that members can use to target future international association meetings.

The database, and the statistics included in this report, only include meetings organised by international associations which:

- Take place on a regular basis
- Rotate between a minimum of three countries
- Host at least 50 participants

We also release a public version of our Statistics Report on an annual basis, which is designed to give non-members access to the latest ICCA country and city rankings by number of meetings and number of participants.

ICCA's resources encompass a large range of products and services aimed at winning international association meetings business. Each ICCA member company/organisation creates their own unique value-mix from ICCA's extensive range of member benefits to deliver specific business objectives within their international meetings strategy. View some of the many ways different types of ICCA members are generating value out of their membership in our "Value of ICCA" videos.

ICCA Big Data Search

We have successfully incorporated Big Data into the ICCA Association Database, resulting in our very handy Big Data Search feature. The The Big Data Search tool gives ICCA members a unique way to identify local representatives who can help put together a successful bid for an international association meeting.

ICCA Destination Comparison Tool

The 55-years' worth of statistics included in this report are available in full detail to ICCA members via our Destination Comparison Tool. This statistics tool is simple to use, yet can provide a wealth of sophisticated, sales-relevant information.

The Destination Comparison Tool has flexible report and selection options and can produce analytical reports on worldwide, region, country and city level based on specific year ranges, meeting sizes and subject matters, as well as comparisons between specific countries or cities. You can compare up to 5 countries or cities at any one time.

> Who can use this report?

This publication is produced for associations, press, students and universities, consultants and other potential ICCA members to use as a source about the international association meetings market. The data in this report is free to use for articles, reports and studies, as long as ICCA is mentioned as a source and our official website, www.iccaworld.org, is given as a reference.

For specific questions about ICCA Statistics, please contact Marco van Itterzon, Director Research, at ICCA Head Office: marco.i@iccaworld.org.

> How ICCA can help you

Associations

We offer a range of unique opportunities to help associations organise quality meetings and stay ahead in our rapidly-evolving industry.

Register for the ICCA Association Portal

Developed especially to meet the needs of Association Executives, the ICCA Association Portal is an online platform providing a safe environment for associations to find advice and resources about planning world-class international association meetings.

When you register, you become a Verified Association and receive free access to the Portal's wide range of benefits. If your meeting adheres to our criteria – namely it rotates between at least 3 countries, occurs on a regular basis, and attracts a minimum of 50 participants – then you can apply to join the Association Portal.

The Association Portal offers:

- Contact details of other Association Executives who have organised meetings in a destination you are considering for your next meeting.
- Possibility to update your meeting information that we hold in our Association Database to ensure you receive tailored proposals from ICCA Members.
- Access to publications containing advice for associations (such as white papers), research on the association sector, case studies on cutting-edge international association meetings, and other resources that can assist you in all areas of event management.
- Access to top suppliers on a global scale from all branches of the association meetings market.

- Bid manual reviews. Whether you already have a bid document for your event or are considering compiling one, we are happy to review your manual and make suggestions where and if needed.
- Invitations to exclusive industry events as a Hosted Buyer.

Apply to become a Verified Association.

Find out more

Visit: www.associations.iccaworld.org
Contact: Ksenija Polla, CMP, Director Association Relations, Ksenija.p@iccaworld.org

Press

As a member of the press, you are free to use the data in this report for your articles, as long as you note ICCA as the source and www.iccaworld.org as a reference. We always appreciate receiving news pieces that mention ICCA, so when your article has been published, we highly encourage you to send us the digital or print version. We can then add it to our PR records and share your article with the #ICCAWorld online community.

Submit your profile to the ICCA Press Database

ICCA members are the leading suppliers in the international meetings industry, and ICCA contact persons are usually the main marketing budget holders. The ICCA Press Database is used by our members both as a source of potential advertising channels and as a press list, which means they will be providing you with information that is highly relevant to you or your publication.

This is a great way to learn about breaking news stories or gather content for your readers from leading meeting industry sources and suppliers, so including your details in our database is highly beneficial! If you would like to receive news releases from us and/or our members, please add your profile to the ICCA Press Database by filling in this form.

Become an ICCA Member

Industry press who become ICCA Members have exclusive access to our annual events, the ICCA Congress and Association Meetings Programme, including one free registration for editorial staff. At ICCA events and Networking Receptions, press members also benefit from exclusive networking opportunities with potential advertisers and respected spokespersons in the international meetings industry.

Find out more

Visit: 10 reasons for press to join ICCA!

Contact:
- For information about ICCA or ICCA Statistics: Rebecca Hogg, Marketing and Content Executive, Rebecca.h@iccaworld.org
- For information about ICCA membership or activities in your region: Your local regional director

Universities and Students

ICCA resources, research tools and publications are designed to be helpful to both academic researchers and students. You are free to use the data in this report for your research, as long as you quote ICCA as the source and www.iccaworld.org as a reference.

ICCA Education Fund for member universities

We are committed to educating young professionals in the meeting industry via the ICCA Education Fund. We have therefore developed a special scholarship programme for ICCA's member universities, giving them the opportunity to create new competitive advantages over their non-ICCA-

member universities. The scholarship will help both your students and your institution forge stronger relationships with the international association meetings industry.

Each of the Scholarships includes the following benefits for chosen students:

- Full Congress attendance for two students (including education and networking events).
- Customised briefing on how to get the best out of the Congress.
- Behind the scenes briefing with ICCA Congress-organising staff.
- Opportunity to post bio and link to your LinkedIn profile on the Congress website.
- Link to CV at Student Scholarship Corner during the Congress.

Is your university already an ICCA Member? Use the ICCA Membership Directory Online to find out.

Send us your research papers

We're always interested to learn about studies carried out about the international meetings market. Please do send us a copy of your research, whether you made reference to ICCA Statistics or not. We are keen to collect all current research on the international meetings market and showcase the latest findings during our annual Congress.

We'll also add your paper to our Knowledge Hub, our educational forum where we publish the latest research and thinking on organising association meetings.

Find out more

Visit: What ICCA membership offers to universities

Contact:

- For more information about our Knowledge Hub and sending us your research: Rebecca Hogg, Marketing and Content Executive, Rebecca.h@iccaworld.org
- For more information about ICCA membership or activities in your region: Your local regional director

Consultants and other potential ICCA members

You are currently reading the public version of this report. There are three available options for consultants that will gain you access to the complete records of ICCA statistics reports:

1. Join ICCA.

If your company is regularly involved in studies and consultancy regarding the international association meetings market, it will most certainly be beneficial and cost-effective for you to join ICCA. Benefits of membership for consultants include:

- View all current and previous Statistics Reports.
- Conduct tailor-made studies using our live Association Database for yourself or your clients.
- Meet potential future clients through networking opportunities with the leaders of the international association meetings industry at regular ICCA events.

Why should you join?

- Gain credibility as a top industry supplier.
- Win more international business.
- Improve professional standards.
- Learn from peer groups through education and knowledge sharing.

The next step is up to you!

If you wish to be part of our rapidly-growing professional body, improve your chances of increasing your business, learn more about the association meetings market, then you should visit the ICCA Website or contact your local ICCA Regional Director for more information about membership.

You will be sure to find an enthusiastic welcome and an answer to any questions you may have on ICCA, its products, services and its members. Remember that being a successful ICCA member is about involvement. The greater the part you play within the association, the greater your rewards.

2. Sub-contract work to or partner with ICCA member consultants.

There are several specialist meeting industry consultancy companies amongst ICCA's membership body, who are frequently involved in major project research and advice. They not only have access to our data and reports, but can also provide invaluable specialist knowledge on the industry and client requirements. They frequently provide services for non-specialist consultancy companies.

However, please note that many other ICCA member companies may get involved in occasional ad hoc consultancy work in addition to their core business.

ICCA Member Consultants/Research Companies

For a full, up-to-date list of ICCA Member Consultants/Research Companies, visit the ICCA Membership Directory Online and search under 'Meetings Support' and then 'Consultancy.'

For the latest contact details of all ICCA members see also the ICCA Membership Directory Online.

3. Work with ICCA members based in the city/country where you are conducting your research or consultancy project.

There are over 1,100 member companies and organisations in almost 100 countries worldwide, representing all the leading players in the international meetings field. It is probable that one or more are already key stakeholders in the projects you are working on.

If this is the case, they will be able to provide access to the reports on either a complimentary or paid-for basis. You can search for members in the public sections of the ICCA website or we can provide advice on who to contact if you give us more information on your project, client, and partners.

Find out more

Visit: Benefits of ICCA Membership for meetings industry suppliers
Contact: Your local Regional Director

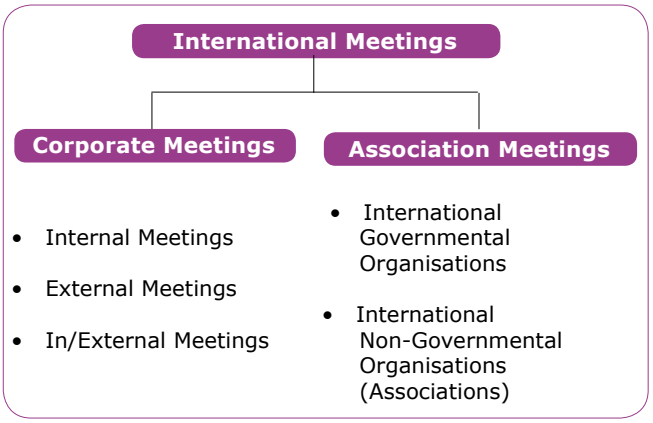
CHARACTERISTICS OF INTERNATIONAL ASSOCIATION MEETINGS

> How to segment the international meetings market

The international meetings market can be segmented in many different ways, depending on what a researcher would like to find out or analyse. It can be segmented by meeting size; by type of delegate; by a meeting's purpose; by subject matter; and by many more criteria.

However, the main criterion a supplier uses to segment the market is by the initiator of a meeting. The initiator determines what kind of meeting is organised and the kind of supplier services needed. When segmenting the international meetings market by initiator, two primary markets can be defined: **Corporate Meetings** and **Non-Corporate Meetings**.

The latter consists of international governmental organisations and international non-governmental organisations or associations. ICCA's area of expertise is in the international association meetings market, but we also assist ICCA members in sharing knowledge on the other market segments.



Trends in the association meetings market

The association market covers a wide range of meeting types and categories: medical meetings (the largest segment); scientific; other academic fields; trade organisations; professional bodies; and social groupings. In terms of size, budget, duration and complexity, there are massive variations between and within categories. However, some similarities can be identified:

- Almost every 'speciality' has an association which holds one or more meetings.
- Most associations have meetings that are repeated at regular intervals. These can be annual, biennial, etc.
- The destinations rotate. They rarely return to the same destination within a very short period of time.
- The local stakeholder, e.g. the national association, is often the one who initiates the hosting of a meeting. If the national association proves difficult to motivate to organise the meeting, the chances are high that the meeting will be scheduled elsewhere.
- Association meetings have very long lead times; it is not unusual to find lead times of 5 years or more.
- It is estimated that a growing minority of about 25-30% of the decision-making processes no longer include an official bidding procedure, but have a "central initiator" who selects the location and venues based on pre-determined and strict criteria.

It is estimated that there are approximately 23,000 different association meetings organised on a regular basis. The ICCA Association Database has collected information on approximately 90% of them.

> International association meetings: bidding and decision-making

The aim of this publication is to help international associations improve their selection process and become more conscious of the large number of variables that must be considered when making a professional decision.

We use our own specific criteria to analyse the data we collect on the international association meetings market. However, this is not the only resource about this topic. Consulting studies from other sources with differing criteria can help to round out your research and provide multiple perspectives on this incredibly important sector.

Other sources on international meetings

The international meetings market is also analysed by the UIA (Union of International Associations). However, the criteria of the UIA meetings differ from the criteria ICCA uses.

UIA criteria

For the purpose of its annual statistics, "international meetings" are defined by the UIA to include either one or both of the following criteria:

A. Meetings organised or sponsored by International Organisations that are included in the UIA's Yearbook of International Organisations
AND
with at least 50 participants, or number of participants unknown.

B. Meetings not organised or sponsored by "International Organisations" but nonetheless of significant international character, notably those organised by national organisations and national branches of international organisations
AND
At least 40 percent of the participants are from countries other than the host country and at least 5 nationalities are represented
AND
Lasting at least 3 days, or unknown duration
AND
With either a concurrent exhibition or at least 300.

C. Meetings not organised or sponsored by "International Organisations" but nonetheless of significant international character, notably those organised by national organisations and national branches of international organisations
AND
At least 40 percent of the participants are from countries other than the host country and at least 5 nationalities are represented
AND
Lasting at least 2 days, or unknown duration
AND
With either a concurrent exhibition or at least 250 participants

All meetings counted under subset 'B' are also counted under subset 'C'. Although, as the criteria in subset 'C' is smaller than subset 'B', meetings counted under subset 'C' cannot be counted under subset 'B'.

Excluded from UIA figures are:

- Purely national meetings, as well as those of an exclusively religious, didactic, political, commercial or sporting nature.
- Meetings with strictly limited participation.
- Corporate and incentive meetings.

Whilst there is a considerable overlap between the events considered by ICCA and UIA for their statistics, the most important difference from a marketing point of view is that UIA's events include those which are held in a fixed location, whereas all of ICCA's events must rotate between at least three countries. UIA category "A" also includes intergovernmental and transnational meetings (e.g. EU and UN institutions).

SCOPE OF THIS REPORT

Scope of this report

ICCA's Statistics Reports are your guide for any future decisions and a must-have if you are a supplier or client in the meetings industry.

This special edition of the ICCA Statistics Report, covering the International Association Meetings Market from 1963 until 2017 is published as part of ICCA's 55-year anniversary. ICCA traditionally publishes its highly anticipated annual country and city ranking in May, in the week before the IMEX tradeshow in Frankfurt. ICCA Members can use the ICCA Destination Comparison Tool to analyse 55 years of association meetings data, in order to improve their knowledge of the market and of their competitors, and to ultimately to help them target their future marketing plans and win more international association meetings business.

Members can:

- Create reports on worldwide, regional, country and/or city level
- Filter on specific year ranges, meeting sizes and subject matters
- Compare up to 5 countries or cities

Criteria

The ICCA Statistics Reports are based on the ICCA Association Database, which means the figures cover meetings organised by international associations which:

- take place on a regular basis
- rotate between a minimum of three countries
- have at least 50 participants

ICCA's Association Database is designed as a sales and marketing resource for its members to target future international association meetings, which is why it does not include one-off meetings or those which do not move between locations.

Major trends

We are using 5-year aggregated data for the 55-year figures included in this report in order to show the major trends.

Snapshot

Readers should note that this report is a "snapshot" of qualifying meetings in the ICCA Association Database as sampled on the 24th April 2018, and that future statistics may be amended as ICCA becomes aware of additional qualifying meetings.

Calculation of average participant numbers

To make the analysis based on participant numbers as broad as possible, average participant numbers have been added where confirmed actual attendance data was lacking. A formula is applied which gives more "weight" to recent meetings (future & past) compared to meetings which are "further away": The most recent meeting is the starting point, meetings closest to that (past and/or future) count 10% less, etc. As the reliability of the average attendance from meetings decreases in time, only the past/future 10 years are taken into consideration.

Data presentation

All data presented in the tables in this report is sorted by the rankings of the aggregated data of the last 5-year period of 2013-2017. In the tables the "standard competition ranking method", the most commonly used ranking method, is used.

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TREND SUMMARY

> Exponential growth trend in the number of international association meetings continues

Since 1963, the number of meetings in the ICCA Association Database has grown exponentially by approximately 10% each year, which means the number of meetings has doubled every 10 years. The ICCA Association Database contains 225,243 meetings taking place between 1963 and 2017. 1,718 (1%) of these meetings took place in the period 1963-1967, and 65,182 (29%) in the period 2013-2017.

Europe remains the most popular region for meetings

In the last 55 years, Europe has consistently attracted the highest number of meetings per region. However, Europe's market share has gradually declined from 71.8% in 1963-1967 to 53.6% in 2013-2017. In comparison, Asia has seen a slow and steady rise in market share, with an average increase of 2% per decade, showing 10% growth over 55 years from 8.4% (1963-1967) to 18.5% (2013-2017).

Most popular countries and cities change in five-year period

Compared the period 2008-2012 which was outlined in our 50-year report, there are some changes when it comes to country ranking during the period 2013-2017. Spain dropped from third to fifth place in the rankings, being overtaken by the United Kingdom and France, who move up to places 3 and 4 respectively.
As in the country-ranking, there are some changes in the city ranking when comparing the same two periods. Regarding the top 5 cities: Barcelona has dropped two places to fifth place, as Berlin moved one position up to third. London has entered the top 5 and moved two places up to fourth position at the cost of Singapore, who dropped one place to sixth.

Average number of participants per meetings decreases

The clear trend we observed 5 years ago in the 50-year report continues in this update, as meetings are getting smaller and smaller. From 1,263 in the period of 1963-1967 to 409 in 2013-2017, we can see a significant decrease of 66% in the average number of participants at international association meetings.

As also observed 5 years ago in our 50-year report, meetings with 50-249 participants form the majority (62%) of the market share. The percentages of all categories above 500 participants have all gone down dramatically, while the category 250-499 remains quite stable throughout the last half century, showing only a small decrease from 23% to 21%.

In general, we can state that there are more, but smaller, association meetings taking place over the years.

As meetings get smaller, the overall number of participants rises

Due to the number of meetings growing exponentially in the past half century, we can also see a trend in the growing total number of participants, despite the average meeting size getting smaller. The estimated total number of participants of all meetings has grown from just over 2 million in the period 1963-1967 to almost 25 million in 2013-2017.

Europe's market share - measured by estimated total number of participants - is 49.4% in the last 5 years, while it is 53.6% in the same period based on number of meetings. The market shares measured by estimated total number of participants of Asia, North America and Latin America are all higher compared to the market shares measured by number of meetings. This means meetings in Europe are relatively smaller in size.

With the number of meetings going up, we can also see a trend in the growing total number of participants, despite the average meeting size getting smaller. Over the last 55 years, the U.S.A. has held the top position when it comes to participant numbers, which is consistent with their ranking by total numbers of meetings organised. The U.S.A. has hosted an estimated 2,095,712 participants from 2013-2017.

Compared to 5 years ago, London has leap-frogged into the top 5 at the cost of Berlin, jumping from ninth to third place, and Istanbul has dropped out of the top 10 from sixth to 11th place. Spain (2) and Germany (3) have traded places in this year's report.

Regional rotation a growing trend

There is a clear trend towards regional meetings. The proportion of meetings that rotate worldwide has been decreasing over the past 55 years, from 77.4% in the first 5 years to 43.7% in the last, losing ground to regional rotation areas, of which Europe is the biggest. However, World/International is still the biggest rotation area, followed by meetings rotating in Europe and meetings rotating in Asia.

Technological meetings grow alongside societal developments

Technological meetings have shown the highest relative growth in the last 55 years, from 6.1% of all meetings in the first lustrum (1963-1967) to 14.4% in the last. Medical Sciences has always been the most popular sector with 16.6% of all meetings in the last 5 years, even though this subject matter - together with Science - has lost terrain to Technology in the last two decades. This is hardly a surprise in this day and age.

Universities a popular venue choice

Over the last two decades, the usage of meeting facilities in Hotels has been gradually increasing at the expense of the Conference/Exhibition Centre. However, this trend has been somewhat reversed in the last lustrum (2013-2017).

The decrease in popularity of the Conference/Exhibition Centre has continued throughout the last 5 years. This venue type has been overtaken by the Universities, which have showed a sharp increase in the last 15 years and has become the second most popular venue for association meetings.

Duration of meetings getting shorter

There is a clear trend that demonstrates international association meetings are of a shorter duration. The average length per meeting has gradually dropped from 5.78 days in the period 1963-1967 to 3.65 days in 2013-2017.

Number of annual meetings skyrockets over 5-year period

The relative number of annual meetings has drastically increased over the past 55 years, from 36.1% in the first 5 years to 59.8% in the last 5 years. We can say that the relative number of meetings taking place less than once every 2 or more years are decreasing.

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THE ASSOCIATION MEETINGS MARKET: 1963-2017

1. Total number of meetings

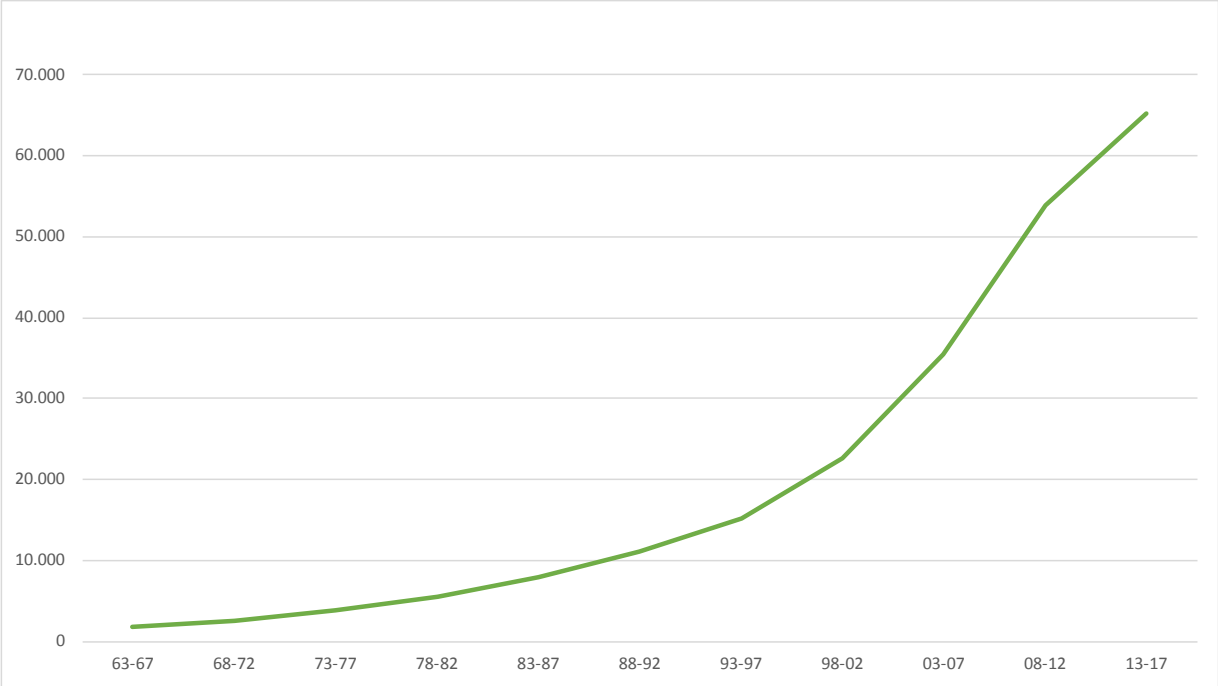

Figure 1: *Number of meetings 1963-2017, 5-year aggregated data*

Year	# Meetings
63-67	1,718
68-72	2,562
73-77	3,817
78-82	5,556
83-87	7,895
88-92	11,179
93-97	15,268
98-02	22,621
03-07	35,511
08-12	53,934
13-17	65,182
TOTAL	**225,243**

Figure 1, representing 55 years' worth of data in 5- year aggregates, shows that since 1963, the number of meetings in the ICCA Association Database has grown exponentially by approximately 10% each year, which means the number of meetings has doubled each 10 years.

The ICCA Association Database contains 225,243 meetings taking place between 1963 and 2017. 1,718 (1%) of these meetings took place in the period 1963-1967 and 65,182 (29%) in the period 2013-2017.

2. Growth in ICCA Members

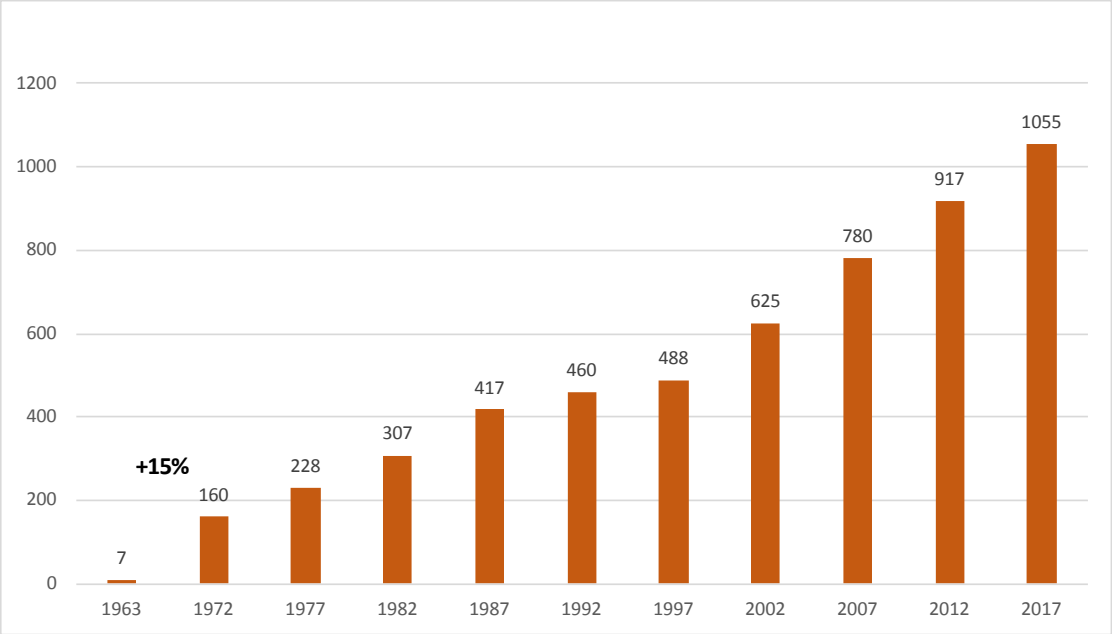

Figure 2: *Number of ICCA members per 5-year period (single year data; not aggregated)*

Year	# Meetings
1963	7
1972	160
1977	228
1982	307
1987	417
1992	460
1997	488
2002	629
2007	780
2012	917
2017	1,055
TOTAL	**225,243**

The number of ICCA members has grown more gradually than the number of meetings in the ICCA Association Database in the last 55 years. As of December 2017, ICCA had 1,055 members, of which the majority (55%) became a member in the last 20 years (1997-2017). In the preceding 25 years (1972-1997) this percentage was 45%. The rate of change in the last 20 years is approximately twice as high compared to the previous 25-year period.

The ratio # members vs. # meetings was approximately 1:3 in the 70s and more than 1:12 in 2017. This means the number of potential association meetings for ICCA members to place a bid on has grown throughout the years, and there is no sign to indicate the potential for suppliers in the association meeting market will begin to decrease in the coming decades.

3. Number of meetings per region

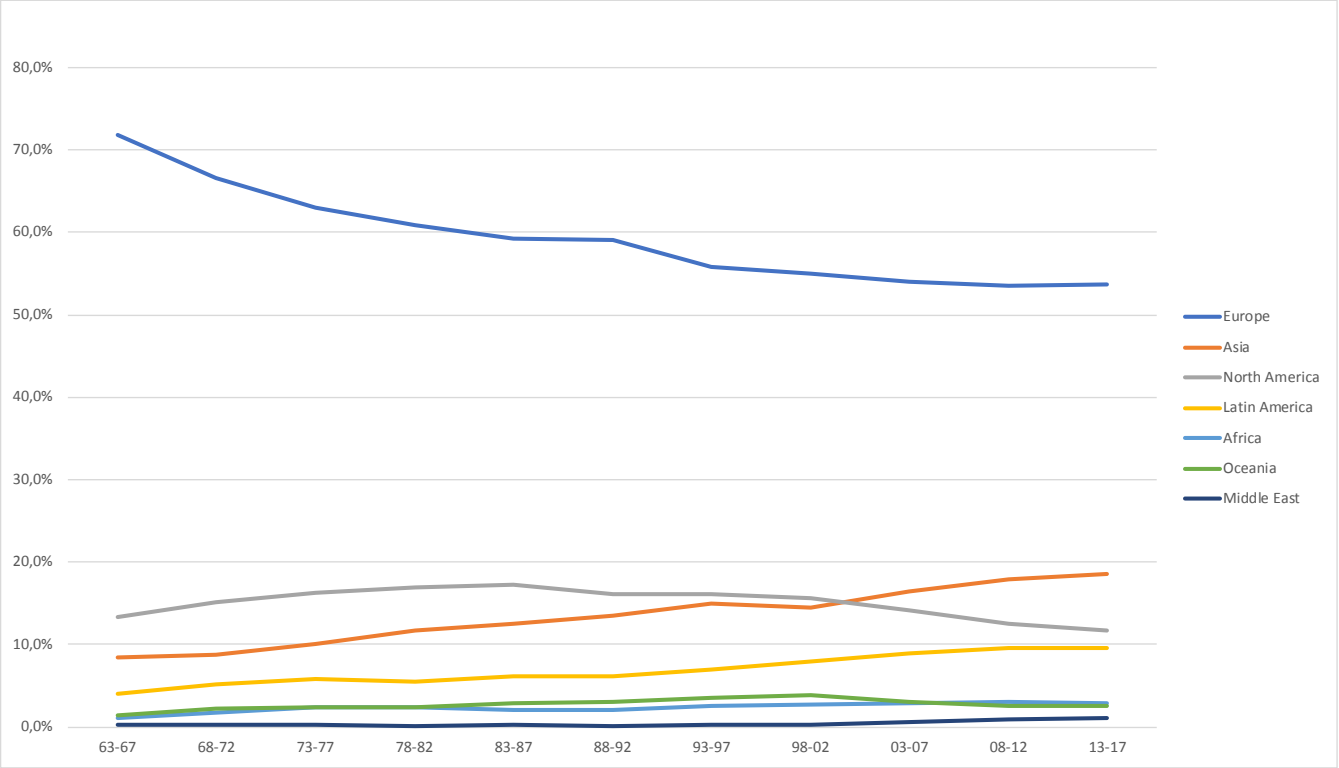

Figure 3*: Market share per region by number of meetings*

Continent	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
Europe	71.8%	66.7%	63.0%	60.9%	59.2%	59.1%	55.8%	55.0%	54.1%	53.5%	**53.6%**
Asia	8.4%	8.7%	10.0%	11.7%	12.5%	13.5%	14.9%	14.6%	16.5%	17.9%	**18.5%**
North America	13.3%	15.2%	16.2%	17.0%	17.3%	16.1%	16.1%	15.6%	14.1%	12.6%	**11.7%**
Latin America	4.0%	5.2%	5.8%	5.5%	6.1%	6.2%	6.9%	7.9%	8.9%	9.5%	**9.6%**
Africa	1.0%	1.7%	2.4%	2.4%	2.0%	2.0%	2.5%	2.8%	2.9%	3.1%	**2.9%**
Oceania	1.3%	2.3%	2.4%	2.3%	2.8%	3.1%	3.5%	3.8%	3.0%	2.6%	**2.5%**
Middle East	0.2%	0.3%	0.2%	0.1%	0.2%	0.1%	0.3%	0.3%	0.6%	0.9%	**1.1%**

In the last 55 years, Europe has consistently attracted the highest number of meetings per region. However, Europe's market share has gradually declined from 71.8% in 1963-1967 to 53.6% in 2013-2017. In comparison, Asia has seen a slow and steady rise in market share with an average increase of 2% per decade, showing 10% growth over 55 years, from 8.4% (1963-1967) to 18.5% (2013-2017).

Latin America's market share has grown from 4.0% to 9.6% in the same period. Despite ups and downs, North America is still the third most popular region for international association meetings. Africa's and Oceania's market share are both fluctuating.

These changes mirror the changes to the mix of ICCA's membership, where the percentage of European members is slowly declining whilst Asia represents 20% of the total.

4. Number of meetings per country (absolute)

Rank	Country	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
1	U.S.A.	167	275	411	638	951	1,279	1,711	2,415	3,312	4,481	**5,014**
2	Germany	144	208	297	454	645	754	872	1,308	2,001	2,952	**3,633**
3	United Kingdom	162	223	314	470	541	729	947	1,271	1,685	2,406	**3,117**
4	France	144	198	285	368	485	751	869	1,210	1,696	2,393	**2,868**
5	Spain	49	77	110	147	251	433	561	913	1,515	2,336	**2,830**
6	Italy	100	121	169	236	399	530	678	1,105	1,643	2,304	**2,666**
7	China-P.R.	0	0	1	7	54	138	203	386	1,038	1,882	**2,186**
8	Japan	61	82	123	191	296	484	636	843	1,248	1,661	**2,032**
9	Netherlands	88	116	157	226	316	495	584	752	941	1,421	**1,722**
10	Canada	32	62	142	207	330	407	536	750	1,043	1,402	**1,596**
11	Brazil	14	15	55	78	124	183	238	469	832	1,351	**1,422**
12	Republic of Korea	4	8	17	30	61	116	198	369	681	1,152	**1,422**
13	Portugal	10	22	16	46	92	153	237	399	684	1,053	**1,405**
14	Austria	74	58	118	145	191	280	367	442	829	1,184	**1,384**
15	Australia	18	44	68	92	164	277	457	727	844	1,125	**1,283**
16	Sweden	70	80	115	149	251	334	374	576	726	1,089	**1,275**
17	Belgium	48	75	97	160	197	248	326	398	562	1,009	**1,158**
18	Switzerland	64	95	143	195	244	297	326	488	766	1,112	**1,116**
19	Poland	24	25	42	54	55	72	149	277	488	786	**1,039**
20	Mexico	28	52	63	95	76	107	198	354	632	869	**988**
	Other	422	729	1,078	1,573	2,187	3,127	4,822	7,206	12,401	20,055	**25,100**
	Total	**1,723**	**2,565**	**3,821**	**5,561**	**7,910**	**11,194**	**15,289**	**22,658**	**35,567**	**54,023**	**65,256**

4. Number of meetings per country (relative)

Rank	Country	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
1	U.S.A.	9.7%	10.7%	10.8%	11.5%	12.0%	11.4%	11.2%	10.7%	9.3%	8.3%	**7.7%**
2	Germany	8.4%	8.1%	7.8%	8.2%	8.2%	6.7%	5.7%	5.8%	5.6%	5.5%	**5.6%**
3	United Kingdom	9.4%	8.7%	8.2%	8.5%	6.8%	6.5%	6.2%	5.6%	4.7%	4.5%	**4.8%**
4	France	8.4%	7.7%	7.5%	6.6%	6.1%	6.7%	5.7%	5.3%	4.8%	4.4%	**4.4%**
5	Spain	2.8%	3.0%	2.9%	2.6%	3.2%	3.9%	3.7%	4.0%	4.3%	4.3%	**4.3%**
6	Italy	5.8%	4.7%	4.4%	4.2%	5.0%	4.7%	4.4%	4.9%	4.6%	4.3%	**4.1%**
7	China-P.R.	0.0%	0.0%	0.0%	0.1%	0.7%	1.2%	1.3%	1.7%	2.9%	3.5%	**3.3%**
8	Japan	3.5%	3.2%	3.2%	3.4%	3.7%	4.3%	4.2%	3.7%	3.5%	3.1%	**3.1%**
9	Netherlands	5.1%	4.5%	4.1%	4.1%	4.0%	4.4%	3.8%	3.3%	2.6%	2.6%	**2.6%**
10	Canada	1.9%	2.4%	3.7%	3.7%	4.2%	3.6%	3.5%	3.3%	2.9%	2.6%	**2.4%**
11	Brazil	0.8%	0.6%	1.4%	1.4%	1.6%	1.6%	1.6%	2.1%	2.3%	2.5%	**2.2%**
12	Republic of Korea	0.2%	0.3%	0.4%	0.5%	0.8%	1.0%	1.3%	1.6%	1.9%	2.1%	**2.2%**
13	Portugal	0.6%	0.9%	0.4%	0.8%	1.2%	1.4%	1.6%	1.8%	1.9%	1.9%	**2.2%**
14	Austria	4.3%	2.3%	3.1%	2.6%	2.4%	2.5%	2.4%	2.0%	2.3%	2.2%	**2.1%**
15	Australia	1.0%	1.7%	1.8%	1.7%	2.1%	2.5%	3.0%	3.2%	2.4%	2.1%	**2.0%**
16	Sweden	4.1%	3.1%	3.0%	2.7%	3.2%	3.0%	2.4%	2.5%	2.0%	2.0%	**2.0%**
17	Belgium	2.8%	2.9%	2.5%	2.9%	2.5%	2.2%	2.1%	1.8%	1.6%	1.9%	**1.8%**
18	Switzerland	3.7%	3.7%	3.7%	3.5%	3.1%	2.7%	2.1%	2.2%	2.2%	2.1%	**1.7%**
19	Poland	1.4%	1.0%	1.1%	1.0%	0.7%	0.6%	1.0%	1.2%	1.4%	1.5%	**1.6%**
20	Mexico	1.6%	2.0%	1.6%	1.7%	1.0%	1.0%	1.3%	1.6%	1.8%	1.6%	**1.5%**
	Other	24.5%	28.4%	28.2%	28.3%	27.6%	27.9%	31.5%	31.8%	34.9%	37.1%	**38.5%**
	Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Compared to the trend identified in our 50-year report for the period 2008-2012, the top countries for total number of meetings in the 5-year period 2013-2017 has changed. Spain drops from third to fifth place, being overtaken by the United Kingdom and France, who move up to places 3 and 4 respectively. A comparable situation occurs between Brazil, the Netherlands and Canada, with Brazil dropping to 11th as the Netherlands and Canada climb to ninth and 10th respectively. The Republic of Korea and Portugal are the biggest risers, moving up four and two places respectively at the cost of Austria, which drops from 12th to 14th. Switzerland drops five places, as Sweden and Belgium move up one position to 16 and 17 respectively. Poland is the newcomer to the top 20, replacing Argentina.

5. Number of meetings per city

Rank	Country	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
1	Paris	90	95	125	152	178	261	299	393	605	885	**1,079**
2	Vienna	60	41	72	92	119	182	231	280	536	760	**950**
3	Berlin	19	21	38	66	96	148	169	278	485	683	**945**
4	London	88	108	110	143	162	167	176	273	383	657	**945**
5	Barcelona	12	24	19	31	68	121	189	280	458	750	**918**
6	Singapore	2	10	21	46	88	114	159	234	432	638	**795**
7	Madrid	26	35	53	62	97	131	127	200	314	493	**782**
8	Lisbon	8	11	12	26	52	91	139	209	358	521	**692**
9	Seoul	4	8	17	28	55	103	154	231	383	586	**691**
10	Prague	33	29	24	25	30	81	153	227	399	536	**688**
11	Amsterdam	29	49	73	84	100	172	190	257	344	550	**652**
12	Copenhagen	46	32	65	75	105	131	222	266	335	543	**631**
13	Brussels	29	47	56	79	113	121	129	161	225	483	**585**
14	Beijing	0	0	0	5	38	91	137	197	428	644	**582**
15	Hong Kong	2	12	8	27	41	82	153	209	312	461	**580**
16	Dublin	14	29	28	46	62	74	104	126	271	369	**563**
17	Rome	39	43	34	49	76	99	117	211	314	490	**560**
18	Budapest	18	35	26	54	97	149	220	216	381	481	**558**
19	Istanbul	8	15	11	9	18	41	95	114	281	598	**557**
20	Buenos Aires	5	19	31	33	65	90	100	165	276	466	**531**
	Other	1,197	1,906	3,004	4,434	6,265	8,768	12,055	18,195	28,213	42,655	**51,282**
	Total	**1,729**	**2,569**	**3,827**	**5,566**	**7,925**	**11,217**	**15,318**	**22,722**	**35,733**	**54,249**	**65,566**

Please note that the total number of meetings in the city ranking are higher than the total in the country ranking, due to different calculation methods: If a meeting takes place in more than one city, it is only counted once per country in the country ranking, while in the city ranking it is counted separately for all cities involved.

As in the country-ranking, there are some changes when comparing the periods 2013-2017 and 2008-2012 (from our 50-year report). Regarding the top 5: Barcelona dropped two places to take the 5th position as Berlin moved one up to third place. London has entered the top 5 and move two places up to 4th position at the cost of Singapore dropping one place to 6. Further down the top 10, we see that 3 cities (Amsterdam, Beijing and Istanbul) have lost out on their top 10 positions; The former two drop 4 places to respectively, the 11th and 14th position, while Istanbul drops from the 9th to the 19th position. Significant risers are Lisbon, Prague, Seoul and Hong Kong. Lisbon and Prague move up by 3 to respectively eighth and 10th position, while the two Asian cities both move 5 places upward to 9th and 15th position respectively. New in the top 20 is Dublin entering at 16th place at the cost of Stockholm, which drops out of the top 20.

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6. Average number of participants

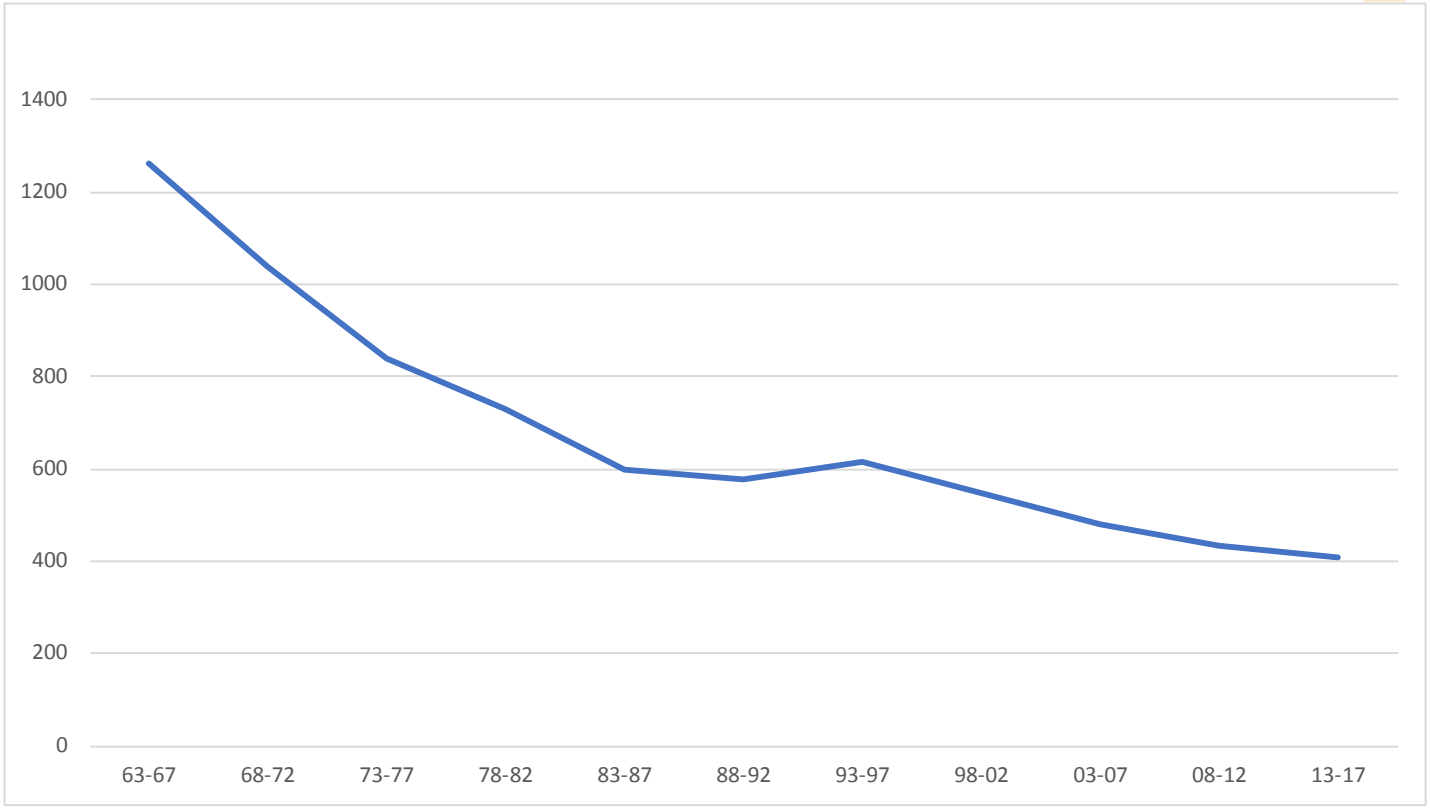


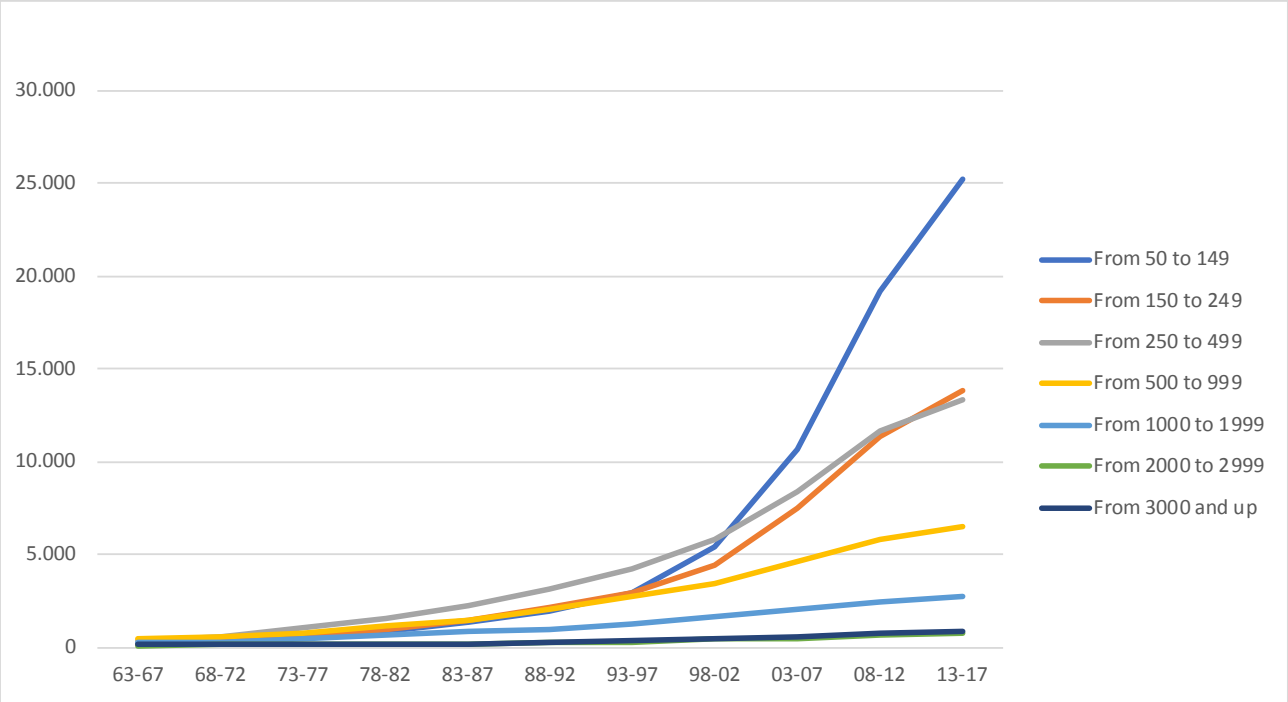
Figure 4: *Average number of participants*

Year	# Participants
63-67	1,263
68-72	1,036
73-77	839
78-82	729
83-87	599
88-92	577
93-97	618
98-02	547
03-07	481
08-12	432
13-17	409

Only meetings of which the participant numbers are stored in the Association Database, including added averages, are included in the above table and graph.

The clear trend we observed 5 years ago in the 50-year-report continues in the present report, as meetings are getting smaller and smaller. From 1,263 in the period 1963-1967 to 409 in 2013-2017, we can see a significant decrease of 66% in the average number of participants at international association meetings. The rate at which attendance is shrinking is however much lower than the rate of growth in the number of meetings: over the last 15 years the average attendance has reduced by 25%, whilst the number of meetings has increased threefold.

7. Participant categories



Category	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
From 50 to 149	12%	13%	14%	15%	17%	18%	20%	25%	31%	37%	**40%**
From 150 to 249	12%	15%	16%	18%	19%	20%	20%	20%	22%	22%	**22%**
From 250 to 499	23%	24%	28%	29%	30%	29%	29%	27%	25%	23%	**21%**
From 500 to 999	25%	22%	21%	21%	20%	19%	18%	16%	14%	11%	**10%**
From 1000 to 1999	13%	12%	12%	11%	11%	9%	8%	8%	6%	5%	**4%**
From 2000 to 2999	6%	6%	4%	3%	3%	2%	2%	2%	1%	1%	**1%**
From 3000 and up	9%	8%	5%	3%	2%	3%	2%	2%	2%	1%	**1%**
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

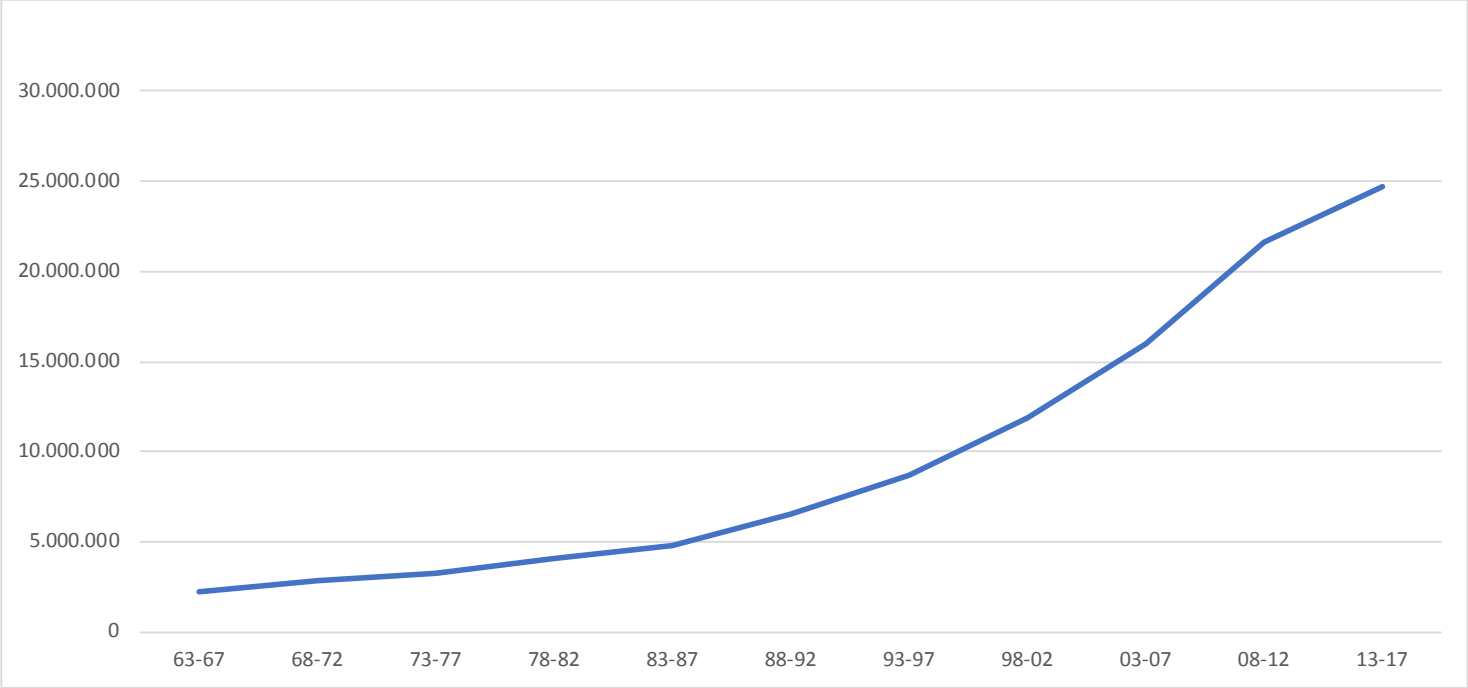
Only meetings of which the participant numbers are stored in the Association Database, including added averages, are included in this table.

The trend observed 5 years ago still continues in the 5-year period 2013-2017, as meetings with 50-249 participants form the majority (62%) of the market share. The turning point occurred in the years 2003-2007, when meetings with 50-149 participants held the biggest marketshare (31%) for the first time, which now has increased to 40%, more than a threefold increase compared to 1963-1967 (12%).

The percentage of meetings with 150-249 participants has almost doubled in the last 55 years. The percentages of all categories above 500 participants have decreased dramatically, while the category 250-499 remains relatively stable throughout the last half century, showing only a small decrease from 23% to 21%.

In general we can state that there are more but smaller association meetings taking place over the years.

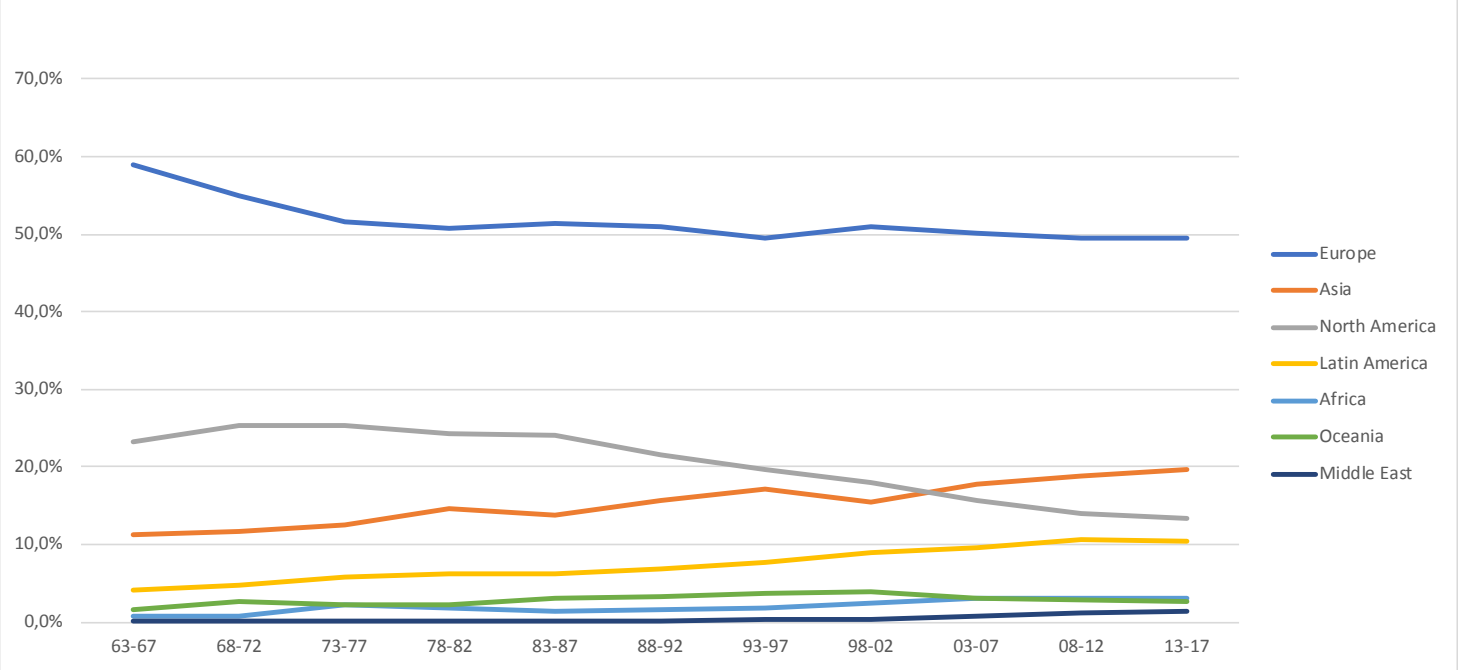
8. Estimated total number of participants



Year	# Participants
63-67	2,178,452
68-72	2,877,928
73-77	3,269,321
78-82	4,034,402
83-87	4,831,533
88-92	6,559,131
93-97	8,694,344
98-02	11,907,383
03-07	16,017,342
08-12	21,611,286
13-17	24,718,204

Due to the number of meetings growing exponentially in the past half century, we can also see a trend in growing total numbers of participants, despite the average meeting size getting smaller. The estimated total number of participants of all meetings has grown from just over 2 million in the period 1963-1967 to almost 25 million in 2013-2017.

9. Estimated total number of participants per region



Region	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
Europe	58.9%	54.9%	51.7%	50.7%	51.4%	51.0%	49.6%	51.0%	50.1%	49.5%	**49.4%**
Asia	11.4%	11.6%	12.5%	14.7%	13.8%	15.6%	17.2%	15.4%	17.7%	18.8%	**19.7%**
North America	23.2%	25.4%	25.3%	24.4%	24.0%	21.6%	19.6%	18.0%	15.7%	14.0%	**13.3%**
Latin America	4.1%	4.8%	5.9%	6.3%	6.2%	6.9%	7.7%	9.0%	9.7%	10.6%	**10.5%**
Africa	0.8%	0.7%	2.3%	1.8%	1.4%	1.6%	1.8%	2.5%	3.1%	3.1%	**3.1%**
Oceania	1.6%	2.6%	2.2%	2.2%	3.1%	3.3%	3.7%	3.8%	3.0%	2.8%	**2.7%**
Middle East	0.1%	0.1%	0.0%	0.1%	0.1%	0.0%	0.4%	0.3%	0.7%	1.2%	**1.3%**

The estimated total number of participants at international meetings per region is calculated by multiplying the total number of meetings in a specific region with the average number of participants per meeting in the same region. This formula enables meetings where no accurate figures are known to be included in the estimated total.

These numbers show roughly the same growth trend as the number of meetings per region. Europe's market share measured by estimated total number of participants is 49.4% in the last 5 years, while it is 53.6% in the same period based on number of meetings. The market shares of Asia, North America and Latin America measured by estimated total number of participants are all higher compared to the market shares measured by number of meetings. This means meetings in Europe are relatively smaller in size.

10. Estimated total number of participants per country

Rank	Country	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
1	U.S.A.	383,031	511,256	594,255	646,936	856,467	1,025,095	1,134,550	1,479,963	1,618,019	1,906,563	**2,095,712**
2	Spain	64,118	77,115	78,808	107,795	141,190	259,302	327,936	584,232	847,094	1,054,993	**1,338,291**
3	Germany	157,914	178,287	204,100	279,582	381,098	391,877	481,651	724,386	905,577	1,282,655	**1,318,984**
4	United Kingdom	133,064	216,878	212,323	234,766	305,233	326,196	501,850	590,235	616,056	819,198	**1,119,030**
5	France	156,112	160,462	208,021	250,381	251,384	437,533	494,723	655,024	786,718	971,314	**1,057,565**
6	Italy	104,033	113,473	139,412	185,538	220,012	281,066	354,941	576,107	750,575	973,214	**1,022,442**
7	China-P.R.	-	-	-	1,542	23,411	65,142	115,881	194,937	443,175	696,826	**785,171**
8	Japan	113,014	129,680	130,436	212,062	200,337	341,066	378,639	461,340	632,371	619,851	**762,253**
9	Canada	87,266	92,177	152,383	233,700	255,502	303,714	419,261	452,019	539,774	668,041	**761,557**
10	Netherlands	84,946	92,608	108,334	108,328	174,473	281,904	309,436	413,198	364,237	566,977	**739,507**
11	Republic of Korea	21,154	21,004	13,489	39,610	54,503	122,791	177,041	221,189	348,171	547,429	**718,276**
12	Austria	70,880	64,561	75,530	112,537	112,745	153,735	205,609	258,381	493,741	561,311	**646,698**
13	Brazil	22,633	19,620	43,674	94,871	86,419	147,809	183,886	292,246	485,146	629,036	**639,569**
14	Australia	31,656	66,447	60,019	64,916	123,935	180,739	285,159	401,704	410,382	517,795	**578,251**
15	Portugal	8,558	19,086	8,723	28,604	45,652	64,578	117,997	182,341	296,670	388,142	**461,745**
16	Mexico	34,471	122,270	76,839	95,205	44,718	85,492	150,211	207,665	349,795	436,674	**430,465**
17	Denmark	79,695	35,792	56,799	46,205	68,238	78,783	150,828	159,175	237,632	335,121	**421,927**
18	Sweden	105,030	56,199	71,812	89,075	102,309	169,072	198,713	292,343	309,094	476,797	**405,594**
19	Turkey	4,101	11,768	14,438	9,036	15,166	30,875	83,495	103,958	246,722	409,746	**405,294**
20	Switzerland	49,405	85,525	103,288	110,055	128,339	139,550	160,023	258,109	296,822	381,412	**379,427**
	Other	466,643	782,829	896,720	1,082,146	1,239,945	1,660,283	2,467,775	3,394,074	5,060,779	7,374,308	**8,629,248**
	Total	**2,177,724**	**2,857,036**	**3,249,402**	**4,032,890**	**4,831,074**	**6,546,602**	**8,699,606**	**11,902,626**	**16,038,550**	**21,617,402**	**24,717,005**

The estimated total number of participants at international meetings per country is calculated by multiplying the total number of meetings in a specific country with the average number of participants per meeting in the same country. This formula enables meetings where no accurate figures are known to be included in the estimated total.

With the number of meetings increasing, we can see a trend in growing total numbers of participants, despite the average meeting size getting smaller. Over the last 55 years the U.S.A. has maintained its top position which is consistent with their ranking by numbers of meetings organised. The U.S.A. has hosted an estimated total number of 2,095,712 participants in the 5-year period 2013-2017. Spain (2) and Germany (3) have traded places in this year's report. Furthermore, Denmark has entered the top 20 at the cost of Argentina and the remarkable riser in this top 20 ranking is Portugal, climbing from 20th to 15th place.

11. Estimated total number of participants per city

Rank	City	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
1	Barcelona	18,081	21,687	13,611	21,974	33,013	79,009	118,015	252,445	348,173	476,824	**613,344**
2	Vienna	63,277	44,870	55,261	87,583	84,036	122,727	150,636	202,116	388,967	446,727	**535,293**
3	London	82,632	109,834	106,601	79,039	104,565	88,507	104,655	137,136	158,943	271,344	**493,384**
4	Paris	91,505	72,995	96,465	143,859	104,782	183,939	194,214	261,956	393,618	423,328	**485,442**
5	Amsterdam	39,171	46,784	56,504	51,204	84,686	147,646	152,776	221,215	202,265	337,499	**432,336**
6	Berlin	11,088	28,229	25,205	47,943	68,121	95,198	156,715	243,260	271,399	445,990	**406,878**
7	Singapore	1,956	22,991	10,893	35,083	56,241	78,632	86,375	137,897	202,946	302,141	**369,076**
8	Seoul	21,154	21,004	13,489	36,486	47,438	115,647	153,470	155,920	209,857	277,120	**351,773**
9	Copenhagen	60,044	28,530	46,228	35,103	43,049	54,819	116,682	113,103	197,013	281,004	**349,523**
10	Madrid	39,324	48,081	40,500	59,617	68,973	97,111	99,642	137,239	201,609	185,105	**345,993**
11	Istanbul	4,101	9,045	9,916	6,857	14,896	20,765	66,363	75,454	189,871	331,253	**308,371**
12	Prague	72,279	33,263	19,075	16,468	13,861	45,000	82,070	118,745	230,199	237,719	**295,307**
13	Milan	2,956	12,039	14,585	12,452	33,638	33,270	54,922	56,004	87,341	234,147	**294,018**
14	Lisbon	7,805	8,841	8,164	21,145	31,705	43,734	76,798	119,926	186,787	231,976	**284,439**
15	Hong Kong	16,963	7,041	21,669	29,270	20,376	68,377	115,415	100,171	141,434	252,180	**271,078**
16	Beijing	-	-	-	943	19,331	48,985	88,609	113,543	229,799	291,755	**259,474**
17	Bangkok	19,618	11,590	29,261	28,884	42,955	27,798	73,839	90,604	182,402	157,640	**241,423**
18	Rome	41,109	34,763	29,715	46,728	54,840	58,305	63,908	129,074	174,967	238,962	**227,626**
19	Buenos Aires	18,676	30,512	42,904	35,307	52,820	67,546	80,669	151,523	174,248	307,687	**224,558**
20	Dublin	7,417	32,810	25,357	20,256	29,024	46,059	54,661	54,008	91,906	146,930	**222,802**
	Other	1,523,564	2,197,649	2,572,811	3,169,606	3,803,168	4,975,510	6,517,534	8,962,160	11,727,720	15,704,375	**17,644,827**
	Total	**2,142,720**	**2,822,557**	**3,238,214**	**3,985,807**	**4,811,515**	**6,498,584**	**8,607,965**	**11,833,500**	**15,991,464**	**21,581,709**	**24,656,965**

Please note that the formula used to create this ranking is different than the one used to calculate the estimated total number of participants per region and country. This ranking is calculated by taking the sum of all the participant numbers per city stored in ICCA Association Database, making it a low estimate, since meetings without stored participant numbers are left out of the calculation.

Compared to 5 years ago, London has leap-frogged into the top 5 at the cost of Berlin, jumping from ninth to third place. Istanbul drops out of the top 10 from sixth to 11th place. Stockholm has lost its place in the top 20, leaving room for Dublin to fill in the gap as they enter in 20th place. Buenos Aires manages to stay in the top 20 but drop 9 places to end up at 19th position. Seoul, Prague, Milan and Madrid have all made significant progress, especially Madrid, moving from 20th to 10th place.

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12. Rotation areas

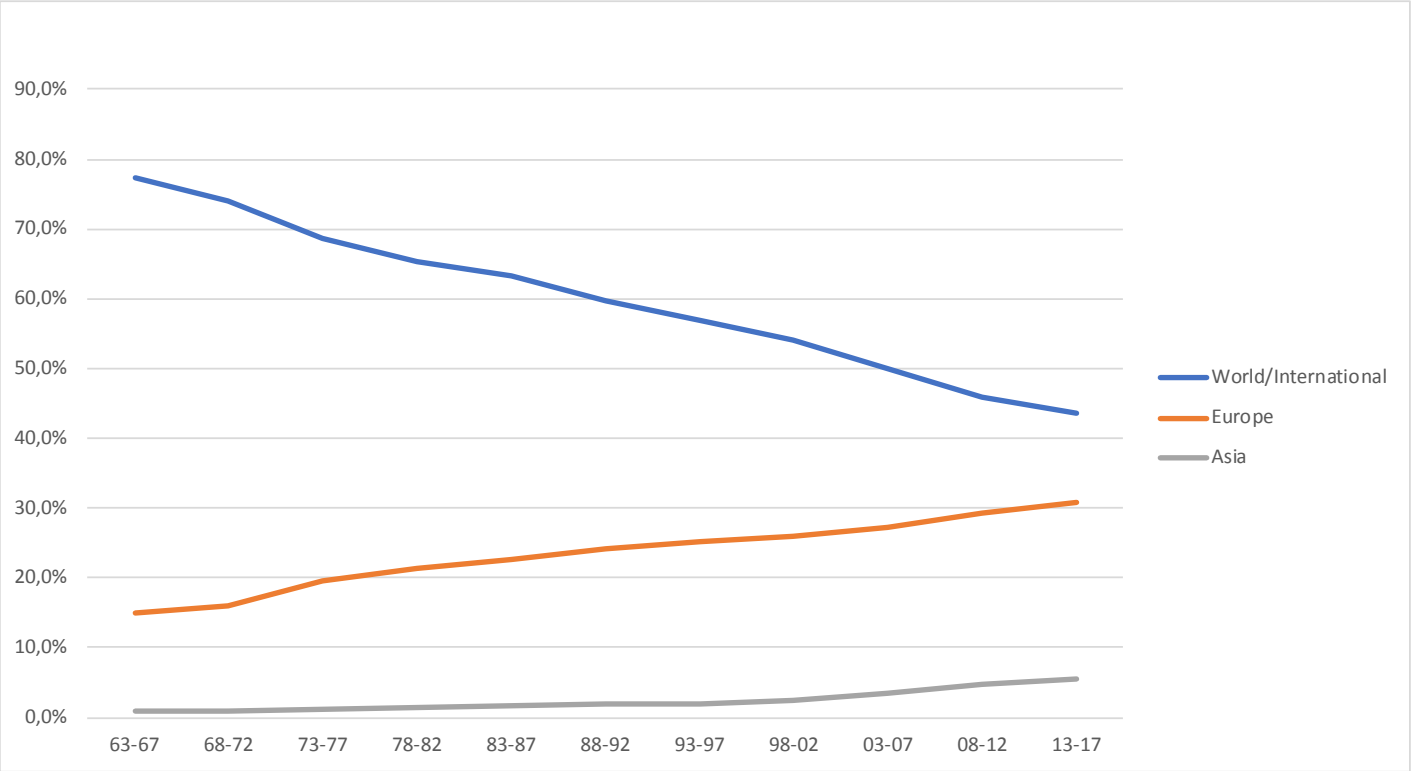

Figure 5: *Top 3 rotation areas by relative number of meetings*

Rotation Area	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
World/International	77.4%	74.1%	68.7%	65.3%	63.3%	59.8%	56.9%	54.2%	50.1%	46.0%	**43.7%**
Europe	14.9%	16.1%	19.7%	21.4%	22.7%	24.1%	25.2%	25.9%	27.3%	29.3%	**30.8%**
Asia	0.8%	0.9%	1.1%	1.5%	1.6%	1.9%	2.0%	2.3%	3.5%	4.7%	**5.6%**
Asia/Pacific	2.0%	2.9%	3.0%	3.6%	3.6%	3.9%	4.7%	5.2%	5.3%	4.9%	**4.5%**
Latin America	0.9%	1.0%	1.3%	1.5%	1.8%	2.0%	2.7%	3.1%	3.5%	3.8%	**3.9%**
Europe/North America	0.8%	0.9%	1.6%	1.7%	1.8%	2.2%	2.5%	2.7%	3.0%	3.4%	**3.6%**
Interamerican	1.8%	2.1%	1.9%	1.8%	1.8%	1.8%	1.7%	2.0%	2.3%	2.5%	**2.5%**
Ibero-America	0.3%	0.7%	0.7%	0.8%	0.9%	1.2%	1.4%	1.9%	2.0%	2.1%	**1.9%**
Nordic Countries	0.9%	1.0%	1.3%	1.7%	1.7%	2.2%	2.0%	1.9%	1.9%	1.8%	**1.9%**
Africa/Middle East	0.2%	0.4%	0.7%	0.8%	0.7%	1.0%	0.9%	0.9%	1.2%	1.5%	**1.6%**

Only international association meetings with rotation areas known to ICCA are included in these figures.

There is a clear trend towards regional meetings. The proportion of meetings that rotate worldwide has been decreasing over the past 55 years from 77.4% in the first 5 years to 43.7% in the last, losing ground to regional rotation areas, of which Europe is the biggest. World/International is still the biggest rotation area, followed by meetings rotating in Europe and Asia. Next to Europe, the most remarkable risers are Latin America, Europe/North America and Africa/Middle East. Given the fact that the relative number of meetings in Europe is decreasing (see: 3. *Number of meetings per region*), we can conclude that meetings rotating worldwide are taking place more often outside of Europe.

13. Subjects

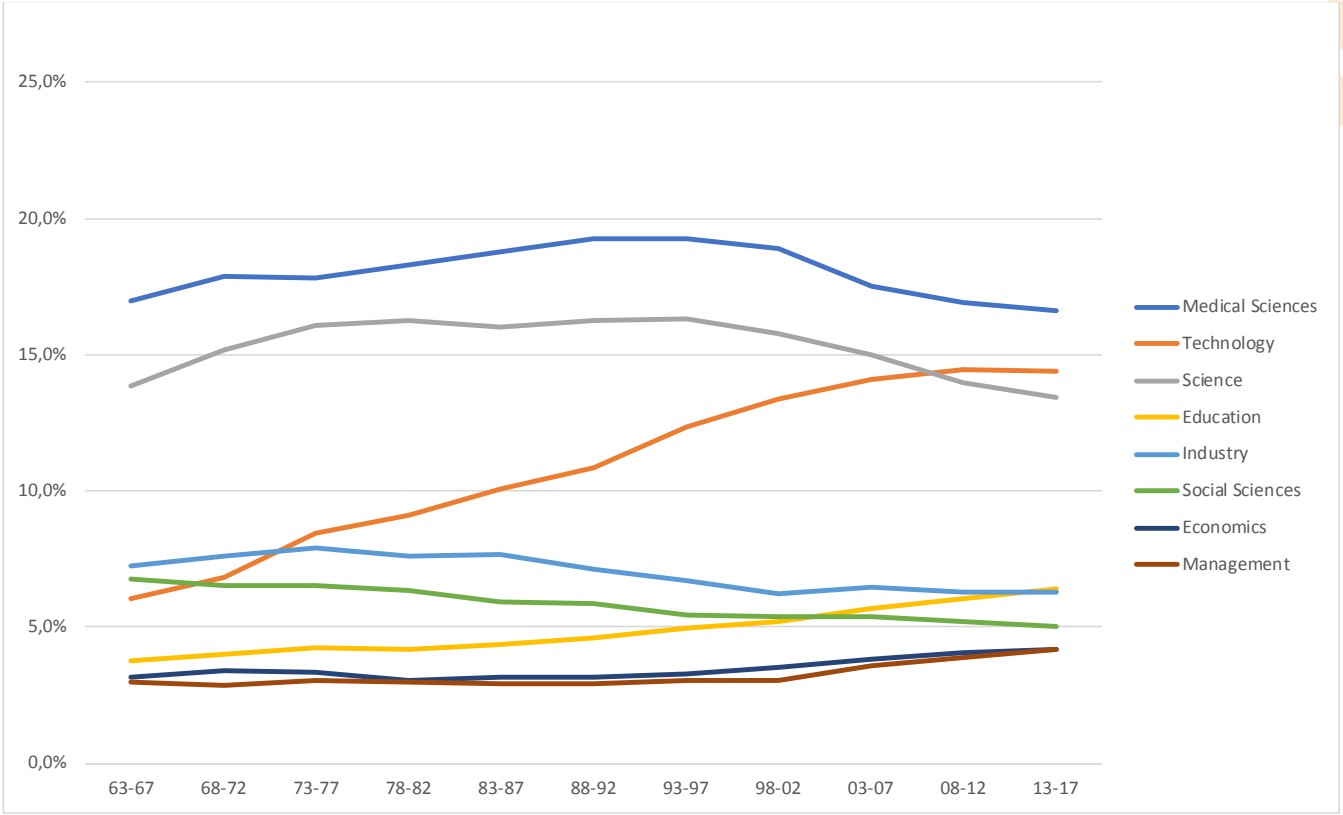

Figure 6: *Subject matters by relative number of meetings*

13. Subjects (continued)

Subject	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
Medical Sciences	17.0%	17.9%	17.8%	18.3%	18.8%	19.3%	19.3%	18.9%	17.5%	16.9%	**16.6%**
Technology	6.1%	6.9%	8.4%	9.1%	10.1%	10.8%	12.3%	13.4%	14.1%	14.4%	**14.4%**
Science	13.9%	15.2%	16.1%	16.3%	16.0%	16.3%	16.3%	15.8%	15.0%	14.0%	**13.5%**
Education	3.7%	4.0%	4.2%	4.2%	4.4%	4.6%	4.9%	5.2%	5.7%	6.1%	**6.4%**
Industry	7.2%	7.6%	7.9%	7.6%	7.7%	7.1%	6.7%	6.2%	6.4%	6.3%	**6.3%**
Social Sciences	6.7%	6.5%	6.5%	6.4%	5.9%	5.9%	5.4%	5.4%	5.4%	5.2%	**5.0%**
Economics	3.2%	3.4%	3.3%	3.1%	3.2%	3.2%	3.3%	3.5%	3.8%	4.1%	**4.2%**
Management	3.0%	2.8%	3.0%	3.0%	2.9%	2.9%	3.0%	3.0%	3.6%	3.9%	**4.2%**
Culture & Ideas	4.3%	3.7%	3.1%	3.2%	3.2%	3.2%	2.9%	3.1%	3.1%	3.2%	**3.3%**
Transport & Communication	4.3%	3.6%	3.5%	3.5%	3.4%	3.1%	2.8%	2.8%	3.1%	3.2%	**3.3%**
Law	2.7%	2.6%	2.2%	2.1%	1.8%	1.8%	1.7%	1.9%	2.3%	2.7%	**2.8%**
Commerce	3.8%	3.2%	3.2%	3.2%	3.1%	2.9%	2.9%	2.6%	2.6%	2.7%	**2.7%**
Agriculture	5.0%	4.9%	4.2%	4.1%	3.7%	3.4%	3.3%	3.0%	2.9%	2.8%	**2.6%**
Ecology & Environment	1.5%	1.7%	1.6%	1.6%	1.6%	1.6%	1.8%	1.9%	2.1%	2.2%	**2.2%**
Sports & Leisure	5.0%	4.1%	3.3%	2.9%	2.9%	2.6%	2.2%	2.0%	1.8%	1.8%	**1.9%**
Other	12.7%	12.0%	11.5%	11.4%	11.4%	11.3%	11.1%	11.3%	10.7%	10.6%	**10.5%**
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

All meetings whose subject matter is stored in the ICCA Association Database are included in these figures.

Technological meetings have shown the highest relative growth in the last 55 years: from 6.1% of all meetings in the first lustrum (1963-1967) to 14.4% in the last. Medical Sciences has always been the most popular subject matter, comprising 16.6% of all meetings in the last 5 years, even though this subject matter, together with Science, has lost terrain to Technology in the last two decades. This is hardly a surprise in this day and age. Science, which was the second most popular subject for the first 4.5 decades, has been overtaken by Technology in the last decade.

Education shows a slow and steady increase during the last 55 years as Social Sciences experiences the opposite.

14. Type of venue

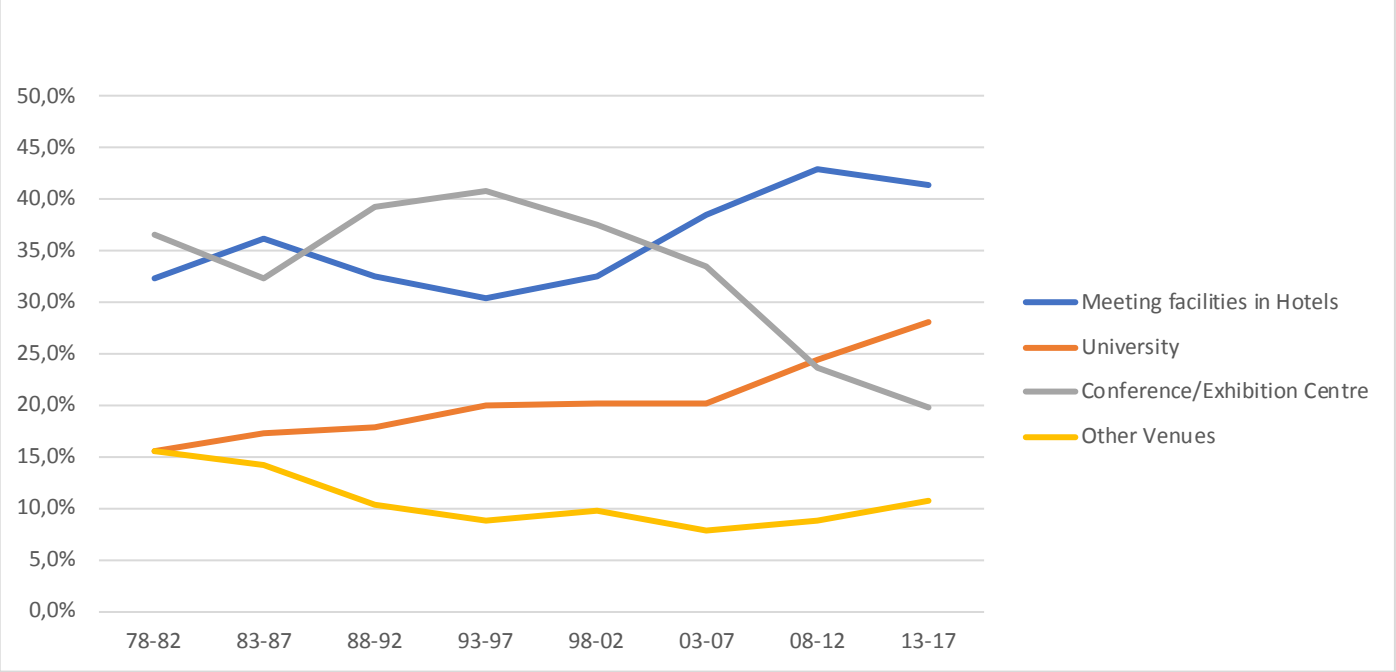

Figure 7: *Type of venues used for international association meetings*

Type of congress venue	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
Meeting facilities in Hotels	32.3%	36.1%	32.6%	30.4%	32.5%	38.6%	42.9%	**41.5%**
University	15.5%	17.4%	17.9%	20.0%	20.2%	20.2%	24.5%	**28.1%**
Conference/Exhibition Centre	36.6%	32.2%	39.3%	40.8%	37.6%	33.5%	23.7%	**19.7%**
Other Venues	15.6%	14.2%	10.3%	8.8%	9.7%	7.8%	8.8%	**10.7%**

Included in these figures are only international association meetings stored in the database of which the type of congress venue that was used is known to ICCA. Please note that we do not have enough available data from the first 15 years (1963-1977) to include this time period in a representative trend analysis.

Over the last two decades the usage of Meeting facilities in Hotels has been gradually increasing at the expense of the Conference/Exhibition Centre. However, this trend has somewhat reversed in the last lustrum (2013-2017). The decrease in popularity of the Conference/Exhibition Centre has continued throughout the last 5 years as this venue type gets overtaken by the Universities, which has showed a sharp increase in usage over the last 15 years and has become the second most popular venue for association meetings. This trend of relative decrease in the usage of Conference and Exhibition Centres corresponds with the average downsizing in numbers of participants and the shortening of meetings in general. The usage of Other Venues, which include castles, boats, theatres, etc., has showed a small increase within the last 15 years.

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15. Average length of meetings in days

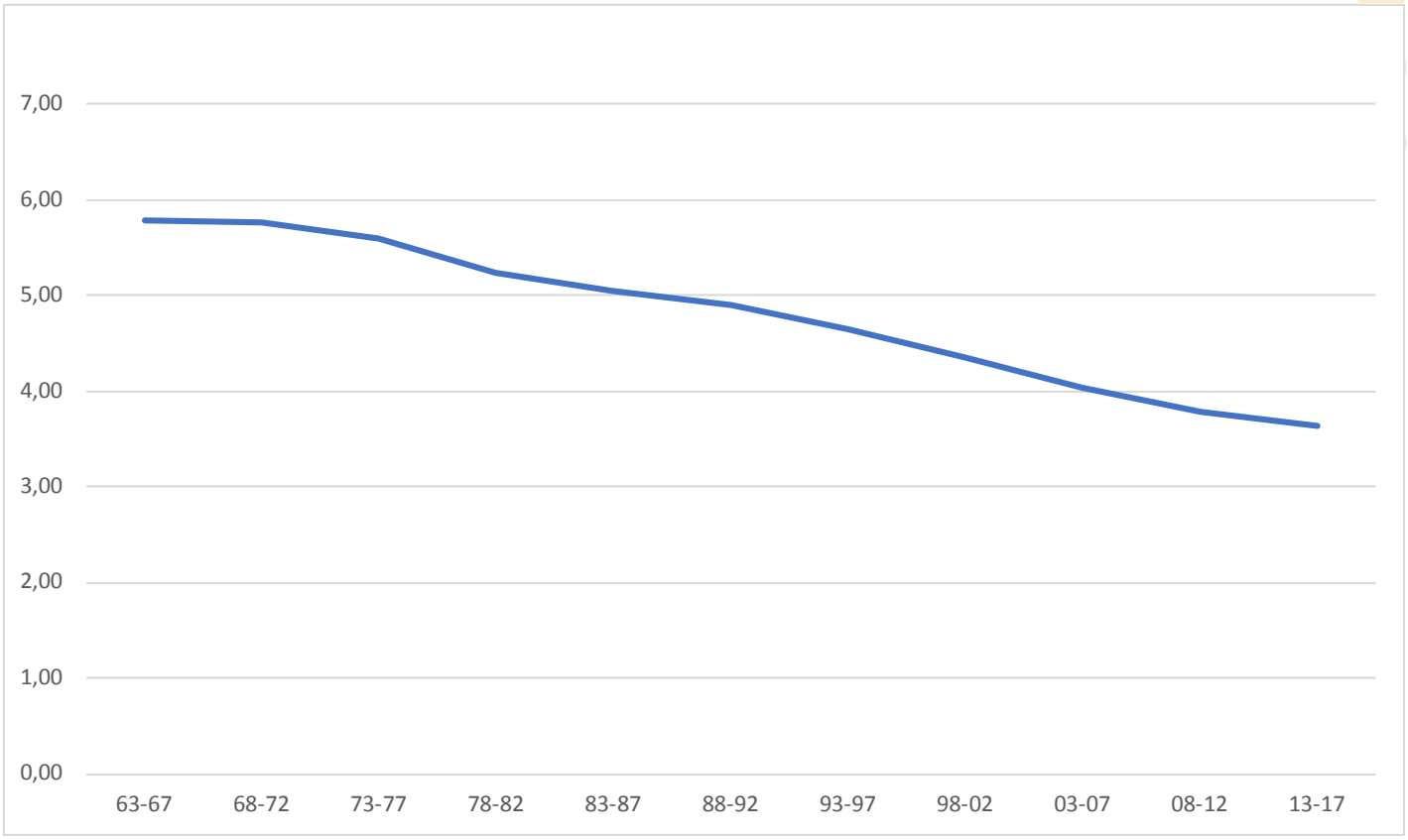

Figure 8*: Average length of meetings in days*

Only meetings of which the exact dates (and thus duration) are stored in the Association Database are included in these figures.

There is a clear trend that international association meetings are of shorter duration. The average length per meeting has gradually dropped from 5.78 days in the period 1963-1967 to 3.65 days in 2013-2017.

16. Frequency of meetings

	63-67	68-72	73-77	78-82	83-87	88-92	93-97	98-02	03-07	08-12	13-17
Annual	36.1%	35.1%	38.0%	40.7%	42.8%	43.1%	44.5%	45.8%	50.2%	56.0%	**59.8%**
Biennial	27.3%	27.6%	29.7%	29.6%	29.5%	30.5%	29.8%	29.6%	27.2%	24.4%	**21.5%**
Triennial	16.5%	15.7%	14.0%	12.5%	11.5%	10.1%	9.4%	8.2%	6.5%	4.8%	**4.0%**
4 Years	11.1%	11.0%	8.0%	7.2%	5.8%	5.7%	4.5%	3.8%	2.6%	2.0%	**1.5%**
1-2 Years	1.7%	2.4%	2.1%	2.2%	2.0%	1.9%	2.2%	2.6%	3.0%	3.1%	**2.9%**
2-3 Years	1.2%	1.6%	1.9%	2.3%	2.7%	2.7%	3.2%	3.3%	3.3%	2.7%	**2.3%**
Biannual	0.3%	0.4%	0.6%	0.6%	0.8%	0.8%	1.0%	1.4%	1.9%	2.4%	**3.3%**
3-4 Years	1.4%	2.0%	1.9%	1.7%	1.6%	1.7%	1.9%	1.8%	1.6%	1.2%	**1.0%**
Irregular	1.1%	1.2%	1.4%	1.2%	1.3%	1.5%	1.5%	1.4%	1.3%	1.1%	**1.0%**
More than twice a year	0.0%	0.0%	0.1%	0.1%	0.3%	0.5%	0.6%	0.8%	1.1%	1.2%	**1.6%**
1 Or 2 Per Year	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.4%	0.5%	**0.7%**
4-5 Years	0.8%	0.8%	0.7%	0.7%	0.6%	0.6%	0.5%	0.5%	0.4%	0.3%	**0.3%**
5 Years	2.2%	1.7%	1.3%	0.9%	0.7%	0.6%	0.6%	0.4%	0.3%	0.2%	**0.2%**
Every 6 or more years	0.3%	0.5%	0.3%	0.3%	0.2%	0.2%	0.2%	0.1%	0.1%	0.1%	**0.1%**

All meetings of which the frequency is stored in the Association Database are included in the above figures.

The relative number of annual meetings has drastically increased over the past 55 years, from 36.1% in the first 5 years to 59.8% in the last 5 years. Generally speaking, we can say that the relative number of meetings taking place less than once every 2 or more years are decreasing.

17. Registration fees and total expenditure

Average registration fee and expenditure (USD) per delegate per international meeting

Year	Average fee per delegate per meeting	Average expenditure per delegate per meeting
93-97	388	1,766
98-02	406	1,847
03-07	414	1,883
08-12	455	2,066
13-17	477	2,169

ICCA has only started registering a solid amount of registration fees since the early 90s. The average fee per meeting in the period 1993-1997 was USD 388; in 2008-2012 the average registration fee for a meeting was USD 477.

All registration fees are converted into USD before the average fee per delegate per meeting is calculated (source: "The Universal Currency Converter" http://www.xe.com/ucc/ on 24 April 2018). The average fee per delegate per meeting is calculated by adding up all registration fees per delegate per meeting in a certain year and dividing them by the number of meetings in the same year, of which the registration fees are stored in the Association Database.

The average total expenditures presented in these tables are calculated based on the assumption that 22% of the total delegate expenditure is spent on the registration fee. This assumption is based on two studies performed in 2004 by the Vienna Convention Bureau and the Finland Convention Bureau. Research among delegates of meetings in both destinations showed the same percentage (22%). However, it should be noted that the structure of expenditure may vary per meeting, depending on the specific characteristics of the meeting e.g. destination, frequency, duration of the meeting, etc.

Average registration fee and total expenditure (USD) per delegate per day

Year	Average fee per delegate per day	Average expenditure per delegate per day
93-97	85	385
98-02	93	422
03-07	106	482
08-12	124	564
13-17	137	625

The average registration fee per delegate per day is calculated by firstly dividing each registration fee per delegate per meeting by the number of days of this meeting, and then calculating the average of all these fees per day.

17. Registration fees (continued)

Average income (USD) from registration fees and average total expenditure by delegates per international meeting

Year	Average income from fees per meeting	Average total expenditure per meeting
93-97	221,171	1,005,320
98-02	213,711	971,413
03-07	186,685	848,570
08-12	182,044	827,472
13-17	180,856	822,072

The average income from registration fees per meeting is calculated by multiplying the average registration fee per delegate per meeting in a certain year with the average number of participants per meeting in the same year.

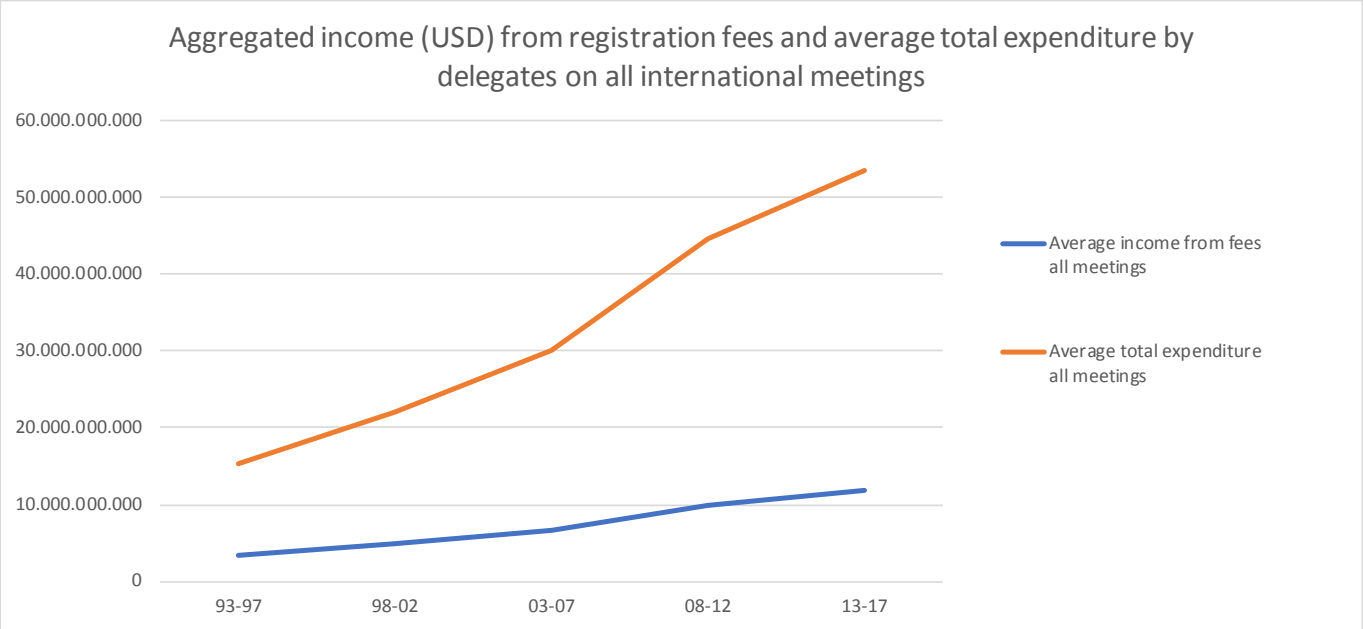

Figure 9*: Average total income from registration fees and average total expenditure*

The aggregated estimated total expenditure of all meetings in the ICCA Association Database taking place in the last 5 years is 53.6 billion USD.

To calculate the average income from registration fees of all meetings, the average income from registration fees per meeting per year is multiplied by the total number of international meetings in the same year.

It should be noted that these figures relate only to personal expenditures of the delegate and do not include additional investments from the organiser or secondary economical effects for the destination.

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THE TRUE VALUE OF BUSINESS EVENTS: SUBSTANTIAL BUT DIFFICULT TO QUANTIFY

Professor Leo Jago OAM

> The Tourism Value of Business Events

For well over a century, there has been wide recognition of the ability of business events to attract large numbers of delegates and visitors to a host destination. The increased spending that such visitation generated underpinned the substantial investments that a growing number of destinations have put into providing the infrastructure needed to foster this important industry.

In order to justify such investments, economic impact studies were generally required to estimate the economic contributions that business event visitors would generate for a destination. As many of the early economic impact studies used overly optimistic assumptions and inflated multipliers to estimate the economic contribution of business events, the confidence in these studies was low.

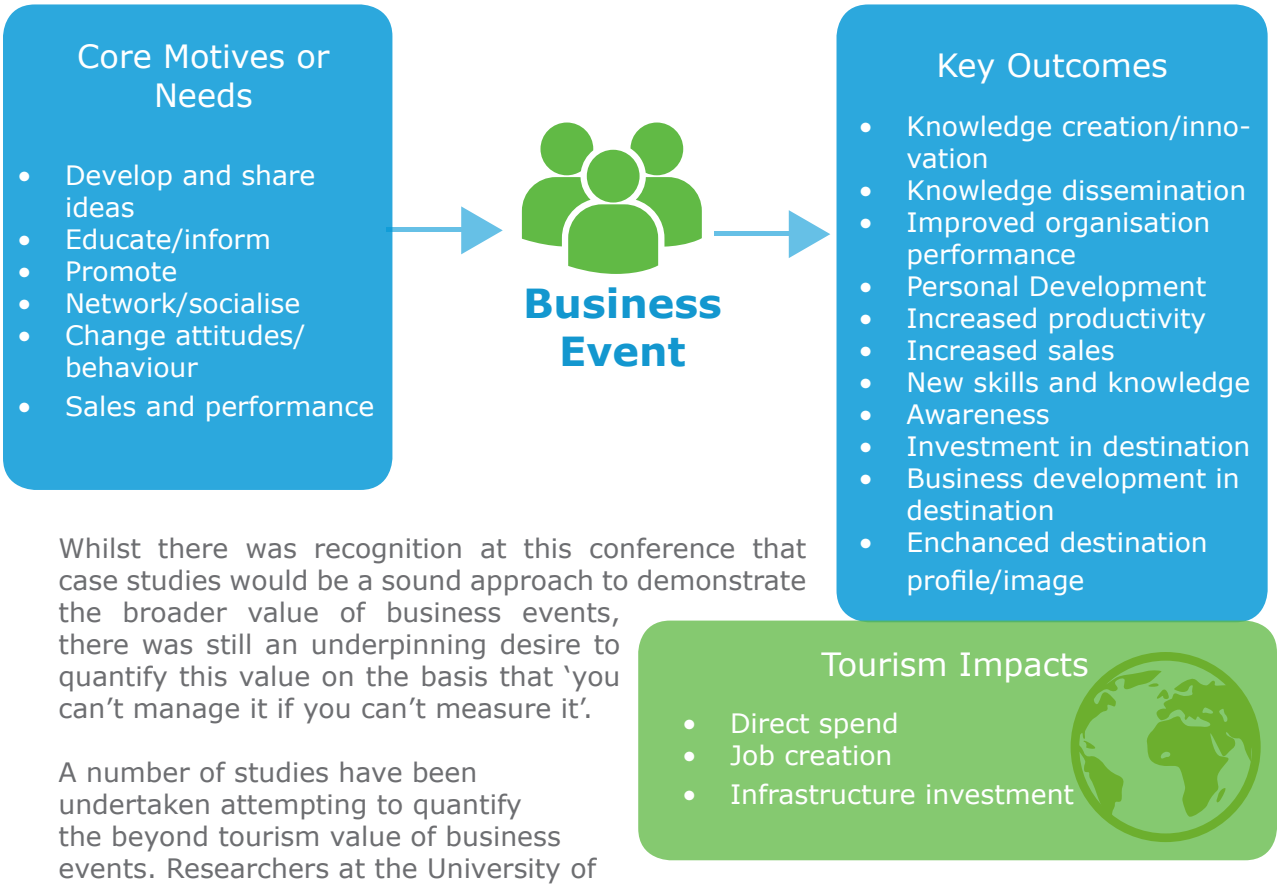
In response to concerns that the lack of consistent definitions and data meant that it was not possible to credibly demonstrate the economic contribution of business events, the World Tourism Organisation (UNWTO) undertook a study to set definitions, data standards and a methodology to address this problem. This study was supported by business partners Reed Travel Exhibitions, ICCA, and Meeting Professionals International (MPI). Its report entitled "Measuring the Economic Importance of the Meetings Industry" was released in 2006 and has since been used to underpin national studies in a range of countries including Australia, Canada, the United States, Mexico, Denmark and the United Kingdom. The fact that these national studies are based on a methodology developed by the UNWTO gives them international comparability and credibility.

> The Beyond Tourism Value of Business Events

In a report commissioned by the Business Events Council of Australia (Jago and Deery 2010), the emerging debate about the broader benefits of business events was discussed and the term 'beyond tourism value' of business events was coined. This report highlighted the fact that there are a range of motives for staging a business event and a diverse range of outcomes that are produced.

The diagram below was used to highlight the fact that whilst tourism impacts from staging business events may be important, they are peripheral to the core outcomes that are being sought; indeed, the tourism impacts are really just by-product benefits. Despite this, almost all evaluations that had been undertaken to measure the contribution of business events at that time had focused purely on the tourism outcomes. The consequence of this was that the more fundamental and substantive benefits of business events had been ignored.

In May 2011, the Joint Meetings Industry Council (JMIC) convened a conference in London involving leaders from event industry associations and experts in event evaluation. The key objective of this conference was to identify a consistent method for estimating the value of business events. This meeting endorsed the UNWTO method for measuring the tourism impact of business events but unanimously stressed the need to find ways to measure the more important broader impacts of business events that extend well beyond delegate spend.



Whilst there was recognition at this conference that case studies would be a sound approach to demonstrate the broader value of business events, there was still an underpinning desire to quantify this value on the basis that 'you can't manage it if you can't measure it'.

A number of studies have been undertaken attempting to quantify the beyond tourism value of business events. Researchers at the University of Technology, Sydney (UTS) sponsored by Business Events Sydney were most active in this space (see, for example, Edwards et al (2011) and Foley et al (2014)). Whilst these studies have clearly demonstrated that business events generate a raft of beyond tourism benefits that are experienced by many stakeholders and that these benefits are substantial in size, it has not been possible to quantify their actual value in a similar fashion to the manner in which the tourism value can be quantified.

JMIC convened a second conference in Paris in May 2015 that sought to review

progress that had been made in measuring the broader contribution of business events and to identify the potential for the development of a widely accepted technique for demonstrating the broader value of business events. Based on the studies that had been undertaken in this field, it was now well recognised that there was little prospect of being able to quantify the broader benefits of business events as they varied so substantially from one event to another and often take a considerable time to be fully realised. There was now acceptance that 'not everything that counts can be counted'. It was agreed that preparing a series of well documented case studies would be the best way to demonstrate the value of business events.

With the strong support of its industry members including ICCA, JMIC has commissioned an ongoing project that collects well documented case studies using an agreed academic framework that help demonstrate the value of business events. These case studies are held on the JMIC website.

> The Way Forward

Research has confirmed beyond any doubt that the beyond tourism value of business events is substantial and affects a diverse range of stakeholders. Like an iceberg in the figure below, the tourism impact of business is the visible impact that sits above the water line but it is dwarfed in size by the beyond tourism impact below the surface.

Although the tourism value of business events is relatively small in scale, there are standard approaches to measuring this dimension that can be assessed immediately after the event compared to the beyond tourism benefit which comprise a diverse range of outcomes many of which are virtually impossible to quantify and can take years to be fully realised. As a consequence, the beyond tourism benefits are often ignored.

This author believes that there is little point in wasting precious resources in trying to quantify the beyond tourism impact; it would be of much greater benefit to accept the research findings to date that confirm the presence and significance of beyond tourism impacts and then use the resources available to leverage these benefits.

Good case studies can be useful tools to help highlight these broader benefits to stakeholders outside the industry, such as government agencies. It is essential that those in the industry focus on the beyond tourism benefits in their discussions with outside stakeholders and not simply resort to the convenience of delegate spend. Only through doing this will the true significance of business events be seen to underpin innovation and well-being in the global economy. This will also help realise the vision of Leigh Harry, ICCA's President in 2009 who said that:

> *'the meetings and events industry should rightly be thought of as a key component in the global knowledge economy, rather than as a branch of tourism. It's all too rare that we are invited to sit at the main table when knowledge, education, scientific and medical advances are on the agenda, and spending a few days with visionary leaders from all sectors of business and academia reminded me of why we should be fighting for a permanent seat.'* (ICCA, October 2009)

About the author

Professor Leo Jago OAM is Professor of Events and Head of Department at the University of Surrey (UK). Prior to joining Surrey, he was the inaugural Chief Economist for Tourism and General Manager for Tourism Research Australia. Over the last 20 years, his research has focused on business events and he was one of the lead authors who developed the economic evaluation framework for assessing business events for the UNWTO and for the early work that highlighted the beyond tourism benefit of business events. He was awarded an Order of Australia Medal for contributions to the tourism industry and to education.

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INCREDIBLE IMPACTS PROGRAMME: **CELEBRATING THE LEGACY OF INTERNATIONAL ASSOCIATION MEETINGS**

The Incredible Impacts Programme celebrates the "beyond tourism" value of international association meetings and aims to create a powerful platform to advocate for their positive societal impact. Awarding grants to those international associations whose meetings have proven impact, a panel of independent judges from the association world determines which entries are awarded three grants of USD 7,500 on behalf of BestCities Global Alliance and ICCA. The grants are used to develop future legacy projects. The Programme was launched in 2017 and is currently in its second year.

The partnership between Best Cities Alliance and ICCA is a direct result of ICCA's five-year strategic plan which was launched at the end of 2015, compromising of six strategic goals. With a number of these goals, including full engagement with association clients and more effective global knowledge sharing, closely aligned to BestCities' own ambitions, discussions commenced in July 2016 to explore potential opportunities. The result is a strategic partnership that celebrates and directly advocates the "beyond tourism" value of international association meetings.

> Partners in showcasing the power of meetings

Paul Vallee, Managing Director of BestCities said: "Creating a lasting legacy has become pivotal in the planning of meaningful meetings and events and we want to educate associations on how this can be achieved successfully. Incredible Impacts will not only showcase examples of excellence but will inspire others to actively incorporate this into their own events.

"At BestCities we aim to nurture and develop the purpose of events beyond traditional planning, focusing on vital areas including legacy development, sustainability and accessibility so we're excited to see what will come of the Incredible Impacts programme and the diverse range of entrants that we receive."

Dennis Speet, ICCA Interim CEO, stated: "The biggest shift in the global meetings market over the last decade has been the mindset change from "part of tourism" to "economic and societal impact". It's now broadly accepted that the biggest value from international association meetings comes from the vast quantities of

MEETING ESCROW

knowledge that are created and shared, the inward investment and business connections that are stimulated, and the societal, healthcare and economic challenges that are addressed and solved.

Incredible Impacts has been designed to celebrate some of the best examples of projects that showcase the wider impact of these meetings, and more importantly, to encourage greater awareness and new projects. We're grateful for BestCities' generous support."

Who can apply?

Any international association whose meeting fits any of the following criteria:

- Knowledge and/or skills transfers to developing countries – especially if carried out in a creative manner or with very high impact.
- Knowledge and/or skills transfers to disadvantaged groups.
- Facilitating attendance and active participation by delegates from developing countries or disadvantaged groups (eg ex-refugees).
- Public awareness-raising of an environmental, healthcare, or societal challenge or potential solution.
- Policy-maker awareness-raising of an environmental, healthcare-related, or societal challenge or potential solution.
- Educational outreach in the host destination (eg to schools or universities, or even the general public).
- Advancing or empowering young, future intellectual and/or societal leaders – from
- within the association or beyond.
- Long-lasting legacy programmes delivered within the host destination (could be charity, investment, R&D, scholarships, etc).

How to nominate an association

Associations can nominate themselves or candidate associations can be nominated by any ICCA member. Nominations should be sent to ICCA's Director of Association Relations, Ksenija Polla, CMP by email.

Application Process

1st Round: Qualifying Process

Send through a general description and argument about why your association meeting (that meets the criteria) should be considered for an Incredible Impacts Grant. Make sure to provide a link to any online information or evidence.

2nd Round: Qualifying Criteria

Shortlisted candidates complete a submission form to provide more back-up information or website links for the following:

1. Objective(s) of the programme/ project
2. Clear description (including history, how it works, who participates etc.)
3. Creative, innovative or impact elements
4. Evidence of impact/success
5. Testimonials from participants or other stakeholders
6. How you would expand or enhance the programme if you receive the grant.

Announcement

An independent jury selects three grant recipients from the maximum of 12 submissions. The three winners present their case study at the annual ICCA Congress. The cost of attending the ICCA Congress (registration fee, travel and accommodation) is covered by ICCA.

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LEGACY OF MEETINGS: **WORLD PARKINSON COALITION**

In 2017, ICCA and BestCities Global Alliance announced the winners of their first Incredible Impacts Programme. A number of associations entered the programme, showcasing their unique and innovative approaches to ensuring their events go beyond tourism. The World Parkinson Coalition was one of the three winners which secured a grant of US $7,500 for its work on the **World Parkinson Congress**.

> World Parkinson Congress

Formed in 2004, the World Parkinson Coalition works to improve the understanding of Parkinson's disease through its global triennial forum, World Parkinson Congress (WPC). The WPC is the only international Parkinson's disease meeting attended by all members of its community. This includes neuroscientists, clinical researchers, health care professionals, care partners and impressively those living with Parkinson's. By involving all those affected by the disease, the meeting sets out to be a unique and inspiring experience for all involved.

Describing themselves as a four-day "Parkinson's Festival", each forum opens a dialogue on the latest scientific discoveries and medical pioneers relating to Parkinson's disease. This aims to improve the understanding of the disease and allow for a better delivery of care until a cure is found.

Their Incredible Impact

One of the "Incredible Impact" elements of the programme allows those living with Parkinson's to become part of the discussion and decision-making process. "Patients included" makes this possible through a range of activities from including people with Parkinson's (PwP)

on all planning committees, covering travel costs to WPC for a number of PwPs, to broadcasting free webcasts.

Credited highly by judges on their creativity and innovation, the World Parkinson Coalition also created an innovative buddies programme which ensured those attending WPC have the best experience possible. The program creates relationships between attendees months before the congress by connecting them online. The buddies program has grown in its popularity from 188 participants at WPC 2013 to 380 for WPC 2016.

Outcomes

The WPC has been hugely successful, with over 4,550 people attending from nearly 70 countries at its last meeting. Of those that attended 48% identified themselves

as those living with Parkinson's disease or care partners. On top of that 195 organisational partners from 46 countries were also in attendance.

The team at the World Parkinson Coalition are working towards its fifth WPC, to be held in June 2019 in Kyoto, Japan. WPC 2019 plans on exploring the most cutting-edge basic science and clinical research as well as advances in treatments designed to improve care and quality of life for people living with Parkinson's disease.

Intentions for Grant Money

With the money received from the Incredible Impacts Grant, the World Parkinson Coalition plans to use 100% of the funds to grow its grant program which supports deserving delegates with their travel to WPC 2019. Those that will be offered the support will include people with Parkinson's, young investigators/clinicians, and health professionals from developing parts of the world to allow more of them to attend.

Due to the increased aging in society, the numbers of people living with Parkinson's disease is expected to increase substantially over the next few decades. This is one reason why the WPC wants to reach more and more of its key stakeholders to allow for better delivery of care.

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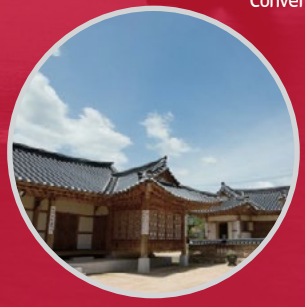

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LEGACY OF MEETINGS:
WORLD CONFEDERATION FOR PHYSICAL THERAPY

In 2017, ICCA and BestCities Global Alliance announced the winners of their first Incredible Impacts Programme. A number of associations entered the programme, showcasing their unique and innovative approaches to ensuring their events go beyond tourism. Winning one of the three $7,500 grants was the World Confederation for Physical Therapy (WCPT).

> World Confederation for Physical Therapy

The largest global gathering of physical therapists, the WCPT congress shares the latest research, practice, education and professional issues to make positive change to global health. A large focus is placed on creating knowledge transfer opportunities, which is achieved through its effective use of its online resources and social media to share outcomes from the proceedings free of charge after the event.

The biennial event goes beyond just the meeting and looks at lasting benefits the congress can provide. To achieve this for the congress in 2017 the WCPT placed an emphasis on three key areas, each of which add to the legacy of the congress: knowledge translation, a bursary programme to support physical therapists in low income member organisations, and a public outreach initiative involving physical activity.

Their Incredible Impact

Knowledge translation is one of the key areas the WCPT places focus on. Each congress aims to reach as many participants as possible, to bring together learnings from across the world. The WCPT Congress 2017 was held in Africa for the first time creating greater opportunities to bridge gaps of knowledge between low- and high-income countries and support wider engagement, specifically for those in low income countries. By holding the congress in this part of the world it enabled more delegates from Africa to attend, making up 26.5% of the audience compared to just 3.6% when held in Singapore in 2015. Even more, the event saw an impressive 71% increase in abstracts submitted from Africa.

The bursary programme enabled 19 physical therapists to attend and their feedback reinforces how participation in itself can create a lasting legacy. The 'Gift of Congress' for these is the gift that will go on giving with benefits reported for the individuals, their patients and the profession in their home countries.

What really made WCPT stand out, and was highly credited by the judges, was its work with its host member

organisation, the South African Society of Physiotherapy (SASP), and Dr Frederick Marais and the WesternCape on Wellness (WoW!) healthy living initiative. Working in partnership was critical to the success of WCPT's public outreach legacy objective.

WoW! recently launched its Shoes2Move! campaign which is raising funds to buy exercise shoes for those who are unable to afford them. The shoes will be used as a motivator for them to start exercising and therefore gain long term health benefits. A cause the WCPT and SASP was keen to be part of.

To promote the work of WoW! and Shoes2Move! their messaging was included in all WCPT Congress 2017 promotion. This included its website, mailings and during the opening ceremony. Furthermore, during the congress WoW! champions ran lunchtime movement breaks with delegates, which were also replicated with the whole audience in the closing ceremony. SASP also worked to take the messages into schools with a competition to create movement break videos. The SASP continues to work with WoW! and promotes its work across the country.

Intentions for Grant Money

Using the money from the grant the WCPT aims to expand in three main areas:

1. Helping delegates attend the WCPT 2019 in Geneva where costs are higher via its bursary programme. The money is intended to help maximise its fundraising abilities and increase the fund available.

2. In keeping with its aim of knowledge translation, the WCPT would like to carry forward lessons from WCPT 2017. To achieve this part of the grant will be used to allow WCPT to bring speakers from low resource countries to contribute to the programme.

LEGACY OF MEETINGS: INTERNATIONAL SOCIETY FOR THROMBOSIS AND HAEMOSTASIS

On 14 November 2017, ICCA and BestCities Global Alliance announced the winners of their first Incredible Impacts Programme. A number of associations entered the programme, showcasing their unique and innovative approaches to ensuring their events go beyond tourism. Securing one of the three $7,500 grants was The International Society on Thrombosis and Haemostasis (ISTH) for its World Thrombosis Day Campaign.

> International Society on Thrombosis and Haemostasis

Committed to developing scientific discoveries and clinical practices, ISTH works to develop the next generation of professionals through educating physicians, scientists and allied health professionals wherever they may live. Beginning in 1954 as a small group of investigators, the ISTH has grown to become the leading thrombosis and haemostasis-related professional organization in the world with more than 5,000 members in 98 countries.

Their Incredible Impact

Placing a global spotlight on the often overlooked and misunderstood condition of thrombosis, the society's World Thrombosis Day campaign saw over 8,200 awareness events organised across the globe in 2016. The team demonstrated an impressive approach to going beyond tourism, looking at how they could create multiple touch points with the industry, outside the four walls of the event itself. Judges of the Incredible Impacts Programme were impressed with the society's creative approach to thinking and the ways in which they created a legacy to bring awareness to the conditions. One standout example was their annual Twitter Chat digital event. Running on World Thrombosis Day (October 13), the society created a platform for people around the world to talk about the condition, share expert advice and insights through a dedicated hashtag which generated an impressive 45 million impressions worldwide.

Intentions for Grant Money

In 2018, the team at ISTH is focusing its efforts to prepare for its fifth annual World Thrombosis Day and their next ISTH meeting in Dublin, Ireland, with the following meeting take place in Melbourne – one of the BestCities 12 destinations. With the help of the grant, the team are working to ensure awareness and information about the critical condition reaches more people than ever before. The Incredible Impacts grant will be used to develop and distribute additional online and print resources on several types of thrombosis to both health care providers and the public. The monies will also allow the society to work with designers to create simple check lists that will enable more people to identify the symptoms early on. Generating compelling social media content through imagery and videos will also form part of their grant spending to ensure their messaging is spread across the associations platforms.

Figures show a startling 1 in 4 people from around the world die from conditions related to thrombosis and so with the help of the grant, the ISTH hope to educate, inspire and motivate people through action-orientated approaches that will reach a global audience.

HOW GREATER BOGOTÁ CONVENTION BUREAU WON THE ICCA BEST PR AWARD 2015 WITH LEGACY CREATION

Rebecca Hogg, Marketing & Content Executive, ICCA

This article was made possible through the tremendous and much appreciated contributions of Greater Bogotá Convention Bureau.

'People, the power of hope' is an enchanting message, and one that was delivered with heart and passion as part of Bogotá's bid to bring One Young World, the largest global gathering of youth leaders, to the city in 2017. Made at the time of a new push for a peaceful resolution to Colombia's long-term conflict, which destabilised the country economically and politically for several decades, the bid process was to act as a kind of catharsis, moving on from the events of the country's past, restabilising Colombia's place on the international stage, and inspiring the youth with a new vision for the future.

Telling the story of Colombia's positive transformation process after the country's period of crisis with their 'People: The Power of Hope' PR campaign, the Greater Bogotá Convention Bureau united public and private players in the city to bring the international event to the Colombian capital. Their campaign was ultimately successful: One Young World chose the city as the host destination for their 2017 summit, Bogotá becoming the first Latin American city to host the event.

As recognition for this achievement, the Colombian capital – represented by the Greater Bogotá Convention Bureau – received the ICCA Best PR Award 2015 at the 54th ICCA World Congress in Buenos Aires. This, together with the city's selection as a preliminary member of the BestCities Global Alliance in February 2015, marked the end of a hugely successful year for the Greater Bogotá Convention Bureau.

The Best PR Award was delivered by ICCA in association with the International Meetings Review (IMR), and considered strategies that have demonstrated the greatest coverage, visibility, story-telling, brand consistency and creativity in the use of print and web/social media channels. Bogotá's winning case study still functions as one of the first textbook examples of creating a lasting legacy with association meetings.

> The idea behind the campaign and what it aimed to achieve

Bogotá's bid process for One Young World 2017 shows emphasis upon 'beyond tourism' value. Their emotive PR strategy sought not only to strengthen the city's business tourism offering, but also to leave behind a legacy for Bogotá to build upon.

Situating the campaign within the wider context of Colombia's positive emergence as a global player after a long period of conflict, the Greater Bogotá Convention Bureau set several goals:

- host One Young World in 2017
- demonstrate how destinations can live interesting transformation processes through events, thereby strengthening national support for the events industry,
- And, involve citizens in the bid process itself.

How and why the campaign was successful

To achieve these objectives and send a strong message to international decision makers, Bogotá first made hosting One Young World a collective purpose, heavily involving the local community. Choosing the theme of hope, the Convention Bureau identified local allies who could help build Bogotá's One Young World movement and legacy. Sandra García, former Executive Director of the Greater Bogotá Convention Bureau, later identified these allies as being key to the campaign's success.

'Easy access' tools, with a large part played by social media, were used at all stages of creating the movement. Working with their local allies, the Convention Bureau created various 'communication moments', both physical and digital, to spread their message. What worked extremely well for the Bureau was a video made to showcase Colombia's transformation from – in their words - a 'failed state in the eyes of the world to an emerging global player.' Beginning with the transformation story, the video goes on to show Colombia's links to the international events industry with the help of statistics, before presenting their youth as the country's future and using this as a springboard to invite One Young World to aid the Colombian transformation process in Bogotá. The video's final message - giving the younger generation of Colombia a new start - created a

connection with both the purpose of the One Young World congress and national pride and emotion.
As a testament to the video's success, Sandra García remarked in 2015 after the Convention Bureau's win that people still feel represented when they watch it. The message was hard-hitting and stirred even non-Colombian audiences: James Latham of International Meetings Review said during his post-win interview with García at IBTM World in 2015 that audience members were in tears when it was played during the Convention Bureau's presentation at the 54th ICCA Congress.

Social media played an important part in the campaign's success in activating the local community, helping to spread the video message far beyond what the Convention Bureau originally expected. Its use also helped the wristband to become a well-known symbol of Bogotá's bid, resulting in regular citizens and famous Colombians posting images of themselves across Twitter and Facebook wearing the band to show their support.

The success of the PR strategy also brought national and international opinion leaders into the conversation, throwing their weight behind the bid process. This led to mentions in national and international media as well as significant endorsement of third-parties like the Council of Bogotá, Colombia Joven, Bogotá Chamber of Commerce and the Direct Tourism Institute. Private sector support was also not far behind. Consequently, instead of the campaign leading the community, the community effectively began to lead the campaign.

The legacy of the fight to bring One Young World 2017 to Bogotá

Bringing wider benefits to host destinations has long been a goal of the meetings industry. This case is a perfect example of how an association meeting is used as an angle to drive societal progress. By tying it to a successful Public Relations campaign, Bogotá not only won the bid to host the event but also created a lasting legacy of hope, inspiring change for its destination.

The One Young World 2017 summit took place from 4-7 October 2017 in Bogotá, Colombia. Attracting 1,550 delegates, with 196 countries represented, over 4,199 hotel nights were provided to delegates, volunteers, members of the press and others, and 1,350 jobs were generated. One Young World 2017 also received US$18,333,333 in free press and was a trending topic on social media in Bogotá and Colombia throughout the summit's duration.

The last day of the summit, 'Peace Day', focused on the Colombia conflict and emphasised how young Colombians were essential to making peace sustainable, involving participants in the conflict from both sides. The day's programme included local Delegate Speakers from various backgrounds, professions and perspectives. 20% of the young leaders who spoke at the plenary sessions were Colombians, with 214 Colombian young leaders in total attending the event. Some of these participants today have been awarded sponsorships that will help them to continue to develop the transformation projects that helped them earn a place at One Young World 2017.

Local policies were also implemented after the event as a result of the successful dialogue surrounding the future of Colombia. Due to the different workshops that were held with the institutions that supported the event, Bogotá's local government created a youth policy that has been made part of the city's development plan, and the event's advisory board will continue to work together to address problems in the city. It is clear that events in Bogotá are now a tool to foster transformation in the city and the country. Evidently, the event not only provided longer-term economic and political benefits to the city but also took on the message of the Convention Bureau's PR strategy.

The legacy of the Greater Bogota Convention Bureau's touching and emotionally-charged PR strategy demonstrates that a drive for economic and cultural development can be successfully done by creating an emotional connection with and involving the local community. The very fact the PR campaign helped to create such a buzz around the greater importance of hosting One Young World, the value of which undoubtedly resonated strongly with people living within as well as beyond Colombia's borders, taps into the international nature of relationship-building within the events industry and shows the far-reaching impact international meetings can have on host destinations.

Download Greater Bogota Convention Bureau's presentation of their winning PR campaign.

Watch the powerful highlights video of One Young World 2017, to witness the event this PR campaign helped to create.

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ICCA MILESTONES: **THE STORY OF 55 YEARS**

> Sharing information about international association meetings

The concept of ICCA was first discussed by travel agents Moises Shuster from Mexico and Jean Claude Murat from Paris at the beginning of the 1960s, to take advantage of the then-new phenomenon of international association meetings which were being stimulated by the introduction of commercial jet aircraft, and particularly the potentially lucrative medical meetings field. The unique original idea was to share information between friendly business owners based in different countries to obtain competitive advantage and win a bigger slice of the travel revenue from this rapidly-emerging market.

Global from the start

At a meeting in Paris in 1963, Shuster and Murat together, with five other travel agents from four different continents around the world, founded the International Congress and Convention Association. Murat stated in an interview in 1985: "We came up with the idea in Mexico, we cleared the idea in Paris, we officialised it in Athens and then we regulated it in The Netherlands, so we were a truly global organisation from the start." Today ICCA has almost 1,100 member companies and organisations in over 100 countries.

Sharing information about international association meetings for business advantage continues to be the central theme of ICCA's Mission 55 years after it was founded on that same principle.

Visit our interactive timeline for a full 55-year history of ICCA!

The timeline below includes just some highlights of ICCA's 55-year history. Please check out our interactive online timeline to see the full details, including meetings technology trends, past residents, all past ICCA Congresses and much more.

ICCA MILESTONES: **THE STORY OF 55 YEARS**

The 1960s – Founding and initial growth

1963 ICCA is founded in Paris

- Moises Shuster and Jean Claude Murat, alongside five other travel agents friends from around the world, Gilbert Garber, Michaeli Bessano, Bernard Wijnberg, Simon Katz, Georges van der Steeland and Willy Wenko, found the International Congress and Convention Association together.
- 1st ICCA Congress (then named the ICCA General Assembly), Paris, France. Attendance: 7
- 2nd ICCA Congress, Rotterdam, the Netherlands. Attendance: 18. Entrance is free of charge.
- 1st ICCA President: Moises Shuster

1964

- 2nd ICCA President: Jean Claude Murat. He serves from 1964-1968.
- 3rd ICCA Congress: Athens, Greece. **Attendance: 15**

1967

- On 13 October, the first ICCA bylaws (in the Dutch language) are signed.

1968

- Membership fee introduced: 300 USD per annum.
- 3rd ICCA President: Moises Shuter succeeds Jean Claude Murat.
- 7th ICCA Congress, Rio de Janeiro, Brazil. (Attendance figures not available.)
- Jean Claude Murat unanimously elected as ICCA Honorary President for life.

1969

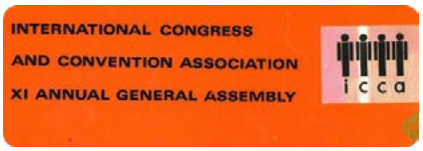
- ICCA establishes its first Head Office in The Hague, the Netherlands.
- Membership reaches 76 member companies, including its first "Ancillary Services" members, the car rental company Avis.
- 8th ICCA Congress, Budapest, Hungary. **Attendance: 85**

ICCA MILESTONES: **THE STORY OF 55 YEARS**

The 1970s – ICCA joins the Information Revolution

1972

- 160 member companies from 41 countries.
- 11th ICCA Congress, Paris, France. Attendance: 92
- A major restructuring of the association into eight Categories is approved at the annual General Assembly in Paris.
- ICCA Data is launched. Since 1972, ICCA's research department, 'ICCA Data', has assembled information on the meetings of international associations taking place all over the world.



1973

- John E. Moreu is appointed as the first full-time, salaried Executive Director.
- 12th ICCA Congress, Manila, Philippines. Attendance: 83
- ICCA's Head Office moves from The Hague to Amsterdam, where it continues to be located to this day.

1974

- The first semi-automated information system is introduced, making the sharing of ICCA market data with members much simpler. Before this, regular paper "bulletins" were sent to members with the latest information about specific international association meetings.
- 13th ICCA Congress, Berlin, Germany. **Attendance: 195**

The 1980s – Quiet prosperity

1982

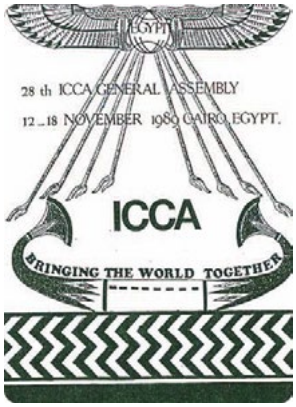
- 264 members from 69 countries.
- Head Office staff increases to 7 people.

1983

- ICCA celebrates its 20-year anniversary.
- 22nd ICCA Congress, Colombo, Sri Lanka. **Attendance: 193**

1987

- Dick Ouwehand is appointed Secretary General.
- 26th ICCA Congress, Albuquerque, U.S.A. **Attendance: 310**



1989

- 28th ICCA Congress, Cairo, Egypt. **Attendance: 380**

The 1990s – Social progress, the Internet era, and expanding global influence

1990

- 1st female ICCA President: Jacqueline Pietri from Nice Convention Bureau in France.
- 29th ICCA Congress, Adelaide, Australia. **Attendance: 290**

1995

- ICCA launches its new logo, which is used until 2002.
- 34th ICCA Congress, Valletta, Malta. Attendance: 400
- 1st Research, Sales and Marketing programme (ICCRM), Maastricht, the Netherlands. Attendance: 70
- Dirk Ouwehand retires and Tom Hulton joins as Executive Director, with his title later changing to CEO.

1996

- ICCA's digital footprint makes it first step: The 1st ICCAWORLD homepage is launched on the World Wide Web.
- 35th ICCA Congress, Rio de Janeiro, Brazil. Attendance: 450
- 2nd ICCRM, Graz, Austria. **Attendance: 83**

1997

- Best Marketing Award established.
- Previously named the General Assembly, ICCA renames its annual most important event as the "ICCA Congress" and encourages industry leaders from outside its membership to attend.
- 36th ICCA Congress, Innsbruck, Austria. Attendance: 503
- ICCA Data launches the Corporate Database, a database of corporate meetings data. It exists until 2007.
- 3rd ICCRM, Torino, Italy. **Attendance: 83**

1998

- ICCA opens its first regional office in Malaysia, Kuala Lumpar.

1999

- ICCA establishes an office for North America.
- 38th ICCA Congress, Lisbon, Portugal. **Attendance: 586**
- 5th ICCRM, Warsaw, Poland. **Attendance: 84**

The 2000s – ICCA products go digital, unprecedented growth

2001

- ICCA opens its regional office for Latin America in Montevideo, Uruguay.
- 7th ICCRM, Brijuni, Croatia. **Attendance: 72**
- 40th ICCA Congress, Cancun, Mexico. **Attendance: 372**

2004

- The first ICCA Statistics Report is launched, focused on country and city rankings based on the number of events from 1995-2004.
- Paul Flackett wins the Moises Shuter Award.
- Noble Peace Prize winner Archbishop Emeritus Desmond Tutu speaks at the ICCA Congress in Cape Town.

2005

- The ICCA Business Exchange (a popular Congress activity) is integrated into the Association Database.
- ICCA's Association Database has always been about sharing commercial information about recent hosted events. The new ICCA Member Event Insider-functionality further facilitates and personalises this information exchange.
- ICCA begins to issue a 10-year period report on an annual basis.

2006

- ICCA adopts a new governance structure. The former eight Categories become five Sectors and new Board representative positions are created for five geographical regions.
- The ICCA Press Database is introduced as an online searchable database of leading media and freelancers in the international meetings industry.
- 45th ICCA Congress, Rhodes, Greece. **Attendance: 811**
- The Destination Comparison Report is introduced.

2007

- ICCA Head Office moves to its current location in Amsterdam.
- The Asia Pacific office moves to new premises in Malaysia to enable a new Global Research Centre to be set up.
- 46th ICCA Congress, Pattaya, Thailand. **Attendance: 814**
- The ICCA Congress & Convention Researchers Meeting (ICCRM) changes its name to ICCA Research, Sales and Marketing Programme (IRSMP).
- 1st ICCA RSMP, Dublin, Ireland. **Attendance: 108**

2008

- Moises Shuter Award awarded to Arnaldo Nardone, ICCA President from 2010-2014.

2009

- Digital Clipping Service introduced as an extension of the ICCA PR Kit.
- ICCA announces partnership with Union of International Associations.
- ICCA, IMEX and Fast Future on the Future of Meetings, Venues and Meeting Destinations launch the ground breaking global study, "The Future of Meetings, Venues and Meeting Destinations."

The 2010s – Expansion to over 1,000 members and more Regional Offices

2010

- Christian Mutschlechner awarded the Moises Shuter Award.
- 49th ICCA Congress, Hyderabad, India. **Attendance: 715**
- 4th ICCA RSMP, Vilnius, Lithuania. **Attendance: 132**

2011

- 50th ICCA Congress, Leipzig, Germany. **Attendance: 1,000**
- Former ICCA CEO Tom Hulton receives the Moises Shuter Award.
- 5th ICCA RSMP, Gdansk, Poland. **Attendance: 110**

2012

- More than 900 members from 86 countries.
- ICCA and IMEX celebrate 10 years of partnership.

2013

- 52nd ICCA Congress, Shanghai, China P.R. **Attendance: 940**
- 7th ICCA RSMP, Amsterdam, the Netherlands. **Attendance: 155**
- The ICCA Association Portal is launched, offering association meeting planners advice and resources for organising high-quality meetings.
- ICCA celebrate the 50th year anniversary of its founding with the release of its industry benchmark report, "A Modern History of International Association Meetings: 1963-2013".
- ICCA's online Destination Comparison Tool launched, allowing members to create tailored statistics reports and compare association meeting data for competing destinations.

2014

- ICCA Big Data Search tool for local ambassadors launched. The goal of this tool is to reduce individual ICCA members' costs for identifying candidates to future international association congress bids and setting up targeted ambassador programmes.
- 53rd ICCA Congress, Antalya, Turkey. **Attendance: 890**

2015

- Martin Lewis receives the Moises Shuster Award at the 54th ICCA Congress in Buenos Aires, Argentina. **Attendance: 760**

2016

- 55th ICCA Congress, Kuching, Malaysia. **Attendance: 830**
- ICCA RSMP becomes the ICCA Association Meetings Programme.
- 1st ICCA AMP, Stavanger, Norway. **Attendance: 163**
- ICCA opens its first regional office in the Middle East in Dubai.

2017

- ICCA hosts its biggest Congress ever! The 56th ICCA Congress takes place in Prague, Czech Republic, with **1260 delegates**.
- 2nd ICCA AMP, Fukuoka, Japan. **Attendance: 150**

2018/2019/2020

- ICCA implements a CRM system and a new My ICCA Portal.
- 3rd ICCA AMP, Ljubljana, Slovenia. **Attendance: 181**
- The 57th ICCA Congress will take place in the Middle East for the first time in Dubai, United Arab Emirates.
- 58th ICCA Congress, Houston, U.S.A, October 2019.
- 59th ICCA Congress, Kaohsiung, Chinese Taipei, November 2020.

Visit our interactive timeline for a full 55-year history of ICCA!

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KwaZulu-Natal A majestic centre for business events

The Zulu Kingdom, through the Durban KZN Convention Bureau, provides a hub for business events to bring about tourism growth and socio-economic development.

Across the province, a host of conference and events facilities are set against the backdrop of majestic mountains, sun-kissed beaches or bush retreats.

The Convention Bureau, supported by eThekwini Municipality and Tourism KZN, has successfully hosted over 120 significant business events since 2010.

World-class success

These include the 2017 World Economic Forum for Africa, the International Aids Congress and the Loeries Creative Week. In September, it will hold ITU Telecom World 2018, which is expected to attract over 13 000 delegates.

The state-of-the-art Inkosi Albert Luthuli International Convention Centre is the flagship host of these events, boasting the largest area of column-free, flat-floor, multipurpose space in Africa.

The ICC was ranked in the Top 15 Convention Centres in the World at the Apex Awards.

We do business, we do events

Conference or event facilities are also provided by Tsogo Sun, through Southern Sun Elangeni & Maharani, as well as the Hilton Durban, Greyville Horse Racing Course, Moses Mabhida Stadium, Olive Convention Centre, Royal Show Grounds, Champagne Sports Resort and Alpine Heath.

ABSA stadium hosts a number of events, including rugby, football matches and music festivals, and Kingsmead Stadium hosts a number of international cricket matches.

We do tourism

When work is done, a few hours' drive from Durban, the majestic and serene uKhahlamba-Drakensberg Park World Heritage Site beckons. See the hinterland's big five or visit iSimangaliso Wetland Park, another World Heritage Site, to experience the coast's rich marine life.

For those in search of insight into the history of the Zulu Kingdom, the province features a number of battle sites, including the site of Cetshwayo's epic triumph of Isandlwana. Or visit Mandela's capture site in the KZN Midlands.

KwaZulu-Natal also offers seaside golf courses featuring lush, tropical vegetation and championship courses rich in tradition and history – making for a true golfer's paradise.

Durban, the busiest port in Southern Africa, has started constructing a R200 million cruise terminal, which will host world-class facilities to augment its already-booming cruise ship tourism offering.

With regular flights from Johannesburg and Cape Town, and a growing list of direct international flights, including Durban to London, KZN is becoming more accessible to the world.

For more information regarding business tourism venues and services, go to www.zulu.org.

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AS TECHNOLOGY CHANGES ASSOCIATION EVENTS AND EXHIBITIONS, THESE FIVE ELEMENTS WILL LIKELY STAY THE SAME

Corbin Ball, CMP, CSP, DES

We are living in a time of unprecedented technological change. How will these changes affect association meetings and tradeshows? Will they remain a central form of education, networking and marketing? Will virtual meetings and other communication technologies replace the need for face-to-face events and exhibitions? Although there will likely be very significant changes in these next few years, there are some strong drivers that bode well for the future of associations and events.

Here are five constants that will keep meetings viable in the future:

1. Human gregariousness

Humans are social animals. We like to get together. Indeed, there is a biological imperative to do so! This basic drive will continue to bring people together for face-to-face events of some form for as long as we roam this planet.

2. Social connectivity -- the desire to meet with people of like interests

Meetings can be considered the original social media and associations the original social networking platforms. The rise of social media tools such as Facebook, LinkedIn and Twitter, enhances our ability to connect with people of like interests – the same goal of many events! As our social network expands, this continuing desire to connect with these colleagues will keep meetings as an important method of doing so. Social media may expand our contacts; meetings will provide the opportunity to meet them face-to-face!

3. The value of tradeshow and exhibitions as important marketing vehicles

If a product is a commodity, there are opportunities to automate the sales process online. However, there are many businesses that are highly service oriented (such

as the hotels, convention centers and meetings management to name a few) – they rely on people to deliver the product. Association tradeshows and exhibitions afford a great way to meet these service providers and gather information in a condensed, time-efficient and cost-efficient manner.

4. People like attractive destinations and are enriched by the travel experience

Travel broadens horizons and provides great ways to experience cultures, cuisines, new ideas and much more. Meetings often afford the opportunity to get away from their day-to-day business routine and to experience new horizons.

5. Live face-to-face events provide a much richer experience than virtual meetings

Webinars and other virtual meetings are great for short information exchange. However, in today's multi-tasking and often distracting work environment, attention spans are short. Thirty minutes to an hour is usually the maximum you can expect someone to pay attention sitting in front of a monitor.

Face-to-face meetings, on the other hand, take people to a more focused location with fewer distractions. As long as people are informed, entertained and fed, event hosts can keep people engaged for days. At the minimum, there is a social contract to at least look like you are paying attention at an event. This is very different than most virtual events. The opportunities for networking, brainstorming, and relationship building are usually far greater at face-to-face events than online. To put it succinctly, there is no such thing as a virtual beer!

Association meetings provide opportunities for people to connect. Our gregarious nature, our desire to meet with people of like interests, our curiosity to experience new locations and ideas will be constant driving forces to keep association meetings a viable means on connecting, educating, and bringing people of like interests together for the foreseeable future.

About the author

Corbin Ball, CMP, CSP, DES is a speaker and independent third-party consultant focusing on events technology. He is an inductee into the EIC 2018 Hall of Leaders and a proud member of ICCA for the past 17 years. He can be contacted at his extensive web site Corbin Ball & Co. – Meetings Technology Headquarters and followed on www.twitter.com/corbinball.

ASSOCIATION MEETINGS: **IGNORE THE DOOM-MONGERS**

James Lancaster, Editor, AMI Magazine

Photo by José Martín Ramírez © Unsplash

amimagazine.global

Sometimes the best theories are just that: theories.

No matter how much you pummel and shape them, they refuse to comply with reality.

Sometimes this creates a kind of cognitive dissonance in those who proposed the theory in the first place. They continue to believe their hypothesis even though all the evidence points elsewhere.

And so there are still people who cling to the idea that associations are a relic of the past, pointless anachronisms breathing their last gasps before a digital Tsunami washes them all away.

Social media, open-source publishing, the rise of the 'individual', the pick-and-mix nature of modern consumerism: all have been cited as sensible reasons why associations are doomed.

It is a theory based on a false assumption - that associations are incapable of reforming themselves; flat-footed beasts who can't see what's coming. I've been hearing this for the last ten years.

And yet, according to most available indices, ICCA's City and Country Rankings included, the number of international association meetings continues to go up and up. Some of this, of course, can be attributed to ICCA's swelling membership base and better reporting from its members.

But that doesn't explain why long-established members who have had rigorous reporting procedures in place for years also show a steady rise in the number of meetings they host.

In a fascinating article for AMI earlier this year, the association consultant Geneviève Leclerc identified a string of emerging industries – from medical cannabis to bitcoin, autonomous vehicles to wearable technologies – and found start-up associations representing all of them.

So much for millennial fatigue.

If it were true, too, that associations are facing extinction, nobody seems to have told the world's emerging city economies, who are investing millions in convention centres and have installed the international meetings sector as a central plank in their future economic strategies.

Look at all those 'vision' documents coming out of the Middle East – places like Dubai, Qatar, Abu Dhabi, and, yes, even Saudi Arabia – and it is clear they see their future in the so-called 'knowledge economy' and the nurturing of international organisations as a fundamental part of that.

Besides, there is evidence that associations are changing. Some are remodelling their membership structures or even ditching the traditional membership model altogether in favour of a 'community-based' approach, with different points of entry, where essentially all-comers are welcome.

In a drive to satisfy the different demands of their increasingly international membership, others are holding more regional or pan-continental conferences. More hybrid events are being held – a blending of the physical and virtual worlds – and some of the more adventurous associations are experimenting with simultaneous 'multi-hub' events, connecting cities via satellite link-up.

What does appear undeniable, however, is that huge international association meetings are on the wane. The trend in ICCA's data over the last 20 years has been for more, but smaller, meetings.

But that, to me, speaks to associations' ability to adapt to the world around them and augurs well.

On that, there's an interesting stat that deserves more attention…

Small is beautiful

It is this: almost two-thirds (65 per cent) of international association meetings attract 250 or fewer delegates. In other words they are small. A large room full. A lecture theatre, perhaps.

In fact, only seven per cent of the 12,563 meetings in ICCA's database welcomed more than 1,000 delegates and a tiny fraction – a mere 1.3 per cent – attracted 3,000 people or more.

For those at the sharp end of winning association business – the suppliers to the meetings industry – this probably comes as no surprise, but to casual observers of the sector it probably does.

That's because we hear so little about these meetings.

If you were to soak up the industry hype about international association meetings you might be forgiven for thinking they typically involve 4,000 scientists in a convention centre.

The image projected to the world is of vast plenary halls packed to the rafters, multi-tracked meetings on several floors, with satellite symposia. And cities raking in millions.

What is this obsession with big? Does size really matter? For cities and convention centres the answer is obvious: yes! Big meetings can raise the profile of a city in key areas – and help under-pressure venues balance the books. Why host twenty meetings for 250 people when you can roll out the red carpet for 5,000 delegates in one glitzy, headline-grabbing hit?

And yet we shouldn't ignore the fact that, across the board, small meetings, often taking place in hotels and universities and attracting very little fanfare, are the industry's bread and butter.

The science can be just as cutting-edge, the learning just as lofty, and the knowledge transfer every bit as crucial to a city's economic development. Small meetings might not mean big bucks in terms of delegate spend – but, then again, they don't mean big damage in terms of carbon footprint, either.

So, enough of the big-hitters for a change, let's hear it for the silent majority.

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BACK TO THE BASICS OF LEGACY

Rémi Dévé, Chief Editor, Boardroom

BOARDROOM
THE BEST RESOURCE FOR ASSOCIATIONS

Legacy has been the talk of the industry for some time now. Some will think it has everything to do with the efforts some people make to justify what they do, others will point out it is the industry itself trying to come up with a special raison d'être, while there will be the occasional callout for 'value redesigning' of events themselves. At a time when the word tends to be overused, meaning everything and its opposite, it might be time to go back to the basics of legacy.

There was a time when the meetings industry was viewed as solely based on what delegates and organisers would spend during an event. It was an easy thing to measure: people would fly in, rent event space, book accommodation, go to restaurants, commute by taxis… that gave a pretty good picture of the financial impact of business events in a particular destination/venue. Today, the focus has clearly shifted to the value of what these events actually achieve for organisers, participants and host communities and the legacy that they leave.

But first are legacy and impact the same thing? In the business events industry, the two words are trendy, but people tend to use them interchangeably, thus creating blurred lines sometimes. Genevieve Leclerc, founder of Caravelle Strategies, says the difference is quite clear. Legacy is something left or handed down by a predecessor; a notion hard to measure, as it implies changing the lives of the attendees and the community, but it might not be what an association set out to do in the first place. On the other hand, impact makes a significant change by addressing an existing challenge, social, economic or other type. It is durable and deliberate.

Broader values

There are many ways in which association events can leave a legacy. If you want to demonstrate the kind of broader "output" values that are associated with meetings, congresses or conventions, you have to think in broad terms and look at the economic, business, professional, academic and community benefits that such events create. If those are a bit more difficult to grasp sometimes, that also places the meeetings industry as a whole at the very centre of the global economy and the related scientific, professional, academic, business and social advancements it helps achieve.

But how exactly to appreciate the legacy that association events can leave? That is exactly what the long-standing collaboration between the University of Technology Sydney and Business Events Sydney aims to do. Since 2010 indeed, BESydney has partnered with UTS to produce a series of reports that identify the social legacies of business events. Their findings reveal a strong correlation between face-to-face collaboration and the growth of the global 'knowledge economy' – vital to government, associations and communities alike.

The first industry study released by BESydney in 2011, *Beyond Tourism Benefits: measuring the social legacies of business events* documented the broad and long-lasting legacies of five international congresses held in Sydney between 2009 and 2011, reporting these events facilitated the sharing of knowledge, ideas, techniques, materials, and technologies by providing local educators, practitioners and researchers with access to a network of international colleagues. This networking gave delegates an avenue for new business and research collaborations, which in turn generate innovation, ideas and research agendas for years to come. A more recent study with UTS – Conferences: catalysts for thriving economies – also supported that face-to-face networking opportunities can spark global collaboration, which in turn can progress into new products and services.

Embarking on a project

The Joint Meetings Industry Council (JMIC), a communications platform established in 1978 connecting international meetings industry associations to share industry trends and best practices, has also embarked on a project to identify and document a series of representative events that illustrate those broader economic, academic, business and professional achievements of global meetings, conventions and exhibitions.

JMIC President Joachim König explains that "it consists of two key components: first, an academic one consisting of a team of university researchers who can provide the academic rigor we need to enhance credibility of the results and help advise organisers on best practices for value measurement, and secondly, a vehicle that can make the most of the very compelling "stories" that arise from the project – events that illustrate benefits in ways that the readers and, most importantly, our key audiences – can understand and relate to."

The latest progress of the project can be reviewed on The Iceberg (www.the-iceberg.org), which provides a communications platform for the advancement of the industry's value proposition. The scope of the case studies is indeed quite wide: think about knowledge expansion, relationship building, collaboration, the attraction of global talent, the improvement of education, or fundraising and investment, among many, many other fields of endeavours.

Real-life case studies

In the course of Boardroom's existence, we have published quite a few stories relating to how association conferences have had lasting legacies in destinations. Far from being anecdotal, legacy, in these contexts, is not a mere outcome of an activity or an effort. It has everything to do with building values and engaging communities.

Representing the Rehabilitation International World Congress, Secretary General Venus Ilagan emphasised the need for the empowerment and inclusion of people with disabilities, which was also the congress's main theme. Held in Edinburgh in 2016, the challenge was to prepare the city for the hundreds of attendees with disabilities. Rehabilitation International's vision is to ensure that when it holds its world congresses, it should leave a legacy behind; this time, in close collaboration with Convention Edinburg, it went far beyond having an economic impact and a global prestige for the city, it fundamentally changed Edinburgh's and Scotland's approach to accessibility and inclusion and in shaping a better future for all. As a legacy from the Congress, there has been a destination-wide working group that was created, focusing on accessible and inclusive tourism, called Everyone's Edinburgh.

Linda Garzón, from the Greater Bogotá Convention Bureau, explains how the vision of leaving a legacy should start already from the bidding process. In Bogotá's case, bidding for One Young World Summit (OYW) engaged young citizens to participate in different movements around the world; they are now measuring the impact of the projects regarding their contribution to the UN's 17 Sustainable Development Goals. In the same way, the World Summit of Nobel Peace Laureates raised the level of dialogue around peace and contributed to the peace building process of the country by live streaming the event in seven countries.

In Sapporo, Japan, the 5th International Wildlife Management Congress in July 2015 brought together 1,400 participants from all over the world, with a goal to enhance global sustainability and the conservation of wildlife. The legacy component of the Congress was impressive. Delegates and citizens joined forces for a good cause, clearing out and cutting down thickets and tall grass along Toyohira River, while Rakuno Gakuen University and Sapporo City Government signed an Agreement on Policy Proposals on Biodiversity. Thanks to this, research activities on alien species countermeasures and wildlife management discussed at the event are still continuing to this day.

GLOBAL DESTINATION SUSTAINABILITY INDEX

The Global Destination Sustainability Index aims to promote the sustainable growth of international meeting destinations, highlighting best practices and responsible business tourism. In a world increasingly focused on responsible business and environmental impact, the GDS-Index helps destinations to engage clients with sustainability, align with the UN Sustainable Development Goals and drive the adoption, promotion and recognition of sustainable practices in their city.

The GDS-Index evaluates the sustainability performance of cities and bureaus in four key areas:

- City environmental strategy and infrastructure
- City social sustainability performance
- Industry supplier support (restaurants, hotels and convention centres)
- Convention Bureau strategy and initiatives

The Global Destination Sustainability Index has released the following white papers:

Sustainable Destination Management Trends and Insights: A Path to a Brighter Future

This report draws on analysis from 35 cities who participated in the 2016 GDS-Index benchmarking process. It identifies how destinations are using sustainability to drive the development and implementation of destination sustainability strategies that support their city's overall social, environmental and economic development while enhancing competitive positioning.

Download "Sustainable Destination Management Trends and Insights: A Path to a Brighter Future"

Sustainable Destination Management: The Road to a Circular Economy

The GDS-Index's second white paper focuses on how destinations, by implementing active and well-designed sustainability strategies that support their city's overall social, environmental and economic development contribute to creating a circular economy, while enhancing competitive positioning. The report draws from analysis of 40 cities who participated in the 2017 GDS-Index benchmarking study.

Download "Sustainable Destination Management: The Road to a Circular Economy"

Find out more

Visit: www.gds-index.com
Contact: info@gds-index.com

MEASURING THE ECONOMIC IMPACT OF THE MEETINGS INDUSTRY

One of the biggest long-term challenges facing our industry has been the lack of consistent methodologies for measuring economic impact and for comparing the scale of our sector between countries and over time. A complex industry structure of organisers, venues and other suppliers, lack of clarity on definitions, and poor reporting systems have all conspired to keep the world in the dark about the true value of our industry.

It was to rectify this situation that in 2006 ICCA collaborated with the World Tourism Organisation (UNWTO), Meeting Professionals International (MPI) and Reed Travel Exhibitions, organisers of IBTM World, to publish the first global standards for carrying out national economic impact studies, "Measuring the economic importance of the meetings industry – Developing a tourism satellite account extension", linked to the UNWTO's universally recognised Tourism Satellite Accounting methodology.

The creation of these standards had an immediate effect, inspiring industry leaders in a number of countries to set up their first ever comprehensive studies, the results of which confirmed what had been long suspected, that the meetings industry was a major contributor towards those countries' economic prosperity. One fascinating result from all of the studies demonstrated that whilst meetings made up a significant percentage of the overall tourism figures, this was only part of the story: typically, over 50 percent of the direct expenditure by organisers and delegates was on non-tourism-related services and products. For further information and advice on carrying out economic impact studies or on organising advocacy programmes based on study results, please visit the Joint Meetings Industry Council website.

The following economic impact case studies have been executed since 2006:

2017-2018

Economic Significance of Meetings to the US Economy

The Power of Conferences: Stories of serendipity, innovation and driving social change

2015

Investigating International Business Events Delegate Spending Patterns in Malaysia

Economic impact of MICE in Thailand

The value of business events to Australia

2014

Australia's international business events sector: The economic and strategic value proposition

Business Events: Delivering Economic Prosperity for Australia

2013

Study on the Economic Impact of MICE in Singapore

The economic impact of the UK meeting & event industry

Principles for measuring economic impact (JMIC)

2012

The economic contribution of meeting activity in Denmark

2011

The economic significance of meetings in Mexico

The economic significance of meetings to the U.S. economy

2007-2008

Canadian economic impact study (CEIS) update

2006

The economic contributions of meetings activity in Canada

Measuring the economic importance of the meetings industry – Developing a tourism satellite account extension

Other resources:

Centers for Medicare and Medicaid Services: U.S. reporting requirements for medical and pharmaceutical meetings spend reveals the economic impact of these types of meetings.

Find many more research papers on the impact of business events in the research section of our partners at The Iceberg.

ADVOCACY BY THE JOINT MEETINGS INDUSTRY COUNCIL

The Joint Meetings Industry Council (JMIC) was established in 1978 to provide a communications link amongst international associations engaged in the Meetings Industry and a means of collectively reviewing industry conditions and strategies. The Council has met for this purpose twice annually since.

JMIC plays a key role in advocating for the meetings industry's value proposition and professional impact and has launched numerous advocacy projects since its establishment.

The JMIC Case Study Project

It is recognised amongst ICCA members that the greatest value arising from association meetings is the professional, business, academic and economic outcomes they deliver. Being able to identify and demonstrate these broader benefits is critical to the credibility we need to ensure ongoing support for the industry among our respective communities and governments.

ICCA is an official partner of the JMIC Case Study Program, which has been created to help address this need. By participating in this initiative, you will be helping to document the benefits, contributions and legacies of meetings and supporting the future of the industry while getting recognition for your own efforts as a facilitator of events that are changing the world!

The Case Study Program is first and foremost based on identifying events that offer good examples of creating such broader benefits.

You can participate in this program by simply identifying an association meeting whose purpose and outcomes illustrate the generation of benefits beyond simply spending-based impacts using this form. JMIC will then communicate with both the project team at the University of Technology in Sydney – who are looking at ways of measuring the benefits – and the editorial staff at The Iceberg, a new communications vehicle who as our promotional partners are looking for great stories to publicise. Visit the JMIC website for more information about the JMIC Case Study Program.

Case studies published by the Project

The following studies have been endorsed by The JMIC Academic Panel as having achieved an appropriate level of impact measurement to qualify for formal recognition:

ICC SYDNEY Feeding Your Performance Program: Evaluation On Year One *by ICC Sydney*

Knowledge Sharing and Organisational Development Through the 2017 Euroheartcare Conference *by Jönköping University and Destination Jönköping*

INTERNATIONAL RESEARCH CONFERENCES: THE ACADEMIC IMPACT *by Aalborg University and Wonderful Copenhagen*

London Tech Week *by London & Partners*

Zoom-in on the First-ever Swiss Fintech Corner Setup at Sibos 2016 in Geneva *by University of Applied Sciences and Arts Western Switzerland Valais*

ICC Sydney: Feeding your Performance *by University of Technology Sydney*

The Sustainability of the Business Events Industry in Malaysia *by Malaysia Convention & Exhibition Bureau*

Conferences: Catalysts for Thriving Economies *by Business Events Sydney*

Please check the Case Studies page on the JMIC website for the most recent overview.

The Iceberg

Launched by the Joint Meetings Industry Council at the beginning of 2017, the Iceberg is an industry-wide advocacy platform that trumpets the value of business and professional meetings and events and examines the legacies of business events.

Sharing the stories of powerful, impactful events that are taking place around the world, The Iceberg is the place to go for studies of inspirational meetings that make a difference beyond the short-term. This initiative is supported by major meetings industry players and is always searching for stories of inspirational events to feature.

ICCA and The Iceberg collaborate in finding and sharing stories on the true value of international association meetings, and we will continue to help JMIC in its industry wide-effort to spread the word on the true value of meetings. We urge you to share your advocacy stories with us and The Iceberg!

Visit The Iceberg website www.the-iceberg.org to learn more.

INDUSTRY LINKS

> Meetings Industry Associations

ICCA works in partnership with other leading meetings industry organisations to promote the importance of our industry worldwide and is a member of a number of strategic bodies. Additionally, ICCA has a relationship with several national and regional groupings which are known as "ICCA affiliated meetings industry associations".

> ICCA membership of global organisations

ASAE

ICCA is a member of ASAE, the US-based organisation for association management, representing both organisations and individual association professionals. ICCA is a CAE Approved Provider, meaning ICCA's education sessions meet the requirements for fulfilling the professional development requirements to earn or maintain the Certified Association Executive credential. For more information about the CAE credential or Approved Provider program, visit www.asaecenter.org/cae.

Events Industry Council

ICCA is a member of this US-based federation of 33 national and international meetings industry related associations. The Events Industry Council is the accrediting body for the internationally recognised Certified Meetings Professional designation.

GMIC

The Green Meeting Industry Council was formed on 10 December 2003 to improve meeting management practices by promoting environmentally responsible strategies through the collaborative efforts of the hospitality industry, corporations, government, and community organizations. The GMIC is committed to supporting economic, environmental, and community objectives as they relate to the meeting industry.

JMIC

ICCA is a founding member of the Joint Meetings Industry Council, which comprises 13 international meetings industry associations, and whose most recent major initiative is "Power and Profile", a guide to community and government relations that is freely available to all ICCA members.

Find out about other major meetings industry association education and research programmes by accessing these comprehensive listings in the JMIC website.

UNWTO

ICCA joined the World Tourism Organisation in 2004 in order to advance the creation of comprehensive statistics on the meetings industry worldwide. A new project to this end has been started by UNWTO in partnership with ICCA, MPI, and Reed Travel Exhibitions.

UIA

ICCA is an Associate Member of the Union of International Associations, which is a complementary source to ICCA Data of useful information about international associations. Like ICCA, UIA publishes regular statistics on international association meetings, which are based on different criteria and include meetings which do not rotate between different venues.

> Other leading international meetings industry associations

AACVB Asian Association of Convention & Visitors Bureaus

AIPC International Association of Congress Centres

DMAI Destination Marketing International Association

ECM European Cities Marketing

IAVM International Assembly of Venue Managers

IAPCO International Association of Professional Congress Organisers

MPI Meeting Professionals International

PCMA Professional Convention Management Association

UFI The Global Association of the Exhibition Industry

SITE Society of Incentive Travel Excellence

ICCA affiliated meetings industry associations

Argentina	• Confederation of Latin American Congress Organising Entities and Related Activities - COCAL
Australia	• Meetings & Events Australia - MEA • Association of Autralian Convention Bureaux - AACB
France	• Asociation de Foires, Salons & Congres de France - FSF France Congrès
Italy	• FederCongressi & eventi
Japan	• Japan Convention Management Association - JCMA
South Africa	• Southern African Association for the Conference Industry - SAACI
Spain	• Federacion Espanola de Asociaciones de Empresas de Organizat-cion Profesional de Congresos - OPCSpain

> Further industry education: ICCA publications

ICCA has produced a set of publications to help Association Executives in running successful events. The publications are available online and at major tradeshows as printed publications.

Crisis Management for Meetings

This white paper provides crisis management directions and guidelines to meetings management companies an association is engaged with i.e. Association Management Companies (AMCs), Professional Congress Organisers (PCOs), Destination Management Companies (DMCs), Hotel and Conference Venues.

Download Crisis Management for Meetings

Negotiating with Hotels

Full of ideas and advice for meeting planners about how to obtain a better understanding of the hotel business objectives that drive hotel negotiating positions.

Download Negotiating with Hotels

Working with Airlines and Ground Transport Operators

This publication is produced as a practical educational guide, which gives ideas and advice to international association meeting planners and decision makers how to deal effectively with the transport industry in the 21st century.

Download Working with Airlines and Ground Transport Operators

Working with Convention Bureaux

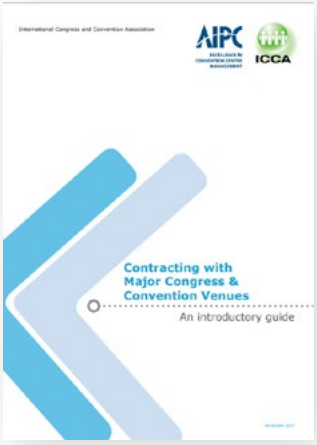
Gives a better understanding of what services convention bureaux provide and how they are organised.

Download Working with Convention Bureaux

International association meetings: bidding and decision-making

The aim of this publication is to assist international associations in improving their selection process and to become more conscious of the large number of variables that have to be taken into account in order to make a professional decision.

Download International association meetings: bidding and decision-making



Contracting with major congress & convention venues

A guide to assist new centres, clients dealing with convention centres for the first time, students and newcomers to the industry when dealing with the issue of convention centre contracts.

Download Contracting with major congress & convention venues

Working with Meetings Management Companies

This publication is designed to help associations understand the differences between Association Management Companies (AMCs), Professional Congress Organisers (PCOs), Destination Managements Companies (DMCs) and other agencies dealing with association meetings, and the many different options for collaborative and contractual relationships.

Download Working with Meetings Management Companies

Social Media for Meetings

This ICCA publication will help you to define the social media landscape of your meeting and gives you practical tips for developing a strategy on how to start using social media to facilitate an online discussion before, during and after your upcoming meetings.

Download Social Media for Meetings (My ICCA Portal login required)

Personal Meetings ROI Handbook and Workbook

ICCA has created a ROI (Return on Investment) handbook and a workbook, designed to help each delegate identify and maximize the benefits they gain from attending meetings, congresses and tradeshows. This online PDF document provides a detailed explanation of how each delegate can maximize their personal ROI, setting out key concepts but also providing practical advice and check-lists.

Download the Handbook

Download the Workbook

Congress Ambassador Programmes

The publication is designed to draw ICCA members' attention to the fundamental principles that underlie the most successful versions of these schemes, and to highlight the range of options that can be incorporated into the different models. It can be used as a reference guide when setting up a new programme from scratch or for planning the future evolution of an existing programme, or for identifying practical ideas for small-scale improvement.

Download Congress Ambassador Programmes

The Motives of Ambassadors in Bidding for International Meetings and Events

This report presents the findings of a cooperative project undertaken by ICCA and Victoria University into the role 'Ambassadors' play in bidding for international meetings and events. The study provides insights into a topic for which limited research has been undertaken – that of the bidding process for business events in general and more specifically, the motives of Ambassadors in becoming active bidders for international meetings and events.

Download The Motives of Ambassadors in Bidding

Hosted Buyer Programmes for Association Executives

Advice for international association executives to help you organise quality meetings and business opportunities at meetings industry tradeshows.

Download Hosted Buyer Programmes for Association Executives

WASHINGTON
DC
ACCESS, IDEAS AND INCLUSIVE INNOVATION IN A KNOWLEDGE HUB
Planning your conference in Washington, DC will add value & enhance your content.
EDUCATION
21 higher education institutions and 180+ medical associations, organizations and foundations.
ACCESS
Connect with federal government, policymakers and industry leaders and regulators.
RESEARCH
National Institutes of Health (NIH) is the largest public funder of biomedical research in the world at $27 billion.
TECHNOLOGY
Home to a thriving entrepreneurial scene of more than 1,000 tech startups and #1 city for women in tech.
visit WASHINGTON.ORG/MEETINGS

ICCA AND ASAE: **EXPANDING ASSOCIATION MEETINGS TOGETHER WORLDWIDE**

Greta Kotler, CAE,
Chief Global Development & Credentialing Officer

> Who are ASAE?

ASAE is a membership organisation of more than 42,000 association executives and industry partners representing 7,300 organizations. Its members manage leading trade associations, individual membership societies and voluntary organizations across the United States and in nearly 50 countries around the world. With support of the ASAE Foundation, a separate nonprofit entity, ASAE is a premier source of learning, knowledge and future-oriented research for the association and nonprofit profession, and provides resources, education, ideas and advocacy to enhance the power and performance of the association and nonprofit community. ASAE is located in Washington, DC, USA, with offices in Beijing, China P.R., and Seoul, Republic of Korea.

Highlights of an ASAE Foundation and MCI Study on 5 Successful Growth Practices

In 2014, the ASAE Foundation with the MCI Group, a global network of 50+ offices providing market development services and conference management, examined how U.S. associations are operating internationally. This was the first in a series of reports prepared by the ASAE Foundation and MCI-Group on US associations' global practices and strategy.

The study methodology included a survey to 2,289 associations with "international" interests which was completed by 330 unique associations followed by some in-depth telephone interviews and one 90-minute focus group.

One of the important findings of this study was to differentiate between the "growers" and "non-growers" among the respondents. "Growers" were identified as those with growth in either membership or product sales over the previous three years and "non growers as those with flat or no growth in these two areas. In this study 62% turned out to be growers and 31% non growers.

Of growers, the remainder of the study identified what their key strategies were for growth and how they distinguished from the "non-growers".

One important finding is that among "growers" face-to-face meetings were very important compared to non-growers as illustrated in the findings:

- Board meetings – 27% of growers held them globally versus 8% of non-growers
- Special events – 52%, growers, versus 28% non-growers
- Conferences without exhibits – 43% growers versus 22% non-growers
- Conferences with exhibits – 42% growers versus 16% non-growers
- Other types of meetings: 40% growers versus 22% of non-growers.**

The importance of these findings is that association meetings are key to associations with international goals. Face-to-face meetings of all kinds are "very important" to many respondents of this study, but to the growers, meetings are much more important. Organising a meeting outside of North America is often a first step in an association's international outreach.

This study does not address the number of meetings that will be held in the future, but rather the importance of meetings at international locations to those "grower" associations. We do not see a reduction here, but rather an increasing number of associations with international aspirations. *

At ASAE, we see a very positive future in face-to-face international meetings organized by US associations – often with international association or other partners. Building effective partnerships was another key strategy of "growers".

The compatible relationship between ICCA and ASAE and opportunities for the future

ICCA describes itself as the "global meetings industry network" and ASAE describes itself as "a membership organization of association executives and industry partners". These work very well together as often ASAE members are clients of ICCA members and ICCA members benefit from good relationship and understanding with ASAE members. The expansion of association meetings around the world is an important benefit to both organizations.

In realising this compatibility, ASAE and ICCA have worked together on several initiatives over the past few years and hope to continue this very positive relationship. Examples of our mutual exchange are:

- Attendance at each other's meetings, often with speaking opportunities. These opportunities are sometimes for staff of the two organizations and sometimes for delegations of their respective members.
- ASAE participation for the past two years at the Association Executive Forum of the Americas, organized by FIEXPO in Santiago, Chile, where ASAE and ICCA cooperated on "association management' programming". This will continue in 2019.
- ICCA staff members have served on ASAE's International Section Council over the past 5 years. This is an opportunity to work together on mutually beneficial projects.
- ICCA has been a supporting organization of ASAE's Asia Pacific Conference over the past 4 years – 2015 and 2016 in Hong Kong; 2017 in Seoul, and 2018 in Singapore. Through this work together, ICCA has been very supportive in promoting to its members while ASAE works hard to bring the association representatives to this Association Leadership Forum, Asia Pacific in Singapore on 29-31 October 2018. The content leaders have consistently included an ICCA representative.

- ASAE will also work with ICCA on programming and to generate association attendance at the ICCA Congress in Houston, Texas in 2019.

Over the coming period, ICCA and ASAE will explore other projects of mutual interest and work together as possible.

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*This conversation is drawn from Achieving Global Growth: Establishing & Maintaining Global Markets, prepared by ASAE Foundation and MCI, copyright 2014 by ASAE Foundation.
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