

Meetings®

INTERNATIONAL

PROUD PART OF THE
SLOW
JOURNALISM
MOVEMENT

BUSINESS INTELLIGENCE REPORT

#07, NOV 2017

€19 / SEK 199

FOR THE MEETINGS AND EVENTS INDUSTRY

01

CONTENT, CONTENT, CONTENT

Use new creative ways to distribute and communicate your content. Work with influencers who know their audience well. Engage in traditional and hidden social networks. Create a vibrant knowledge community.

03

TECHNOLOGY

Be prepared. Sophisticated hacking attacks on events, venues and individuals will increase. Hackers will almost inevitably target some events via an online registration system. Experience and interact with a diverse range of new technologies.

02

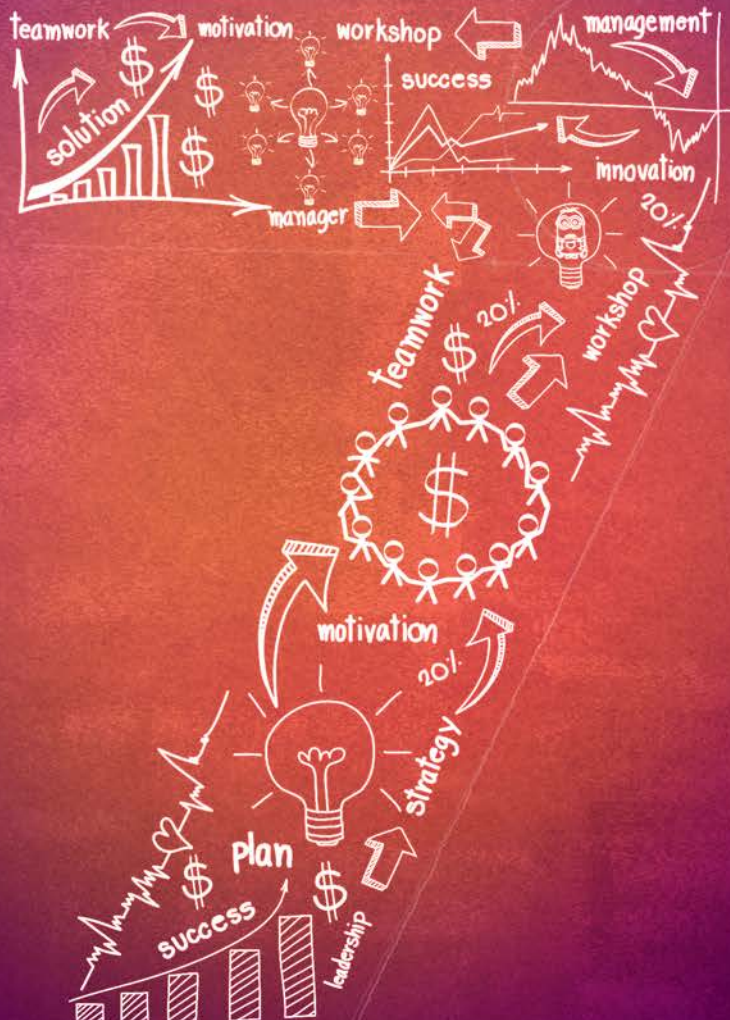
ECONOMIC IMPACT

Policy makers need to see and understand the economic value of our industry. We are still a hidden industry in many economies. Unless you can demonstrate your contribution to GDP, jobs represented and taxes contributed, you will not be taken seriously.

04

PUSHING SUSTAINABILITY

Is sustainability sustainable? Will sustainability make the case for radical changes in where and how we meet?



Be Social

It has never before been more important to have a dialogue with your audience to actually understand them.



Embrace Curiosity

Drivers for economic growth are human capital, knowledge incubators, innovation accelerators and international connectivity. Embrace clusters.



Security and Stability

As the risk of political or economic uncertainty increases, companies are recognising the importance of meetings/events policies and overall compliance.



Vision

No vision, no future. A person without a vision is a person without a future, and a person without a future will always return to the past.



Business Intelligence

When the business intelligence radar is switched on, you might find yourself going from business intelligence to intelligent business.



UNFORGETTABLE

you can leave the islands,
but never forget them

visitfaroeislands.com



the Faroe Islands

Unspoiled, Unexplored, Unbelievable



business **UNINTERRUPTED**

everything seems simpler at a distance, like your new strategy.



the Faroe Islands

Unspoiled, Unexplored, Unbelievable

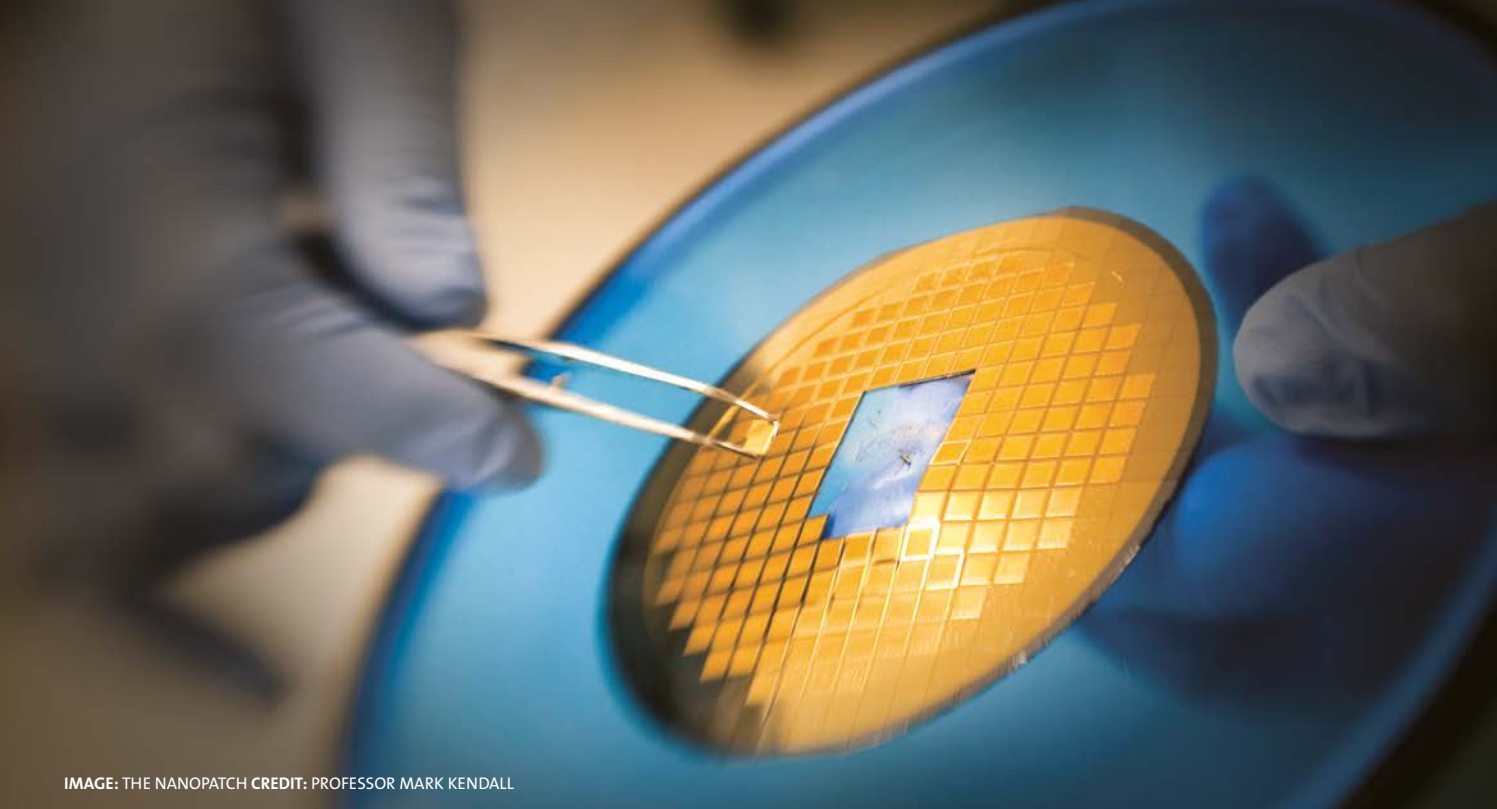


IMAGE: THE NANOPATCH CREDIT: PROFESSOR MARK KENDALL

SAFE, SIMPLE AND NEEDLE-FREE VACCINATIONS

Smaller than a postage stamp and covered in vaccine-coated microscopic projections, the Nanopatch promises to save millions of lives worldwide by giving people access to safe, effective and needle-free vaccinations.

Professor Mark Kendall was all set for a career in aerodynamics when he was inspired by an unusual idea: using rocket technology to fire vaccines into the skin. Intrigued, Kendall accepted the offer to work with a team at Oxford University to develop the 'gene gun' – a device using aerodynamic principles to deliver vaccines to the skin.

That was almost 20 years ago. Kendall has since moved back to Australia and pushed beyond the gene gun technology, creating the Nanopatch, a safer way to administer life-saving vaccines that is more effective than a needle and syringe.

The Nanopatch is a tiny piece of silicon, covered on one side with up to 20,000 microscopic projections per square centimetre. Each projection is coated in

a dry vaccine. When the patch is applied, the projections deliver the vaccine just below the top layer of the skin, which is abundant in immune cells. Within about a minute in the cellular environment the vaccine becomes wet and is released.

Animal testing has shown that the Nanopatch delivers similarly protective immune responses to the needle and syringe, with significantly lower doses of vaccine. As the vaccine is dry there is no need for refrigeration. Being needle-free, there is less risk of cross-contamination or injuries. Needle-phobic people can also rejoice: the patch delivery method promises to be painless.

"The Nanopatch has the potential to completely change the way vaccines are delivered and addresses ongoing

problems in the global push for vaccines in the developing world," says Kendall, who is now Group Leader of the Australian Institute for Bioengineering and Nanotechnology at The University of Queensland.

FROM AERODYNAMICS TO IMMUNOLOGY

Originally a mechanical engineer with a PhD in hypervelocity aerodynamics, Kendall researched "high-speed wind tunnels for interplanetary missions". His interest in immunology stemmed from his time at Oxford working on the gene gun.

Immunologists discovered there were thousands of immune cells just under the skin's surface. Instead of injecting deep into muscle where there are fewer

immune cells, why not administer vaccines to the skin? There was only one problem: the technology to do this effectively did not exist – until Kendall came along.

“As an engineer with a knowledge of immunology, I looked at the scale of the cells, their spatial position and how quickly they moved,” says Kendall.

“That fresh thinking allowed me to come up with the idea of using an array of nano-projections to deliver vaccines to those cells. For the array to work, you need a base on which to attach the projections, and that was the silicon patch.”

MORE EFFECTIVE VACCINES THAT DON'T NEED REFRIGERATION

The Nanopatch has two major advantages over traditional vaccination methods. The first is improved immunogenicity. In 2015, Kendall's team, in collaboration with the World Health Organization and the US Centers for Disease Control and Prevention, tested an inactivated poliovirus vaccine on rats using the Nanopatch. They found they needed 40 times less vaccine to generate the same functional immune response as the needle and syringe.

“Many of the new-generation vaccines are expensive, multi-dose medicines that are difficult to make,” Kendall notes. “The Nanopatch, when proven in humans, has tremendous potential to reduce manufacturing costs, because we will need less vaccine to induce a protective immune response.”

Kendall hopes the Nanopatch can become a vehicle to make vaccines work better in the developing world.

The Nanopatch has been tested in animals on vaccines for influenza, HPV, polio, malaria, HSV-2, chikungunya, West Nile virus and pneumococcus – all diseases plaguing developing nations.

Of the 14 million people who die of infectious diseases every year, the majority are in developing countries.

In these countries, people aren't able to receive effective vaccines that exist for others, or they die from diseases for which adequate vaccination methods have yet to be devised.

“The Nanopatch could potentially help on both fronts,” says Kendall. “It can bridge that ‘last mile’ to get effective vaccines to people who aren't receiving them, and through its improved immunogenicity, could help candidate vaccines for diseases such as malaria to get over the line and be effective.” It may also be possible for people to self-administer the vaccine.

Moreover, unlike liquid vaccines that need to be kept cold from production to application, the Nanopatch does not require refrigeration. Lab tests have shown the dry vaccine can be stored at 23 degrees Celsius for more than a year without any loss of activity – a significant benefit in regions where vaccines have to travel long distances and where there may be no electricity to keep them cold.

CLINICAL TRIALS UNDERWAY

In 2011, Kendall founded Vaxxas to develop and commercialise the Nanopatch, raising AUD15 million in first-round funding – one of Australia's largest-ever investments in a start-up biotechnology company. Four years later, it raised AUD25 million, the proceeds of which were used to advance a series of clinical programs and develop a pipeline of new vaccine products for major diseases.

Vaxxas has also forged a partnership with American pharmaceutical company Merck to evaluate, develop and commercialise the Nanopatch for vaccine candidates. In 2014, Vaxxas was selected as a World Economic Forum Technology Pioneer based on the potential of the Nanopatch to improve health on a global scale.

The Nanopatch is currently undergoing clinical trials. The World Health

Organization will also conduct clinical tests to determine the utility of the Nanopatch for polio vaccinations. Concurrently, Vaxxas is determining if the Nanopatch can be manufactured in large numbers at low cost. All things going well, Kendall says the Nanopatch may be commercially available by 2020.

For his pioneering work, Kendall has received a raft of awards, most recently the 2016 Dr John Dixon Hughes Medal for Medical Research Innovation and the 2016 CSL Young Florey Medal, one of Australia's highest science honours.

But Kendall will not rest until the Nanopatch is in the field.

“Vaccines will continually be improved; there will be new vaccines coming out for diseases that don't have adequate vaccination strategies and improved vaccines for the ones that do,” he says.

“I'm not going to be satisfied until we've rolled the Nanopatch out, taken it out of the lab and got it to people in large numbers, particularly the people who need it the most.”

First published on
www.australiaunlimited.com
Author: Charmaine Teoh

For more stories on some of Australia's brightest people, read the latest edition of Australia Innovates magazine at www.australia.com/businessesevents

Or contact Business Events Australia today and find out for yourself why there's nothing like Australia for business events.

Simon Gidman
Business Events Manager
UK/Europe
T: +44 207 438 4633
E: sgidman@tourism.australia.com



10 Reasons for Choosing Macao as Your Events Destination

1. Being just 30 km² in total area, nowhere in Macao is too far away. Everything is within 20 minutes travel time or less, making everything close and convenient for meeting and event planners. This helps minimise logistics and makes travel time short and enabling visitors more time to attend conference, network, socialise and do business.

2. Macao has Asia's largest integrated resorts incorporating meeting space, accommodation, entertainment, dining and retail. With more than 37,000 hotel rooms, and over 190,000 m² of meeting space. Macao has the capacity to host large scale meetings and events under one roof and within one precinct providing a significant cost or logistical advantage. Meeting planners can enter contracts with a minimal number of hotels/venues to host an event.

3. Macao is a relatively a new destination which is often an appealing aspect for meeting and incentive planners looking for new locations for their event. It has a constant stream of new venues, hotels, and attractions to offer meeting and event planners.

4. Macao is an open trading port providing ease of access to the world's second largest economy (China). Located on the

doorstep of China, Macao offers unprecedented business opportunities for meeting planners and business visitors. Across the border from Macao, there are approximately 109 million people in Guangdong province, which is one

of China's most prosperous regions. There are also about 200 million people in Portuguese Speaking Countries that share a common Portuguese colonial legacy with Macao. Over three billion people are within five hours flight time from Macao, and many of them belong to emerging markets that have shown sustained and rapid economic growth. Choosing Macao for your meeting or event will boost attendance from these key markets and offer great opportunities for attendees to network with clients, suppliers and other contacts from the world's most dynamic economic growth region.

5. When the Portuguese arrived in Asia, they brought ingredients and recipes from their settlements in Africa, South America and India as well as from home. These were adapted and combined by the local Chinese to create a truly international cuisine. All tastes and preferences can be satisfied in Macao. Macao is a unique blend of Chinese and Portuguese cultures reflected in its cuisine, festivals, architecture and lifestyle.





6. Macao is now home to many luxury & international brand hotels including Venetian, Sheraton, Marriott, St. Regis, Four Seasons, MGM, Wynn's, Banyan Tree, Conrad, Mandarin Oriental, Sofitel, Grand Hyatt, Galaxy, Holiday Inn, Crown, Crowne Plaza.

7. Macao is the single most consistent example of cultural interchange between Europe and Asia. In 2005, "The Historic Centre of Macao" was inscribed on the UNESCO World Heritage List. It is the oldest, most complete and consolidated array of European architectural legacy standing intact on Chinese territory.

8. Macao is becoming a destination for duty free shopping.

9. Macao is a safe and secure destination.

10. A spectacular skyline of contemporary architecture along with growing number of unique attractions (shows, concerts, entertainment) and venues for MICE events. Examples include The Eiffel Tower at The Parisian Macao, Performance Lake at the Wynn, Golden Reel at The Macao Studio City).

Find out more on www.ipim.gov.mo/en

About Macao Trade and Investment Promotion Institute (IPIM)

IPIM is the government agency responsible for trade and investment as well as the promotion of Macao as a business events destination, offers One-Stop Service for business events and a series of support programmes to assist meeting and event organisers that are hosting events in Macao!

Expanded Support for business events

IPIM has launched two subvention programmes namely the "Convention and Exhibition Stimulation Programme" and the "International Meeting and Trade Fair Support Programme". These two programmes cover many aspects of the event such as accommodation, F&B, keynote speakers or buyers, promotion & marketing, opening ceremony and translation etc.

Criteria

Convention and Exhibition Stimulation Programme:

- Meetings: 2-day meeting, or 1-day meeting plus 1-day activity
- Participants > 100 delegates

International Meeting & Trade Fair Support Programme:

- Meetings: 3-day meeting, or 2-day meeting plus 1-day activity
- Participants > 200 delegates
- Being held alternatively in at least 3 different regions



DXB now number one in the world for international passengers

Dubai International (DXB), the world's number one airport for international passengers with **83.6** million passengers in 2016, was chosen as Middle East's Leading Airport at the Middle East Gala Ceremony of the 24th World Travel Awards on October 29th in Dubai.

DXB also welcomed 7,215,182 passengers in September compared to 7,094,738 recorded in the corresponding month last year, an increase of 1.7%. The softening of the growth was mainly due to the splitting of seasonal rush of travellers during Eid holidays which started in August and ended in September. The year to date traffic continued a strong upward trend with 66,568,550 passengers, a growth of 5.8% compared to 62,945,886 recorded during the first nine months of 2016.

Dubai International (DXB), and Dubai World Central (DWC), was honoured with two awards at the 11th Aviation Business Awards

on October 25th. DXB won the Airport of the Year award while CEO Paul Griffiths was recognised as the Aviation Executive of the Year.

DXB won the Airport of the Year category based on the hub's success with significantly enhancing airport experience by introducing the latest in technology and innovative ideas to make passengers' journey more comfortable while managing the phenomenal growth in traffic. Griffiths, who marks 10 years at the helm at Dubai Airports this year, has been instrumental in delivering the two key priorities – to never constrain growth and to ensure quality customer service through constant innovation. Under Griffiths' leadership, the company delivered on both priorities in 2016–2017.

Since 2016, DXB has added a few more firsts to its illustrious list of achievements, including the launch of what is now



PHOTO Alisdair Miller

acknowledged as the world's fastest free Wi-Fi at an airport. The superlative service, aptly named Wow-Fi, was made more exciting for passengers with the launch of streaming entertainment in collaboration with ICFlix earlier this year. DXB also enabled the use of Emirates ID at DXB's 120 eGates – reducing the time needed for immigration to a few seconds without any preregistration or fee. A sophisticated motion sensor system that tracks queues in real time and allows staff to quickly identify bottlenecks and facilitate the deployment of resources was also launched to reduce wait times at DXB.

With the addition of facilities like the \$1.2 billion Concourse D, which opened at DXB last year, Dubai Airports has introduced a more efficient and intuitive customer experience with short walks to open gates. The setup gives travellers more freedom and time to enjoy the full complement of exciting food and beverage concepts, retail offerings and relaxation services. Unique initiatives

such as #musicDXB, #artDXB and Hangout DXB delight passengers with year-round live performances by local and international musical talent, art displays, as well as fun activities and contests for early birds during seasonal travel peaks during holidays.

Paul Griffiths, CEO of Dubai Airports said, "Dubai International's growth throughout the first nine months of 2017 has been very satisfying and we are now well set for a great finish to the year thanks to the internationally popular entertainment and sports events lined up for the upcoming winter season here in Dubai."



Berlin A City for Every Event

The place for digital and future conferences

Digital events, meetings about the digital world and the future are increasingly coming to Berlin. More and more organisers are choosing the German capital, when it comes to discussions of the latest trends from classical to creative and other high-level international meetings. The *Digital Life Design* (DLD) is Europe's leading international digital and innovation conference (22–24 October, Bolle Event Location, dld-conference.com). Visit Berlin is planning the *Q Berlin Questions* conference, a new kind of conference. Key questions on work, governance, cultural identity, social justice, and urbanisation will be discussed (19–20 October, Schiller Theater, q.berlin). The digital conference *Tech Crunch Disrupt 2017* is moving this December from London to Berlin (4–5 December, Arena Berlin, techcrunch.com/event-info/disrupt-berlin-2017).

Actively discussing the future in Berlin

The city is now considered a major center for science and start-ups in Europe and is a sought-after location for events that deal with the global future. Berlin's meetings and congress industry not only offers high-quality service, it is also closely linked to the city's technology and science scenes. These include world-renowned universities, more than 22 technology parks, and some 2,000 start-up companies. This environment makes the city an ideal venue for future-orientated events.

Meetings and events in Berlin on the rise

More than 11.5 million participants traveled to approximately 137,500 events last year in the German capital (both +2 per cent). 27,500 events of an international character were held in 2016, an increase of 500 events compared with the previous year. Berlin is a popular location for events that address issues related to the future.

Unique service by the Berlin Convention Office

A new service from Visit Berlin's Berlin Convention Office is the *Berlin Speakers Pool* which helps event organisers find suitable high-calibre speakers, local experts, and moderators for their programme to further ensure successful and inspiring events. The *Meeting Guide Berlin* is integrated into convention.visitberlin.com. This extensive search engine lists some 360 offerings which event planners can select from for optimal, easy planning of their next meeting, convention, or incentive. The site also offers a convention kit, comparable to a shopping basket on e-commerce sites: planners can put the information they need to plan, organise, and execute their events into the kit and then download it directly for later reference. They have access to an extensive selection of Berlin-related images and texts, restaurant recommendations, convention statistics, and presentations about the German capital, among other highlights.

Find out more on convention.visitberlin.de

Meeting planners are the real stars in Berlin.

We know all there is to know about
arranging meetings.

convention.visitBerlin.com

Do you need to arrange a meeting, convention or any other type of event at short notice? If so, the Berlin Convention Office is on hand 24/7 to give you all the support you need. We work closely with local partners across the city and can quickly provide you with relevant advice, help and information. With the Berlin Convention Office, you can rest assured that your event is in good hands.

convention.visitBerlin.com

ZG

ZAGREB

A SMART PLACE TO MEET

CROATIA
Full of life




Zagreb
THE CAPITAL OF CROATIA



PHOTO Zagreb Tourist Board, photo by Julien Duval

Zagreb A Smart Place to Meet

Zagreb is the capital of the Republic of Croatia, one of the oldest European cities with its history running back to the 11th century and is yet one of Europe's youngest metropolises.

Points of interest

- Great historical and cultural sites.
- Numerous museums, galleries and art collections, items of particular rarity are the Zagreb Mummy with the world's longest text in Etruscan, and the remains of Neanderthal prehistoric man (homo Krapinensis).
- Variety of events and musical performances, which from April to late September take place outdoors in the streets, squares and beautiful city parks.
- Famous spring and summer festivals; Promenade concerts, Dance Evenings, Folklore Festival, Flower Festival, Film Festivals in the open, Cest is d'best street performers' festival and many others.
- The famous Advent in Zagreb, the best European Christmas festival featuring lights, good food, carols, local and international Christmas tradition taking place during Christmas season at downtown city squares and parks.
- Exciting nightlife and clubbing all over the city, especially in summer months, such as the famous Tkalciceva street with relaxed atmosphere and numerous restaurants becoming lively with music and fun as musicians perform jazz, blues, evergreens.
- Great variety of excellent gastronomy offer with superb food and local wines.
- Shopping and sports facilities.
- Diverse half and whole day trip possibilities, either to the wine bearing region packed with fantastically preserved nature, castles, legends and great local cuisine, or to the Adriatic coast for the total Mediterranean flair.

The secret recipe for a successful Zagreb meeting or a conference, memorable incentive, or a fascinating event, includes a rich variety of carefully selected historic and modern venues, world class hotels, exciting gastronomic adventures, top quality PCOs and DMCs, highly professional staff and excellent service. Combine them together according to your preferences and wishes and you will get a unique tailor made Zagreb experience.

Spice it up with a great number of cultural and historic attractions, all centrally located and within walking distance. Take a break and stroll through a string of green parks and promenades right in the city centre or just enjoy a delicious cup of coffee in one of the open terraces on the many squares downtown.

The pulse of this charming capital of Croatia will follow you everywhere you go, from the Gothic churches, Baroque palaces, Art Deco buildings, beautiful city parks, picturesque open-air markets to many interesting places in its beautiful surroundings. In less than 2 hour drive you can enjoy the Adriatic coast or any other beautiful part of the country which makes it a great starting point for a memorable incentive, pre or post tour. One of such suggestions would certainly be the famous Plitvice Lakes National Park included on the UNESCO World Heritage List.

Zagreb is a city with a special charm and the unique hospitable feel generated by its proverbially open hearted inhabitants. It boosts energy, motivates and brings out the best in every event and its participants.

For more information, please visit www.meetinzagreb.hr



Open For Business Today. Reimagined for Tomorrow. The Miami Beach Convention Center.

Meeting planners around the world are no strangers to the phenomenal sun, surf, and fine dining Miami Beach has to offer. An international and first-class destination, Miami Beach hosts world-recognised festivals such as Art Basel Miami Beach. What some might not know is that the Convention Center is reinventing itself right before our very eyes.

The \$615 Million Facelift

Through municipal bonds, the Miami Beach Convention Center is amidst a magnificent \$615 million transformation, being reimagined as a state-of-the-art LEED-certified facility accommodating and attracting new international and national events and conventions.

The Center is open for business throughout the process. Renovations will complete in 2018 and bookings for the future are already filling up. Last year alone, more 857,000 delegates met in Greater Miami and the Beaches. Miami Beach is not only on a path keeping up with demands of a competitive national and international convention community – its new outdoor public spaces will improve walkability for everyone, connecting the Center and the city's adjacent historic cultural district and resorts.

Room for Everyone and Anyone

Large or small, if you can imagine it, the Center can handle it. More than 17,650 square meters will be dedicated to 81 breakout

rooms featuring flexible arrangements for attendees. Known for their grand-scale iconic public spaces and leadership in sustainable design, the nationally acclaimed team at Fentress Architects is overseeing this renovation and will deliver meeting rooms with the latest in AV technology, sound proofing, and attendee comfort.

This 130,046 square meter LEED-certified Convention Center is a dream come true for industries such as Medical Tourism, Insurance, Tech, Sports Marketing, and Pharmaceutical. Its 46,452 square meters of forward-thinking renovated and versatile exhibit space, offering four massive halls, is set against a stunning backdrop of beaches, fine dining, art, shopping, luxury rooms and of course, sunshine. Not to mention a state-of-the-art 5,574 square meter grand ballroom, 1,858 square meter glass rooftop junior ballroom, and the reimagined indoor/outdoor public spaces.

A project that inspires creative collaboration

- 5.8-acre public park with open lawn spaces, shaded areas, a veterans' memorial, and a pavilion.
- Pedestrian-friendly with art, created by globally recognised artists, in public places.
- 800 covered rooftop public parking spaces available to all.

Unveiling in 2018, but taking reservations today.

Find out more on miamibeachconvention.com

FIND YOUR CENTRE

The newly renovated Miami Beach Convention Center, that is. Unveiling in 2018, it's the perfect meeting space to put your perfectionist-side at peace, just blocks from the ocean.



MIAMI BEACH
CONVENTION CENTER



SPECTRA
BY COMCAST SPECTACOR

46,452 square meters of renovated exhibit space, a new 5,574-square-meter ballroom and 81 breakout rooms with more than 17,650 square meters of meeting space.

Contact us to learn more.

ileana_garcia@miamibeachconvention.com

786/276-2607 | MiamiBeachConvention.com





ibtm®

ibtm® world

barcelona, spain

28 - 30 November 2017

Incentives, business travel & meetings expo

Connect with the global meetings, events and incentives industry in 2017

15,500

international industry
professionals
from across the globe,
ready to connect with you

3,000

exhibitors representing
over 150 countries
to help you plan your
future meetings & events

100

networking events to
connect and engage
with industry friends
& colleagues

No.1

global market
place for you
to do business, network,
learn & be inspired

Connections mean everything.

Connect with us at www.ibtmworld.com



ibtm® events

connections mean everything

Organised by  Reed Travel Exhibitions®

ibtm and the ibtm events symbol are trade marks of RELX Intellectual Properties SA, used under license.
Hosted Buyer is a trademark of Reed Exhibitions Limited. Reed Travel Exhibitions is a registered trade mark of RELX Group plc.

LEGALLY RESPONSIBLE EDITOR IN CHIEF **Atti Soenarso**

atti.soenarso@meetingsinternational.com

PUBLISHER **Roger Kellerman**

roger.kellerman@meetingsinternational.com

GLOBAL SALES DIRECTOR **Graham Jones**

graham.jones@meetingsinternational.com

EDITOR **Pravasan Pillay** EDITORIAL ASSISTANT **Birgitta Thorpman**

TEXT **Corbin Ball, Emma Blom, Johan Hagegard,**

Roger Kellerman, John McKenna, Atti Soenarso,

Julius Solaris, Rohit Talwar, Alexandra Whittington

PHOTOS **Hunny Alrohaif, Sara Appelgren, Alex Brylov,**

Abby Cammerata, Mary Carol Fitzgerald, Brian A Jackson,

Roger Kenny, Pepe Laguarda, Lee Ann Lo, Magnus Malmberg,

Magnus Nilsson ART DIRECTOR **kellermansdesign.com**

EDITORIAL RAYS OF SUNSHINE **Bimo + his cello + Franco Dragone**

+ Jane Gardam + Benny Andersson + his Fazioli grand piano

+ Kazuo Ishiguro. Thank you. SUBSCRIPTION **Four issues:**

Sweden €39, Europe €73, Outside Europe €77. Buy at

subscription@meetingsinternational.com or

www.meetingsinternational.com. Single copies

are €15 + postage when ordered online.

CONTACT **Meetings International Publishing, P.O. Box 224,**

SE-271 25 Ystad, Sweden, Editorial Office +46 8 612 42 20,

Commercial Office +46 73 040 42 96, info@meetingsinternational.com,

meetingsinternational.com INSTAGRAM **@meetingsinternational**

PRINTED BY **Trydells Tryckeri – environmentally certified**

(ISO 14001) PAPER **Arctic Paper Munken Lynx 240g/100g.**

FSC labeled paper Cert No SGS-COC-1693 FONTS **Adobe:**

Berthold Akzidenz Grotesk, DS Type: Leitura Display,

Hoefler & Frere-Jones: Chronicle Text, Chronicle Display, Knockout

ISSN **1651-9663**



MEETINGS INTERNATIONAL PUBLISHING

Reproduction of articles and other material, whole or in part, is forbidden without the prior consent of the publishers. Quoting, however, is encouraged as long as the source is stated.

site



Meetings International is a member of ICCA, MPI, SITE and The International Federation of Audit Bureaux of Circulations, IFABC.



Meetings International Publishing uses environmentally certified printing, paper and distribution.

No. 07

NOV 2017 CATALYST FOR CHANGE

20 INTRO

Business Intelligence – and then?

Atti Soenarso: The importance of business intelligence as a tool.

22 FORECAST

Amex Meetings & Events Predicts 2018

A deep dive into next year's trends.

38 STARTUPS

Why does Sweden produce so many startups?

The secret behind Sweden's success.

42 PLAUSIBLE SCENARIO

The Next HR

Faster, Smarter, More Human?

53 GDPR

GDPR and Social Media

Getting rid of junk advertising in social media.

54 TECHNOLOGY

8 Meetings Tech Trends to Watch for 2018

Get the low-down from Corbin Ball.

68 AR/VR

Smartphones to die out within five years

We are now facing the next big revolution.

74 CHALLENGES

What Does the Future Hold for DMCs?

Three experts share their insights.

86 KELLERMAN

Flexible and business-oriented

Roger Kellerman: A country needs a clear vision.

Business Intelligence AND THEN?

BUSINESS INTELLIGENCE, abbreviated BI, is a collective term for skills, technology, applications, processes and methods by which organisations can understand their operations better. Roughly speaking, the area can be divided into information management systems and analysis processes. Business Intelligence aims at supporting decision-making, so a BI system could also be called a support system for decision-making. For us at *Meetings International* the term covers inspiration and the joy of discovery, and is not a question of deep analysis and economical terms. We see how the land lies and share what we see.

In recent years, data, and perhaps even more, the term Big Data, has become the new lifeblood of organisations. Those who utilise the power of the increased amount of data quickly find competitive advantages and can renew themselves and their ideas. The change also causes tension in organisations between the somewhat slower information flow and the new modern approach to Business

Intelligence. The tension shifts between control and flexibility, self-serving and steering.

During 2017 the value of data will no longer be linked to its rank or size. It is the same whether we are talking about large amounts of data or a simple Excel sheet. What counts is that people can quickly and easily get access to new data and examine it together with other types of data in order to answer company questions and improve companies' results. In the international meetings and events industry we have been watching it grow for several years but we see very few of the leading organisations highlight the importance of business intelligence as a tool.

Last year, LinkedIn listed business intelligence as one of the hottest skills for getting a new job. In 2017, data analysis became a mandatory core competence for professionals of all kinds. In order to meet that need, we see analyses and computer programs as increasingly important instruments in all higher education.

When will we see that breakthrough within the business event industry?

We took the first steps when we published our first *Meetings International Business Intelligence Report* in 2014. We now publish this report twice a year. So now, we are looking forward to seeing more people in the global meetings and events industry stop navel gazing after even more personal development. The meetings and events industry needs significantly more business intelligence in order to develop. Look beyond.



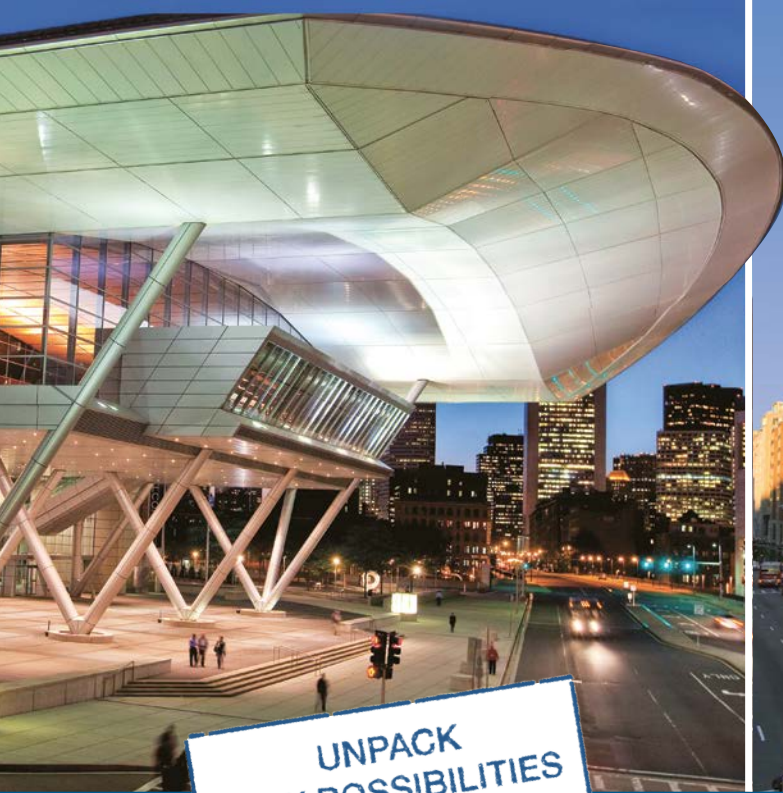
Swedish-Indonesian **ATTI SOENARSO** has worked as a journalist for close to 40 years. She has worked for Scandinavia's largest daily newspaper, was TV4's first travel editor, has written for many Swedish travel magazines and has had several international clients. She has travelled the length and breadth of the world and written about destinations, people and meetings.

PHOTO Magnus Malmberg

BRING YOUR EVENT TO BOSTON

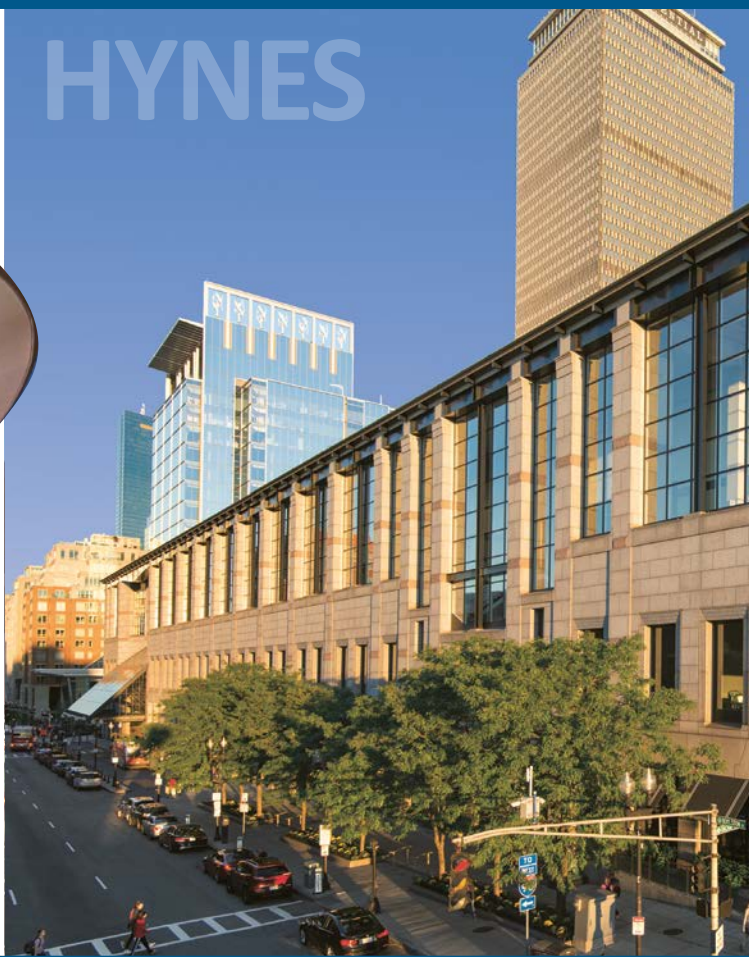
*With Two U.S. Convention Centers Packed
With Golden Opportunities*

BCEC



UNPACK
NEW POSSIBILITIES
— IN BOSTON —

HYNES

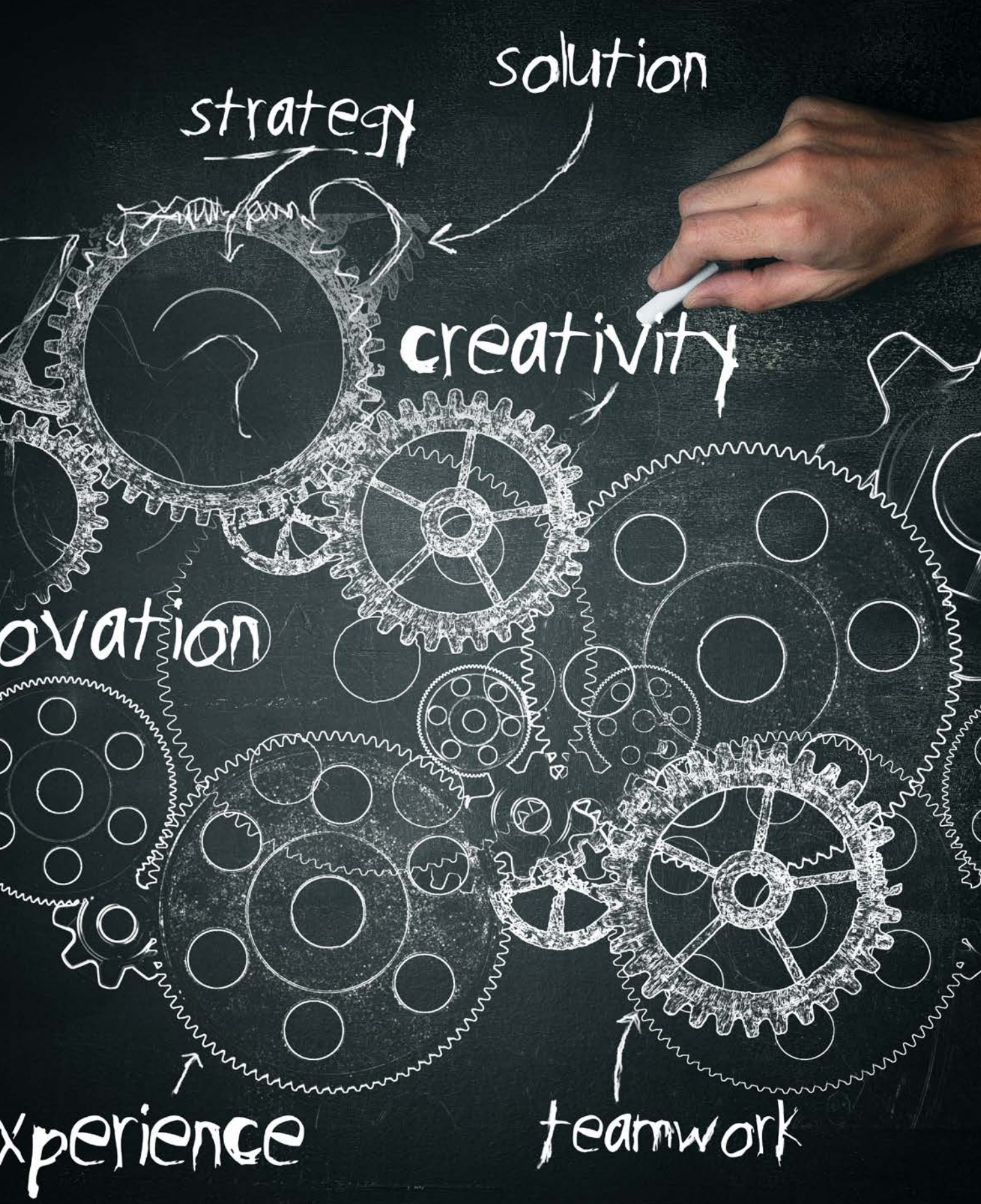


Only Boston offers two AIPC-Gold-Certified convention centers – the Boston Convention & Exhibition Center and the Hynes Convention Center. Each is packed with award-winning services teams, flexible exhibit space and industry-leading technology – including free Wi-Fi. So you have the opportunity to build your event with the gold standard of meeting space.

Schedule a site visit or learn more at SignatureBoston.com or +1 617-954-2800.

Signature
BOSTON
Remarkable experiences.
Imagination realized.

MASSACHUSETTS CONVENTION CENTER AUTHORITY



Amex Meetings & Events

PREDICTS 2018

“FROM A GLOBAL perspective, we are seeing a trend toward localisation, with customers operating global programmes that have an increasing recognition of the reality that business happens locally,” says Issa Jouaneh, Senior Vice President and General Manager, American Express Meetings & Events.

Top Meeting Location Concerns

Getting there Ease of air lift is, for many, a top factor in selecting a meeting location, according to 49 per cent of respondents in North America and 26 per cent in Europe. For groups whose members are located around the world, finding a location that everyone can easily get to and from, without multiple connections and wait times, will always be important.

Proximity With more and more meetings on the horizon, meeting owners also look to minimise travel times and cost. For 52 per cent of respondents in North America and 44 per cent in

Europe, the need for a specific location type, whether it is close to an airport, training facility or a customer's location, is a top factor in determining the location of a meeting. A meeting planner in Europe highlights the importance of proximity, explaining that meeting locations need to be easily reachable by air or train. With increasing numbers of meetings and shorter meetings, travel time also needs to be reduced for many meeting types.

Security and stability While efficient travel is important, only 15 per cent of respondents in Central and South America and one-quarter of those in Asia Pacific rank ease of air lift as a top factor. For these regions, economic and political instability are greater factors in their decision-making, as identified by 50 per cent of those in Central and South America and 43 per cent in Asia Pacific. Moreover, nearly a third of respondents in Europe identify economic and political instability as a top decision-driver

“We need the capacity to break out meeting elements and put them all back together to provide for effective assessment”

and 41 per cent of those in Asia Pacific and 33 per cent in Europe consider safety concerns to be a top priority.

Respondents around the world state that attendee security is always top of mind for meeting planners and owners. It drives decisions about mode of transportation, destination, property type, and meeting activities, and shapes meetings and events policy and programmes. Safety and security have always been at the heart of risk management policies. As the risk of political or economic uncertainty in a region increases, companies are recognising the importance of meetings and events policies and overall compliance.

Concerns about security and stability do influence meetings and events decisions. They do not, however, as Mr. Jouaneh, Senior Vice President and General Manager, American Express Meetings & Events, suggests, limit the possibilities of meetings and events. He explains that “while concerns about political and economic instability do drive destination choices and, in some cases, encourage localisation of meetings and events, these concerns are not affecting the overall volume and activity of meetings or travel, which continue to rise”.

Meetings Management Trends

Strategy is key and policy is the first step Meetings and events are increasingly at the forefront of how companies promote themselves, their products and their services. They require great investment in terms of time and money and the resulting return on investment can spur new growth for a company. As meetings and events continue to be central to the success of a business, aligning them with an overall strategy is crucial – but developing that strategy and putting it into practice can be challenging.

One meeting planner argues that companies often need a financial driver to push them to develop strategy. He explains, “As long as companies are making money, they are not as concerned with establishing a meetings and events strategy or pay much attention to spend. But shifts in the economy do drive companies to look at meeting spend and strategy”. As companies consider the benefits of meetings and events and the related risks and costs, they recognise the importance of cementing meetings policy and strategy and aligning these with their budgets. Many meeting planners explain that they often

play a supportive role in a company’s decision to implement meetings and events policy. We expect this trend to continue to expand as companies build their meetings and events programmes.

Assessing their programmes As with understanding any aspect of a company, evaluating and quantifying the effectiveness of meetings and events is important to the company’s growth. Many companies are recognising this and are interested in benchmarking programmes to assess meetings and events activity. But this is not easily done. Yma Sherry, Vice President, North America, American Express Meetings & Events, suggests that for meetings and events, benchmarking is “often like comparing apples to oranges because no two events are alike. Comparing cost per attendee when there are so many elements involved is hard to do. Comparing transient travel, such as air or hotel rates, is much easier. We need the capacity to break out meeting elements and put them all back together to provide for effective assessment”.

Isolating milestones One starting point for meetings evaluation is to measure the same meeting or set of





PLUS SEOUL

IN YOUR BUSINESS MEETING!

+ FINANCIAL SUPPORT

- International conferences up to a max of 150 million KRW
- Corporate meetings and incentives up to a max of 100 million KRW

+ HOSPITALITY SUPPORT

- Airport greeting message
- Seoul welcome kits
- Seoul MICE supporters
- Seoul welcome booth
- Unique venue hosting support
- Customizable MICE city tour
- Seoul MICE card

+ ADMINISTRATIVE SUPPORT

- Seoul official bid support letter
- 1:1 bidding clinic
- Professional bidding consultation and coaching

+ 2017 SPECIAL SUPPORT

- Seoulo 7017 walking tour
- Han river cycling tour
- "Seoul City Wall" of Seoul trekking excursion
- Hallyu makeup experience
- K-Pop dance experience
- Suggest an experience program through a domestic travel agency

+ SEOUL MICE ALLIANCE SUPPORT



“Attendee security is always top of mind”

meetings year over year. A meeting planner explains: “Once an event is over and reconciliation is complete, we’ve moved onto the next meeting, so the challenge is to put something into place that does a time-over-time analysis for a company’s meetings programme.” Milton Rivera, Vice President, Global Business Development and Strategy, American Express Meetings & Events, suggests that companies with mature meetings programmes have the opportunity to look at patterns and possibly compare those with other companies. He argues that getting at the anecdotal evidence of the success of a meeting or event can help a company benchmark where they are on the meetings and events journey. “Everyone agrees there is a path in the development of a meetings and events programme, and if we can isolate some milestones along that journey we can better understand where we are as an organisation.”

Policy and Procurement

Ease of approval and meeting types Respondents across the four regions identify training meetings as having the easiest approval process among meeting types. For Asia Pacific

and Europe, internal team meetings are also ranked as relatively easy to get approved. Central and South America stand alone in identifying one of the larger meetings types, sales and marketing, as being approved easily.

Across all four regions, incentive/special events are identified as having the most challenging approval process. This is consistent with prior year’s results, given higher on average cost per attendee for these event types. Conferences and tradeshow in North America and Europe are also challenging, while respondents in Central and South America identify product launches as having challenging approval processes.

In Asia Pacific the same proportion of respondents identified internal team meetings as having the most difficult processes and as having the easiest approval processes, suggesting that the difficulty or ease can be policy or company specific in nature. And those in Asia Pacific point to sales and marketing meetings as well as internal meetings as having challenging approval processes.

Partnerships Stakeholders suggest that partnerships among suppliers, planners, and meeting owners will be

crucial to providing the best meeting experiences and ensuring they align with company policy. Ms. Lawson of Loews Hotels suggests that she sees “group and meeting planners in partnership with procurement coming together to define the groups and meetings budget and jointly identify where that spend will be applied for greatest efficiency and impact”.

Electronic sourcing Technological innovations, new meeting demands and increasing cost-consciousness are driving continued efforts around electronic sourcing for all meeting types – including small meetings. Last year we reported that the trend toward individualised distribution channels was one to watch. Electronic sourcing and the direct access to supply that it can provide present challenges to ensuring policy compliance, but many see electronic sourcing as a path toward more efficient and timely meeting planning.

As Linda McNairy, Vice President, Global Operations and Shared Services, American Express Meetings & Events, points out, “Customer demand is there, and technology can accommodate it. The challenge continues to be the ability and willingness of hotels to offer space and

“Across all four regions, incentive/special events are identified as having the most challenging approval process”

rates to allow for instant bookings for meetings”. A meeting planner adds, “In 5–10 years, sourcing will likely be done completely differently with a smart solution to book small meetings on the fly, and we won’t be using as many sourcing agents. Sophisticated sourcing tools will facilitate online booking that will have the capacity to take into account a large company’s travel policy and their preferred suppliers. This will change sourcing”. He explains that digital sales servicing solutions are already available in some areas to facilitate quick proposal responses, manage reservations, provide feedback, and monitor rates. “From a commercial perspective, this is driving and changing meetings and events.”

Another meetings executive ties the future of meetings and events to the central availability of meetings inventory. Mr. Rivera suggests that, “The central availability of a meetings inventory will accelerate the industry, automating a lot of the things we are doing that are tactical and cause stalls. Once the inventory comes available there will be another industry leap forward”.

Mobile Apps

Engaging the apps Mobile apps are not new. They emerged years ago and their usage possibilities for meetings and events continue to evolve. Respondents predict mobile app usage will increase in 2018. Global hoteliers predict a 4.3 per cent increase. Respondents in North America reported higher mobile app usage than other regions in 2016 and continue to project higher usage through 2018 compared with other regions, expecting an increase of 3.4 per cent in 2018. While respondents in Central and South America and Europe have reported lower usage in the past, they also expect usage to increase 3.1 and 3.5 per cent, respectively, in 2018. Asia Pacific respondents predict a smaller increase (2.2%).

As Ms. McNairy suggests, “using meeting apps goes well beyond a reduction of printed materials, agenda management and surveys. Mobile apps are now a ‘must have’ for all events. Attendee engagement, both before, during and after the event, in addition to gamification are

driving richer insights into attendee behaviors and allowing event organizers to make more informed decisions about their business”. Respondents indicate that improving attendee engagement, communication during the event and facilitating networking among attendees are among the most compelling reasons to use a mobile app. Communicating with attendees regarding changes or emergencies is equally compelling across regions.

Some suggest, however, that while there are many great reasons to use mobile apps for meetings and events, some meeting owners are hesitant to include mobile apps in their events. One meeting planner in Asia Pacific finds that, “while apps are so widespread, some meeting owners seem reluctant to use mobile apps for meetings. This is partly due to the cost but it could also be related to the overwhelming number of apps to choose from”.

Apps in planning While respondents across regions agree that mobile apps can be effective for connecting and engaging attendees, they indicate that apps are particularly useful for



**10TH NEW EUROPE EXHIBITION FOR MEETINGS,
EVENTS & INCENTIVE TRAVEL**

**Explore the emerging destinations
of Europe over a cup of coffee**



24-25 JANUARY 2018, Ljubljana, Slovenia

**THE BOUTIQUE MEETINGS MARKET IS BACK
AND THIS TIME IT'S PERSONAL**

Once you've seen what CONVENTA
can do for you in two days
you'll never want anything else.



CONVENTA

10 years. Explore. Meet. Create.

www.conventa.info

“Virtual meetings will not replace face-to-face”

meeting planning and management tasks that contribute to the success of meetings.

At least 47 per cent of respondents in each region indicate that apps are very important for sending messages to attendees and sharing agenda details, and nearly half also find them useful for conducting surveys or polls among meeting attendees. At least 38 per cent in each region identified meeting analytics to measure success as a key feature of mobile apps. They also suggest that the possibilities for mobile apps in meeting planning, management, and assessment are yet to unfold. Mr. Rivera predicts, “We are at a pivotal point for technology and meetings. It may be that someone automates the dining set up or another aspect of a meeting but the next big thing is about to happen”.

The Experience

Face-to-face Less than a third of respondents in most regions, and 35 per cent of those in Asia Pacific, predict that virtual or hybrid meetings will be used in more than 10 per cent of their meetings. One respondent states, “Webinars and technology can enhance a training meeting but they cannot replace in-person

meetings”. Regional meetings leaders across regions agree that bringing together virtually may be helpful for smaller meetings or to complement a live face-to-face meeting, but virtual meetings will not replace face-to-face.

Creativity We asked survey respondents and interview participants to consider one thing that excites them as they think about the next few years for meetings and events. Many spoke of technology innovations such as mobile apps or the expansion of online sourcing. Others spoke of the growth of meetings and events as a dynamic industry. Most suggested that creativity underlines both of these and is essential to succeed in meetings and events. As one meeting planner in North America suggests, “There is a need to mix it up and make sure we are engaging the audience. That expectation is that we’ll create a level of excitement and engagement so attendees want to be there and part of the conversation”.

Wellness Several meetings professionals and suppliers indicate that wellness is an emerging trend to watch as we move into 2018. Enhancing the attendee experience is not

limited to activities and meeting content. It includes contributing to attendee wellness, and increasing numbers of companies and their meeting owners are looking to appeal to attendee wellbeing throughout meetings and events.

Ms. Sherry highlights this emerging trend and explains, “Wellness is huge and it is growing as a factor in meeting planning, partly driven by a broader consumer movement or mindset. You’ll see this more in hotels around food and beverage offerings. They may provide more organic, free range, healthy options. In the past, meetings were where everyone broke their diet ... now they’re not”. Meeting owners are recognising the value of employee and attendee wellbeing and this will shape meetings and events. Frank Passanante of Hilton Worldwide points out that as wellbeing increasingly becomes an element in meeting planning, it “offers an opportunity to differentiate ourselves as we focus on healthy lifestyle and work with purpose”.

IN NOVEMBER 2017,
**THE GRAND
OPENING OF
EUROPE'S LARGEST
CONVENTION CENTRE**

THE PARIS CONVENTION CENTRE:
A 5,200-SEAT PLENARY HALL
CONNECTED TO 72,000 SQ. M
OF EXHIBITION SPACE WITHIN
PARIS EXPO PORTE DE VERSAILLES



VIPARIS

Download our apps:

PARIS EXPO
PARIS CONGRESS



To find out more:
commercial@viparis.com



Building the Future of Cities

IN BARCELONA

More than ever, what happens in cities is shaping our world. The future of the world's urban population will mostly be built in our lifetimes. The challenges we face are immense and only by working together will we be able to tackle them.

Over the next few decades, the continuing urbanisation and overall growth of the world's population is projected to add 2.5 billion people to cities. All regions in the world are expected to urbanise further, especially in Asia and Africa, where the fastest growing cities are located.

The world is becoming even more interdependent and cities must

act together across borders to deal with similar challenges: population growth, climate change, traffic congestion and pollution, lack of adequate and affordable housing, education and health, the integration of refugees and migrants into urban life, among many other pressing issues.

Empowerment has been defined as an intentional ongoing process which occurs in communities and organisations, involves active participation, critical reflection, awareness and understanding, and most difficult but important of all, the access and control over important decisions

and resources, in a climate of mutual respect and caring.

Cities are the closest level of government in relation to its people. They are better positioned to listen to the real needs of its population and to solve global problems. Cities have the task of translating the global frameworks and regional policies into real action on the ground. However, cities today need to do more with less, and they require financial support to increase the infrastructures needed and basic services to ensure greater social equity and sustainable cities for all. There is an imperative need to empower cities.

“Cities must act together across borders to deal with similar challenges”

Smart City Expo World Congress in Barcelona in mid November is committed to leveraging the implementation and follow-up of all global agendas at local and national level. The event aims to be the place to collectivise urban power, to increase the strength of cities, to identify business opportunities, to establish partnerships and contribute to enacting common policies. A place to share research, best practices and potential common solutions, achieved through effective collaboration.

As the leading event for cities, *Smart City Expo World Congress* understands the need for giving cities a powerful global voice as well as an innovative platform for common urban action. The event is the meeting point for governments, companies, entrepreneurs and research centers, where cities meet other cities, showcase their projects and find new solutions, and where companies make business. It has turned out to be an exceptional networking platform to connect people working in and with cities around the world who are tackling similar challenges and generating opportunities for action.

The congress intends to increase the presence of public and private organisations, exhibitors and visitors

from all over the world, to keep generating synergies, sharing knowledge, provoking discussion, promoting out of the box thinking and inspiring a call for action. More than 17,000 professional visitors are expected, with over 600 exhibitors, along with high level representatives from more than 700 cities and over 400 experts and thought leaders.

The congress gathers the most relevant experts and leaders of the world's most innovative cities, companies, entrepreneurs, startups, research centers, initiatives and solutions, with strategies for a smarter and more sustainable urban world. At the Exhibition Area, participants showcase their latest developments, real solutions and products, with technologies that are making concrete and lasting positive impacts on the lives of millions of people.

Maybe it is time that you also should be a part of this global community, an ecosystem committed to creating powerful solutions, the ones that will help to develop a more plural economy, improve our quality of life and promote a healthier future.

Holland Site Selector

To inspire and help you design the event of your dreams we developed the Holland Site Selector: an easy-to-use-tool that will deliver a tailor-made-advice to your inbox in just 4 easy steps. All information you could possibly need is included so finding the most suitable Dutch supplier has never been this easy!

**YOUR
PERFECT MATCH
IN 4 EASY STEPS**

Get inspired:
[www.holland.com/
siteselector](http://www.holland.com/siteselector)





Frankfurt

15-17 May 2018

Make a date with **IMEX 2018**

**We're already planning a great show.
You're invited to shape it and stay connected.**

Help us build the show YOU want to experience.
Complete our (new) post show survey.
Tell us what you think. We'll listen and learn.

Also, look out for our new IMEXfiles – a bright and
daringly different monthly read.

Although it's a year away, be among the first
to register your interest 15-17 May 2018.

imex-frankfurt.com/register



*Right
place.
Right
time.*



imex-frankfurt.com #IMEX18

**The worldwide exhibition for incentive
travel, meetings and events.**

GCB
Meetings made in Germany



Lufthansa
Official Airline

DB **BAHN**



PHOTO: iStock.com/Noppasin

India Leads the world IN THESE SECTORS

INDIA IS AMONG the fastest growing economies in the world, despite recent challenges caused by the withdrawal of high-denomination bank notes in a bid to tackle corruption. The International Monetary Fund, IMF, predicts that cash shortages will gradually dissipate, with economic growth picking up to 7.2 per cent in 2017/18.

Which sectors are fueling the Indian economic engine?

An Indian tech centre more dynamic than Silicon Valley India is now an established technology powerhouse. Home to 40 per cent of the country's IT industry, Bangalore has emerged as the most dynamic city in the world ahead of Silicon Valley (Jones Lang LaSalle's annual *City Momentum Index*).

Indian startups It's time to move on from the clichés about call centres and outsourced IT services. Bangalore is a real technology hub, with dozens of new companies for Indians by Indians.

The number of startups in Bangalore rivals those in the global top tech cities, with San Francisco research firm Compass rating it the second fastest-growing startup ecosystem in the world, after Berlin. All this innovation explains why India has taken over from China as home to some of the world's most dynamic cities. Six Indian cities feature in the *City Momentum Index Global Top 30*.

World's top exporter of ICT India has been ranked the world's top exporter of information and communication technology in the Global Innovation Index, published by the World Intellectual Property Organisation (WIPO), Cornell University and INSEAD. India is also in 8th place for the number of science and engineering graduates.

The telecoms industry is massive and the government aims to grow exports by 25 per cent in the next five years.

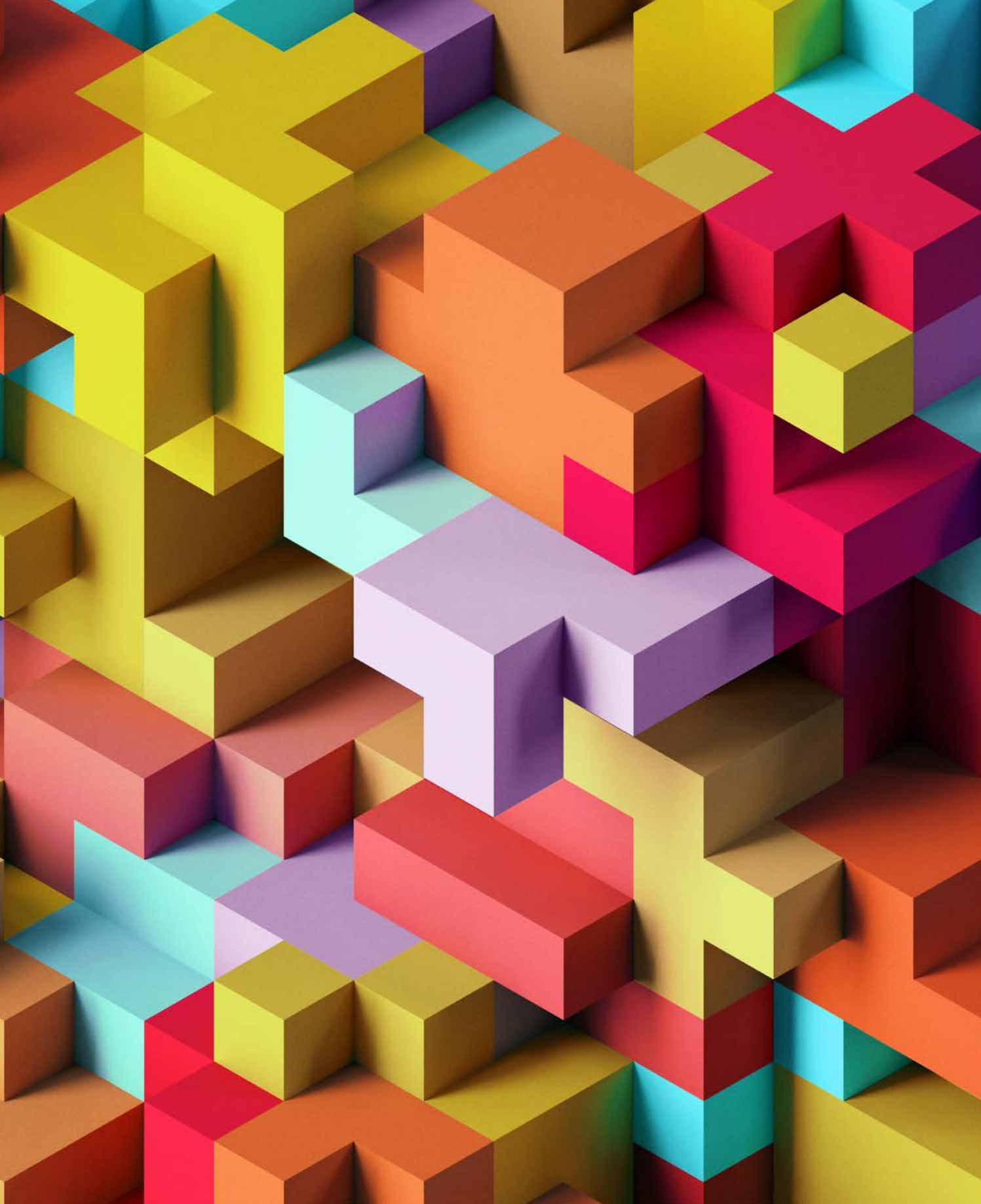
Doubling down on renewables The Indian government is investing in renewable energy and a report from

the The Energy and Resources Institute says that if the cost of renewable energy and storage continues to fall at current rates, India could phase out coal power completely by 2050. India is doubling the scale of the country's solar parks and is one of the most vibrant markets for the solar industry. The giant solar power Adani plant in southern India is one of the largest in the world with the capacity to power 150,000 homes.

"The government is very clear about its solar plan, and large installations are key to this plan," said Aruna Kumarankandath of the Centre for Science and Environment in Delhi. Prime Minister Narendra Modi "is a real evangelist", and has prioritised solar to meet the renewables target, she said in the *Economic Times*.

Other growing sectors are banking, pharma particularly generics, as well as the retail sector propelled by ecommerce and a young population with more spending power.

Source: International Monetary Fund



Why Does Sweden produce SO MANY STARTUPS?

TEXT

John McKenna

WHAT DO SPOTIFY, Minecraft and Candy Crush Saga have in common? They were all made in Sweden. Skype was co-founded by Swedes and SoundCloud started in Stockholm before moving to its current home in Berlin. Sweden is home to Europe's largest tech companies and its capital is second only to Silicon Valley when it comes to the number of "unicorns" – billion-dollar tech companies – that it produces per capita.

Why has Sweden proven so successful in encouraging digital entrepreneurs to start and grow new businesses? One counter-intuitive and somewhat controversial answer is its high levels of taxation. Despite research showing that countries with large government and high tax-and-spend tend to be less entrepreneurial, Sweden's tech businesses have benefitted from both the social and physical infrastructure that such an approach can provide.

When it comes to average internet speeds, the country is only bettered by its neighbour Norway and South

Korea. More than 60 per cent of the country has access to super-fast fiber-optic broadband with speeds of 100 megabits per second, and the Swedish government wants that figure to rise 90 per cent by 2020.

The rollout of this fiber-optic infrastructure has been directly financed by the Swedish government in rural areas, and heavily subsidised everywhere else. It isn't the first time the government has funded a mass rollout of technology: in the 1990s it subsidised households to buy PCs, which academics claim meant there was soon a computer in nearly every Swedish home.

Sebastian Siemiatkowski, founder and CEO of \$2.5 billion ecommerce startup Klarna, credits this "visionary" policy as the reason he was able to begin coding age 10. Today nearly 95 per cent of Sweden's population use the internet, compared to just 84 per cent in the US. All this is reflected in its top five ranking for technological readiness in *The Global Competitiveness Report 2017*. Sweden is also

among the top-performing nations in the report for its macroeconomic environment.

"Free" healthcare and higher education are paid for by income taxes for middle earners that can be as high as 60 per cent. And while the tax level is listed by *The Global Competitiveness Report 2017* as the most problematic factor when doing business in Sweden, the government's minister for enterprise and innovation Mikael Damberg claims the country's social safety net means entrepreneurs are more free to take risks.

Sweden's success as a hub for tech startups is part of a wider story of economic growth kickstarted by a series of market reforms in the 1990s. In the wake of a financial crisis, the government sought to introduce private competition into areas previously dominated by state-controlled entities.

Many public monopolies were deregulated, including taxis, electricity, telecommunications, railways, and domestic air travel services.

“Sweden is home to Europe’s largest tech companies”

Other public services, including elderly care, primary and secondary education, and preschools, were outsourced to private firms.

A Competition Act was introduced in 1993 to block big mergers and anti-competitive practices. And tax rates began to come down, particularly corporation tax, which has fallen from 52 per cent in 1990 to 22 per cent today – far lower than the US rate of 38.9 per cent.

It has led one group of Swedish academics to publish a paper claiming that Sweden is now more entrepreneurial than the US. The paper points out that in recent years young Swedish firms aged five years or less have on average accounted for 55 per cent of all of the country’s businesses.

In the same time period, the share of young firms in the US fell from approximately 45 per cent to less than 40 per cent. The Swedish government is even seeking to address tech companies’ concerns that high income tax levels make it difficult to attract global talent.

It is doing this by lowering taxes on startup stock options – a common method of compensation by new companies that want to attract the best talent but cannot compete with established companies on salaries.

One final vital ingredient for Sweden’s startup success may be a special quality endemic in Swedish society: trust. According to an EU-funded study, Sweden comes second only to Denmark for “intrapreneurship” – loosely defined as collaborative, innovative working within companies by employees.

Intrapreneurship thrives when there is a high level of trust, both within individual economies, and society at large. Employees are more likely to be innovative when they are trusted by their employers with a greater level of autonomy in their roles. Equally, employees are more likely to be collaborative when they trust their colleagues.

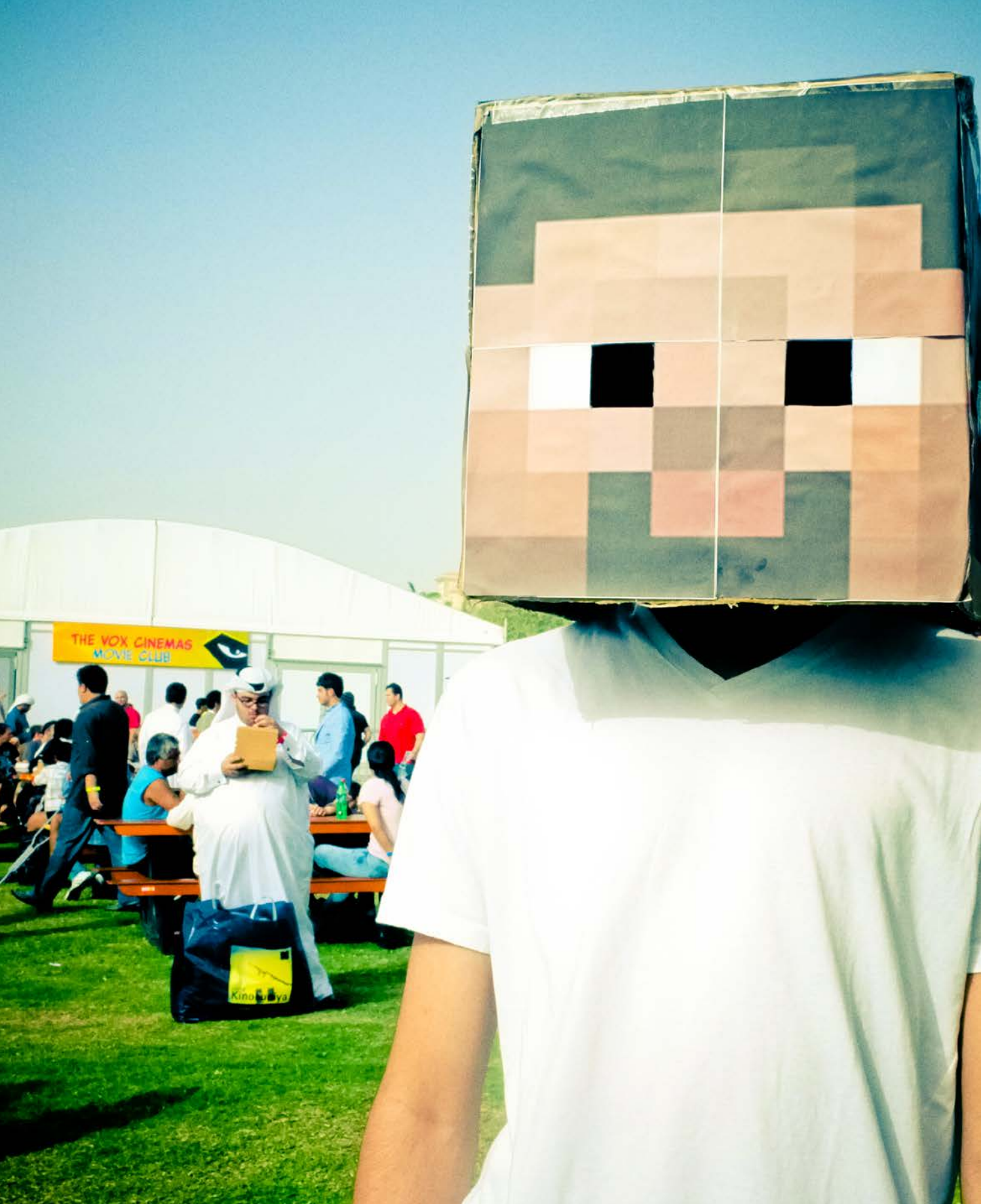
The paper points out that trust among employers is more likely to be high when trust in the wider economy is high.

A strong level of trust is deeply rooted in Swedish culture, which may explain why so many Swedes trust the government to spend their money for them. This in turn creates an environment of a strong social safety net, including generous maternity and paternity leave, which may make employees feel more secure at work.

The high level of trust also benefits entrepreneurship, with large

established companies trusting small startups enough to collaborate and share knowledge with them.

This article has been featured in World Economic Forum, weforum.org.





The Next HR

FASTER, SMARTER, MORE HUMAN?

TEXT

Rohit Talwar
Alexandra Whittington

THOUGH IT HAS the word “human” in the title, don’t expect HR to remain immune to the impacts of automation, robotics and artificial intelligence (AI). Technology is reshaping every aspect of society, and its potential HR implications are vast and still revealing themselves. Hiring, training and record-keeping are just some of the ways technologies are set to transform the HR function.

The HR experience of the future is not predictable, but there are some solid indications of the direction things are heading. For HR, there are four key domains of impact:

- The role of emerging technologies in transforming the business and helping the workforce adapt
- The new ways of organising people, working and learning that are enabled by technology
- Addressing the broader societal impacts such as technological unemployment
- The ways in which these technologies could transform the purpose, work and impact of the HR function itself.

Below, we draw on themes discussed in the book *The Future of Business* to explore ten key areas of potential impact of technological advances that HR directors and leaders need to have on their radars.

1 Rethinking Workspace – The Rise of Smart Cities and Buildings As much of our environment becomes “smart,” this enables entirely different approaches to workforce and work space management. The smart city provides a digital infrastructure so traffic, policing, public transportation and crowd movement can be monitored and managed by a central authority in the interest of maximum efficiency and safety. In terms of preventing congestion around car accidents, for example, a stretch of road prone to fender-benders during rush hour could be patrolled, or have cars rerouted from the area. Such decisions are made based on an analysis of big data drawn from a range of sensors constantly monitoring their environment.

“The rise of freelancing is revealing some increasingly unmet needs”

The same concept would be applied to smart buildings and their workforce occupants; elevator lines could be coordinated, or shift work scheduled, and adjusted instantaneously, based on patterns of activity and behavior reflected in the data. For HR, this could mean that the documentation of workplace incidents could become the domain of the surveillance systems embedded in smart buildings. Would this bring an end to the investigation of workplace disputes? If firms become part of the interconnected smart city, would they be required to feed in employee data? If so, then privacy, behavior modification, data profiling and surveillance are potential hot button issues that HR must handle.

2 Continuous Organisation Redesign – Adapting to AI We are witnessing the rise of the AI lawyer, accountant, doctor and stockbroker. As AI and other disruptive technologies become embedded across business functions and management activities, organisations must be prepared to respond to the speed of change and the exponential improvements that become possible in customer service, product development and service delivery.

It's too soon to predict how AI managers will conduct business, but they may well increase the pace and efficiency with which the organisation functions. In response, organisations are moving into a state of near continuous redesign. Hence HR needs to think about how to ensure a rapid and effective response to rapidly-changing personnel and training requirements. An AI in the C-suite isn't far off, but how it might play out is hugely uncertain.

3 Blended and Swarm Workforces – Gig Workers of the World, Unite It is now common for firms to use a blend of internal and contract talents and adopt the swarm model to pull together teams of employees, partner companies and “gig worker” contractors to deliver projects – much like a film crew assembles and disbands when the movie is completed. Gig work is great for flexible hours and amassing a portfolio of non-routine experiences.

However, lately freelancers have expressed a need to convene and interact. A global gig worker collective called *Enspiral*, for instance, involves a combination of face-to-face meeting rooms, open-source technology and digital organising as the

foundation of a form of social safety net for freelance workers. Members can share ideas, meals, contacts and projects. As the 9–5 job becomes extinct, the rise of freelancing is revealing some increasingly unmet needs – social, emotional, intellectual, to name a few – that were once fulfilled in the workplace. HR professionals could play a valuable role in helping to organise gig economy workers around the common goals and interests they share.

4 Team Focus, Rewards and Tools – HR by Algorithm In the digital age, there is growing discussion about how to design teams and how to manage a workforce that might include humans, robots and smart software – each playing a key role. While we know the new technologies on the horizon can save time, money and resources, we don't yet know their limitations and there are still areas where humans are more effective.

Google's two-year Project Aris-totle study revealed that despite the tremendous caliber of data analysts and data engineers, relying on data analysis alone was inadequate to provide a formula for team building success. No algorithm could form





“A generation that has grown used to constant affirmation through Facebook likes and hearts”

better work teams – it requires a human touch to select the best, most effective groups. As we become more technology-dependent and the geeks inherit the Earth, HR must ensure these new masters of the universe have the emotional intelligence and interpersonal skills to communicate with each other and the businesses they serve.

5 Talent Wars/The Alliance – Tours of Duty/Outsourcing
HR New patterns of engagement are required to motivate and retain talent. The idea of “tours of duty” in different projects and areas of the business will become more common. The ability to outsource almost any job, including HR, will also transform workplaces.

For example, two leading Chinese startups, UR Work and Woo Space, don’t just offer work space for short-term and sporadic use; they also provide a network for smaller companies to exchange services such as HR for small companies and startups. As space-sharing morphs into new partnerships and opportunities, and technologies make it simpler to handle a fluctuating workforce, HR may require more flexibility.

6 Short Interval Scheduling – Managing Attention Deficit Firms are finding that the new generations coming into the workforce want freedom and responsibility, but may lack the skills to navigate and prioritise open-ended work tasks. Hence there’s a growing interest in the use of short interval scheduling to break larger tasks into more manageable daily or even hourly deliverables. This also allows for more regular feedback to a generation that has grown used to constant affirmation through Facebook likes and hearts.

The scheduling process is being automated. Tools such as Work Fusion break high volume, complex data work into discrete tasks and algorithmically assign them to appropriate machine and human resources. The platforms look to improve human productivity by leveraging a combination of internal, outsourced, and crowdsourced workers. Customers control which types of workers contribute to crowdsourced work. Over time, humans are engaged only when algorithms face new obstacles or challenges for any particular task.

7 Continuous Feedback and Performance Review The notion of the annual appraisal doesn’t wash with a workforce that thrives on the 24/7 adrenaline rush of being liked, shared and retweeted. Employees want frequent and instant feedback. At the same time, performance monitoring has extended into the physical and cognitive realms. Everything can and will be tracked, analysed and commented on. Wearable devices such as health and fitness trackers are increasing in power and popularity. These wristbands and tags can be worn as fashion accessories, and monitor multiple aspects of health and fitness. It seems inevitable that some employees will be required to wear these devices as a condition of employment, while others may expect employers to provide them.

Additionally, brain scanning technologies are already in place to monitor rising and falling emotion levels, concentration and productivity. If used properly and ethically, these technologies could present HR with new opportunities to truly monitor workforce health and well-being. Data collected from wearables and brain monitors could be analysed using AI to enable continual performance review and feedback.

“No algorithm could form better work teams it requires a human touch”

A range of predictions and research surveys highlight the growing focus on physical and mental performance monitoring:

- Tractica predicts more than 75 million wearables will permeate the workplace by 2020.
- Gartner estimates that by 2018, two million employees will be required to wear health and fitness tracking devices as a condition of employment.
- A PWC survey found 49 per cent believe wearable tech will increase workplace efficiency, while 37 per cent expect their company to adopt the latest technology even if it doesn't directly influence their work.
- 67 per cent of consumers said that employers should pay for their device.
- Only 25 per cent of respondents said they would not trust any company with personal information associated with wearable technology.

8 Workplace Practices and Business Dress – Small Foot-print Workplaces As societal expectations and concerns shift, the workplace must adapt. As the

modern workforce, millennials and younger (Gen Z) enter a societal age concerned with efficient use of talent, responsible practice, clean energy, conservation, ecological responsibility and a greater focus on mindful business, the structure and ethos of organisations will inevitably change.

These concerns also drive questions about the external and internal design of buildings and the avoidance of ostentatious displays of corporate wealth and power. As workforces shrink through technological advances, firms must be even more mindful of their total physical, energetic and environmental footprint. HR has a critical role here in acting as the guardian of corporate conscience and as a conduit between leaders and employees. Technology can play a critical role in supporting the dialogue.

9 Flexible Benefits – Salary, Health, Discounts, Location, Hours, Opportunity As new discoveries into brain science and human behavior are emerging – and companies are using analytics to achieve improved results – HR will begin to arm itself with the tools and insights of a scientist to

achieve better performances from their workforces. As neuroscience can deliver high-level insights into the nuances of human behaviour and performance, our notions and understanding of performance in the workplace will alter. Instead of managing a workforce with a one-size-fits-all approach, HR will treat each employee as a “workforce of one” with unique needs and preferences, and will customise employee incentives accordingly.

Technology is also enabling a buffet-style approach to selecting the benefits package that works for each employee. While one may prefer purely financial rewards to help save for a new home, another may opt for access to significant discounts on critical purchases such as holidays and cars. For some, training and development might be prioritised while others opt for health insurance and gym membership. For example, millennials and Gen Z are increasingly citing work-life balance, security and stability as their priorities from employment, and employers must recognise the new expectations of them; providing value-laden service such as balance and security must be policy standard. HR strategy needs





WORK

?

LIFE

BALANCE

“It will be a critical part of HR’s role to ensure we are creating a very human future”

to consider well-being and work-life balance as an essential component of a broader engagement strategy.

10 Total Well-being and The Enhanced Employee – Insuring the Cyborg Worker Changing expectations of young workers and increased neuroscientific knowledge are altering our perceptions of well-being in the workplace. We are witnessing the increasing use of performance-enhancing nootropic drugs in the workforce. Health and safety policies and company health insurance could be radically disrupted by the augmentation of human workers, the creation of cyborg workers or the development of synthetic beings to carry out work deemed unpleasant or dangerous.

HR will need to continually review health and safety policies to meet the ever-changing physical nature of their employees. The blurring lines between human being, enhanced being and fully augmented being will require HR to have a cutting-edge view of the nature of a person and an adaptive take on health policy.

The Most Critical Role of HR As the world’s obsession with digital

transformation and AI increases, the focus inevitably shifts to the C-suite and the IT function as together they must deliver the necessary technological infrastructure and business transformation. However, these change programmes are doomed to undershoot their targets or fail completely if we don’t take a step back and focus on the people dimension. HR has a critical role to play here in ensuring that change is managed properly and that our people genuinely are at the heart of the story. While technology can do more and more of our work, it will be a critical part of HR’s role to ensure we are creating a very human future.

Fast Future Publishing publishes the ideas of future thinkers around the world using a fast track process that takes a book from concept to publication in around 24 weeks. Our books explore how developments such as AI and robotics could transform existing industries, create new trillion-dollar sectors, reinvent businesses and reshape society over the next decade. www.fastfuturepublishing.com

Rohit Talwar is a global futurist, keynote speaker and the CEO of Fast Future Publishing where he is applying the principles of exponential thinking to create a new model for publishing. Rohit Talwar works with the

*automotive, travel and transport sectors around the world to help them understand, anticipate and respond to the forces of change reshaping business and the global economy. He is the editor and contributing author for a recently published book *The Future of Business*, editor of *Technology vs. Humanity* and co-editor of a forthcoming book *Unleashing Human Potential: The Future of AI in Business*.*

Alexandra Whittington, Senior Foresight Researcher, has researched and published on topics ranging from the future of mobile technologies and the blockchain to the future of families. She is an alumni and undergraduate adjunct faculty member of the Foresight programme at the University of Houston.

OLYMPUS

**this
beauty
is a
beast**

OLYMPUS PEN

A UNIQUE EXAMPLE OF CRAFTSMANSHIP. **OLYMPUS PEN-F.**



www.olympus.se



Partner of
Fotografiska



PHOTO Sara Appelgren

EMMA BLOM *Emma Blom is founder and CEO at Social Industries, Stockholm, Sweden, a full service social media agency. She has more than 10 years experience in the advertising industry and has worked with several leading brands.*

GDPR Will get rid of JUNK ADVERTISING IN SOCIAL MEDIA

“**THE EU’S NEW** computer legislation forces advertisers to become social,” writes Emma Blom, CEO of the Swedish company Social Industries.

In May next year, the EU will adopt new laws for managing personal data and user information online. Legislation is expected to pose major challenges for all digital industries, not least within social platforms.

The GDPR (*General Data Protection Regulation*) obstructs giants like Facebook, Instagram, and Google, who frequently use collected personal data to provide users with what they often call relevant content, but actually in practice are audience-targeted advertising. Many companies and organisations are now worrying about meeting the new legislation, but I think it will bring about a much needed recovery and new start for the platforms.

In recent years, we have seen how the content of social channels has gone from engaging and real to what the users rather perceive as bought and plastic. If you like *House & Home* on Facebook, you will receive a subscription offer for a subscription in your feed. If you watched Red Bull’s latest commercials somewhere online you can be sure that you’ll see related offers on your Instagram flow

because the algorithms control what you’re exposed to. For a long time, it has been far too easy for big companies to pump out messages that often become completely unobtrusive to the user.

I’m of course not very interested in a “24 month subscription + exclusive knives from Global” just because I’m a woman over 30 years old from Stockholm with a certain income and have watched a video where an influencer cooks. It is neither relevant nor social nor good marketing. If there’s a Facebook killer, I’m convinced it’s just this – the irrelevant content that we’re drowned in daily due to incompetent marketers with far too much user information in their hands.

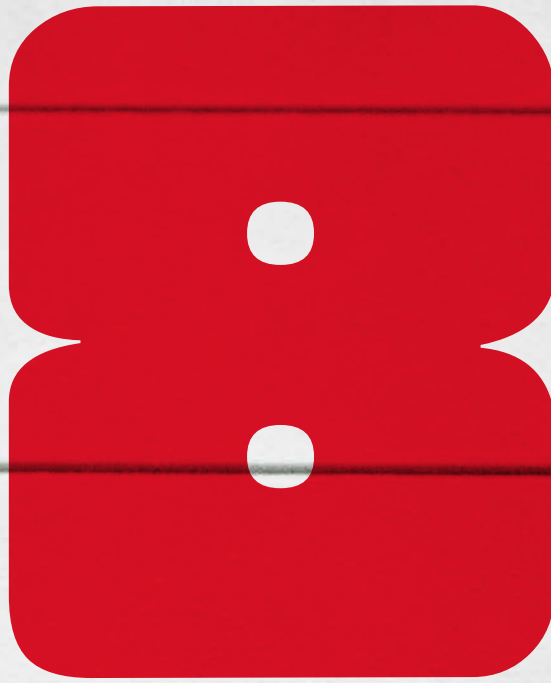
I think GDPR is in a position to remedy such excruciating advertising. Hopefully, it will give you a social climate where you meet true content right when there is no secret backing or invisibility jacket to wear to track users on other sites. Nor will it be profitable to buy the reach you need to reach out: Facebook is not a bulletin board, it’s a social platform.

And social you will have to be, to understand what the users want. Never before has it been more important to actually get to know the target audience. Measure everything you

can, who they follow, what they like, how they talk, and what platform they communicate on. There is no complex algorithm that gives you that information, the solution lies in returning to the simple; communicate and socialise with the users. Facebook offers both new and old absolutely amazing approaches to bringing real dialogue with users, use them to do just that.

Three things you need to incorporate into your strategy for GDPR:

1. Measure everything that indicates what your audience likes about you. Video views, likes, etc. Do it right.
2. Be social. It has never ever before been more important to have a dialogue with your audience to actually understand them.
3. Use new creative ways to distribute and communicate your content. Work with influencers who know their audience well. Take your time and engage in traditional and hidden social networks.



Eight Meetings Tech Trends TO WATCH FOR 2018

TEXT

Corbin Ball

THESE ARE EXCITING times. The rate of technology change is accelerating with thousands of ideas, apps and innovations bubbling up to help meeting planners, exhibitors, venues and other meeting participants to do their jobs better and improve the attendee experience.

This annual review covers many of the major events technology trends to watch for this coming year.

1 Direct meeting space booking goes online with lots of options

Of the 1.8 million meetings held annually in the U.S. each year, small meetings (50 people or under) make a large percentage of them. These are often simple, one-day events in a single room with basic AV and catering. However, hotels have often managed these meetings in the same way as with larger events – assigning a sales person and negotiating a contract. This costs time, labour and money for the hotel and the event planner. This is about to change with many streamlined options becoming available.

Ivvy, a robust event and venue management software company,

serves this market by creating a new online booking sector, catering for many types and sizes of meetings with venues including hotels, restaurants, function centers and even boats. Headquartered in Australia, they have offices in the U.S., the UK and New Zealand. Their venue management site provides information for hotels and the direct booking site gives an idea of the booking capabilities. Currently, most of the properties listed in the direct booking site are Australian-based, but I expect to see this grow elsewhere rapidly.

As Air BNB (now the world's largest lodging company) has changed the landscape for lodging, there are a number of similarly designed sites for meeting space, often in non-traditional venues:

Peerspace provides non-traditional meeting space for corporate events, meetings, film shoots, parties and workshops in San Francisco, Silicon Valley, L.A., New York, Seattle, Austin, Chicago, Berlin, London and Paris (with more cities to come). Notice the almost identical layout from Air BNB, with the map view,

meeting space thumbnails, user ratings, and the ability to list your own space.

Spacer provides a very similar services and site layout for New York, San Francisco, LA, Miami and Chicago.

Event Up: Another alternative meetings space booking engine with an Air BNB look. This database of U.S. meeting facilities is quite extensive and includes hotels as well. Planners can sort by budget, number of attendees, neighbourhood within a city, amenities (AV, pets, street parking), venue type, and look/feel (that is corporate, cozy, loft space). Most venues are not “express book venues,” however.

Spacebase also has an appearance very similar to Air BNB, but more international than Peerspace or Spacer, offering venues in ten countries with website options in three languages and offices in seven countries.

Evenues is a unique meetings space booking tool for the “everyday planner.” It offers a broad selection of North American venues and provides

“These streamlined processes promise to save planners time and effort”

filtering capabilities on capacity, price, city neighborhoods, and map view. Site visitors can either book directly or use a full-service meeting space booking and planning service.

Bizly is another small meetings direct booking site, just out of beta testing. It also has a look similar to Air BNB and is targeting large corporations. About 2,000 meeting venues are listed in about 50 U.S. metropolitan areas. There is a free package any planner can use as well as pricing for corporate and enterprise clients with additional capabilities.

Groupize provides a small group meeting booking tool for corporations. This system allows clients to book 1–9 guest rooms with meeting space from a database of 150,000 hotels. It is also integrated with Concur, the travel, expense and invoice management tool. This simple meetings sourcing system claims savings of 10–25 per cent by centralising small meetings bookings and managing “rogue spend” within the company.

Kapow provides a direct “corporate events at unique venues” booking tool in 21 U.S. cities. Group activities include team building, in-store retail events, entertainment tickets, interactive F&B, cocktail receptions and dining experiences.

These are among the newer sites that provide direct, online booking of meeting space and experiences. More are in the pipeline! These streamlined processes promise to save planners time and effort from traditional RFP booking engines and is a key event tech trend to watch for 2018.

2 **Event wayfinding will advance with the help of augmented reality (AR)** Global positioning system (GPS), using signals from satellites, does not work indoors. Over the years, there have been many attempts at indoor positioning systems (IPS) to help attendees navigate through meeting spaces and exhibit halls.

Google Indoor Maps has been around for several years and is already available in thousands of buildings. Simply open up the Google Maps app within these buildings, such as the Las Vegas Convention Center, to navigate the various halls, meeting rooms and levels. Additionally, there are indoor mapping content management systems, such as MapsPeople, that make it easy for facilities to manage their Google Indoor Map. However, Google Indoor Maps primarily uses Wi-Fi triangulation with a position accuracy of

about 15–45 feet (5–15 meters). While this accuracy is fine to give general directions inside a large facility, this is not accurate enough for booth-to-booth navigation in an exhibit hall – a key goal for many tradeshow and exhibitions.

Much better positioning accuracy (down to six feet/two meters) is possible using beacon technology (aka BLI – Bluetooth Low Energy). Sherpa Solutions, EventBase, DoubleDutch and ITM Mobile are among the several mobile event app companies using BLE combined with a mobile event app to determine indoor positioning applicable for tradeshow and events.

But now, augmented reality (AR), a technology that superimposes a computer-generated image on a user’s view of the real world, thus providing a composite view, will soon be added to the arsenal of indoor positioning methods. Typically, this is done via your mobile phone camera (think Pokémon) but eventually will become available in updated versions of AR glasses (less intrusive versions of Google Glass or Hololens).

Google recently announced at the most recent Google I/O developers conference its Tango Visual Positioning Service, a AR GPS for indoors.



CONVENE

14-15 FEBRUARY 2018 | VILNIUS, LITHUANIA

Baltic Sea Region Exhibition
for Meetings, Events and Incentives

- Emerging Baltic Sea Region market
- Most desirable suppliers
- Fully hosted buyer programme
- 3700+ pre-scheduled appointments
- Strong focus on education and knowledge
- Unrivalled networking opportunities



www.convене.it

“This is not accurate enough for booth-to-booth navigation in an exhibit hall”

Working with Google Indoor Maps and visual data from the camera, Tango will see features in the environment to give users hyper-local directions guidance.

Not to be outdone, Apple's iOS11, and the iPhone X, will have substantial advances in AR, and eventually could be used to help people navigate through and interact with indoor space.

The benefits to event attendees could be significant, including step-by-step navigation of a venue or an exhibition hall. AR technology will also open the door to gamification options (a Pokémon-like event scavenger hunt?) as well as interactive booths, signs, banners and displays.

What remains to be seen is: will the ease of AR set up and accuracy of positioning be suitable for the precise indoor positioning requirements of exhibitions? Exhibitions require a quick turnaround/set up with a different floorplan each time. This will likely require a separate AR setup and mapping each time. As AR enters into mainstream general mobile use, it will be interesting to see if it will be tuned to meet the precise needs of exhibitions and events.

3 Chatbots, with the help of artificial intelligence, will provide on-demand attendee info in a ubiquitous and simple text-based format Chatbots are computer programs that conduct conversations via auditory or text methods. With the help of artificial intelligence (AI), these systems will become increasingly accurate in determining the sense and context of voice/text requests and responding in a human-like way. The explosion of voice-activated systems such as Amazon's Alexa and Google Home attest to the rapidly increasing capabilities of these systems.

However, the voice interface does not work well in crowded environments such as a meeting room or a tradeshow. External phone conversations in a meeting room are generally not well accepted as is yelling orders into your phone on a noisy exhibit floor. Therefore, text-based systems are starting to emerge as an excellent chatbot alternative to answer questions, to gather feedback and to engage attendees at events. Here are a few of them:

Morph.ai is a chatbot building suite for a variety of B2B situations including events. They offer a free-mium version and these bots can be

deployed over messaging channels like Facebook Messenger, Twitter, SMS, website, live chat and Skype.

Event2Mobile's Eva claims to be the industry-first chatbot for event apps. With offices in the USA, UK and Singapore, they provide a full range of text services including polling, surveys, live Q&A, meeting scheduling, directions, feedback, in-app messaging, gamification, photo walls and searches for speakers/attendees/exhibitors.

Sciensio's Concierge Eventbot offers a range of text services including the event agenda/schedule, directions, floor plans, FAQs, surveys, polls, crowd sourced questions, and event info about sessions/materials/speakers/sponsors/exhibitors.

ConfBot text services offers event information on the agenda, personalised schedules, attendee messaging, feedback, surveys and more.

The Cosmopolitan Hotel, offers Rose, an AI text-based chatbot concierge with somewhat of an attitude. Upon check in, guests are given a card that reads: "I am the answer to the question that you never asked," and "Know my secrets. Text me," The card contains Rose's phone number which you can text for a variety of services. Towels? Pizza?

“Artificial intelligence (AI) should make the development process much faster, easier and cheaper”

Restaurant recommendations? Rosie will text you back and provide the services.

Artificial intelligence (AI) should make the development process much faster, easier and cheaper. With the advance in machine intelligence, it will be possible for an event planner to simply upload the event website and other details such a link to a center's exhibitor requirements or details of the surrounding area. AI will allow a computer to read, absorb, catalog and make sense of the details with little or no human intervention – and provide it back in text or voice as desired.

4 **Newer, cloud-based companies will make an “event tech deck” and integration easier** Data management systems are maturing to where integration is a much simpler task. With state-of-the-art cloud-based event technology systems and advanced APIs (application programming interfaces), it is now possible to collect and analyse onsite data and connect them with CRM tools such as Salesforce.com – closing the loop from a marketing standpoint. Interoperability is at the center with much of the change that is happening.

One example is Eventbrite, a basic consumer-oriented event invitation, registration and ticketing system. This San Francisco-based company has been built from the start to be interoperable with others and lists hundreds of software products that it integrates with in its Eventbrite Spectrum page.

Consortiums of newer cloud-based event technology companies are working together to share data and work as one. For example, the Event Tech Tribe is a consortium of Swoogo (event registration), Hubb (abstract collection/exhibitor management/scheduling/task management), Glisser (audience polling/engagement), TRC (onsite event technology), Eventops (event logistics), and InsightXM (data analytics and marketing). They work together integrating data as if they were a single platform providing rich data and marketing capabilities.

Other options for planners are integration platform-as-a-service products such as Built.io, providing solutions to more easily integrate a wide range of software systems into CRM and marketing automation tools. Features include workflow maps, ties to enterprise collaboration tools such as Cisco Spark or Slack, data mapping, activity triggers for complex

workflows, mobile app integration, API builders, API debugging and testing tools and more. In essence, they make the process of integrating modern software products much simpler.

The benefit for meeting planners is that they can choose an assortment of specialised event software products and figuratively bolt them together to work together seamlessly – an event tech deck. Meeting planners will be able to find highly customised solutions using multiple technology products with the ability to extract valuable marketing data as if they were a single platform.

This rich interoperability makes it much easier to analyse the data and bring it back to CRM systems. Customer behaviour and interests expressed at meetings can, therefore, be tied to customer profiles allowing for much better marketing intelligence and more customised sales communication.

5 **Hacking attacks on events, venues and individuals will increase** The recent data breaches of Equifax, Sony, the DMC and international ransomware attacks point to increased and more sophisticated hacking activity. Sabre's



WHAT IF A POPULAR BUSINESS CITY WAS ALSO ONE OF THE WORLD'S MOST INNOVATIVE?

Dubai is a modern city that embraces new and progressive ways of doing business. This open environment allows not only the constant exchange of knowledge and expertise across traditional and emerging business sectors, but also the widest range of sound investment opportunities. Discover all that's possible in Dubai at visitdubai.com

دبي

MARKET SHARE



“Hackers will almost inevitably target some events via an online registration system”

data breach is causing headaches for Four Seasons, Trump, Kimpton and Red Lion Hotels. The WannaCry Ransomware attack on the Romantik Seehotel Jaegerwirt locked guests out of their hotel rooms. With the Shadow Brokers hacker group leaked National Security Agency exploit in April, cybercriminals have a much more dangerous weapon giving the ability to spread encryption files across an entire network. We will likely see this increase!

Hackers will almost inevitably target some events via an online registration system and/or a mobile event-related app (likely an Android version) in the near future.

A few suggestions to limit exposure:

As a planner, make sure your registration company is PCI compliant and take other steps to guard attendee information captured.

As an individual, the standard precautions:

- Use strong passwords.
- Become aware of phishing scams.
- Keep your virus protection up-to-date.
- Consider the use of identity theft protection services.
- Use multi-factor authentication services when available.

6 New methods for friction-free event check-in are developing Technology, when used properly, is not an end. It should be a means to an end – for example, to make the process of checking in at event registration easier and faster. Automated check-in terminals such as Cvent OnArrival and other similar products are becoming standard at many events. For smaller events, guest list check-in apps, such as Check In Easy can eliminate cumbersome paper check-in spreadsheets replaced with mobile devices with many extras such as QR codes confirmation pass scanning, and VIP notification when special guests arrive.

Other companies, such as Boomset, have focused specifically on the onsite registration process with a range of tools including self-service kiosks, NFC tracking, lead exchange, access control management, on-demand badge printing and more.

Beacon technology is also working to streamline event check-in. A Cisco case study used beacons and a Digivents event app to yield a 65 per cent increase in efficiency “slicing waiting times down to just a few seconds. By simply downloading the Digivents event app and activating the bluetooth system on their mobile

devices, our attendees were able to take part in the automated check-in registration”.

Facial recognition technologies are also moving into event registration. Zenus Biometrics uses facial recognition to make event check-in up to five times faster.

These are just a few ways that technology is improving the event registration process. More innovation is likely to come in this space.

7 Events become central to an overall marketing effort Events and tradeshow have posed a significant challenge to marketers. Although events are proven promotional tools, they have lacked detailed data collection and analytics capabilities found with other marketing vehicles such as email campaigns and websites. Much of what *happened* at the event or tradeshow, *stayed* at the event or tradeshow!

However, this is changing. With the recent explosion of onsite data collection and analytics tools, meetings will no longer be the “black hole” of marketing analytics. Events and tradeshow are beginning to provide a goldmine of data detailing attendee preferences, interests, movements

“Interoperability is at the center with much of the change that is happening”

and interactions. This data can help meeting planners make mid-course corrections on existing events and improve future ones; they can provide significantly more value for exhibitors; they can provide attendees with a much richer and more personalised experience.

With the integration of sales automation tools and CRM systems, customer behavior at events can now be tracked in precise detail. Event analytics are moving to a central position in the marketing mix and can help planners using these tools take a seat at a C-Level table with sales and marketing executives. New corporate positions such as vp of Sales Analytics and svp of Sales Effectives point to this shifting trend towards the importance of analytics. Event planners and marketers can work together to improve the event and provide a much more detailed profile of the attendee (customer) interests and desires while elevating the importance of events within the organisation.

8 Virtual meetings will not replace face-to-face meetings (a repeat from previous years' predictions) Despite the increased use of virtual meetings technology, face-to-face meetings and tradeshow will remain viable.

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

Meetings, on the other hand, take people to a more focused environment with fewer distractions. As long as attendees are informed, entertained and fed, event hosts can keep them engaged for days. At the minimum, we share a social contract to at least look like we are paying attention at an event. The opportunities for networking, brainstorming, and relationship building are usually far greater at face-to-face events than online. For an exhibitor, it is often the best way to meet so many qualified buyers in such a short time. For buyers, it is a great chance to meet vendors of interest – all together in

one location, categorised and mapped for your choosing.

Meetings provide a vastly richer, more targeted, and more focused learning experience than nearly any virtual meeting.

Corbin Ball, CMP, CSP, DES, MS is a speaker and independent third-party consultant focusing on meetings technology. With 20 years of experience running international citywide technology meetings, he now helps clients worldwide use technology to save time and improve productivity He can be contacted at his extensive web site Corbin Ball & Co. Meetings Technology Headquarters (corbinball.com) and followed at twitter.com/corbinball.



PASSION FOR EXCELLENCE INSPIRING EVENTS

We believe in creative thinking, ever challenging the status quo. We create and deliver exceptional experiences that inspire. Every meeting, conference, exhibition and event is tailored to fit needs and exceed your expectations.

Experience The CCD, an iconic destination in the heart of Dublin.

LET US INSPIRE YOU



Call us today to make a booking **+353 1 856 0000**, email sales@theccd.ie or visit www.theccd.ie.



Buenos Aires

CAPITAL OF SMART CITIES FOR THREE DAYS

CITIES OF LATIN America and other parts of the world met for three days at the Exhibition and Convention Center of the Argentine capital on the occasion of the first edition of *Smart City Expo Buenos Aires*, organised by Fira de Barcelona and the government of the autonomous city of Buenos Aires.

Under the concept of *Innovative cities, cities of the future*, the event became the center of the smart metropolis, addressing the challenges facing large cities, with special attention to the needs and particularities from Latin America.

Smart City Expo Buenos Aires brought together governments, international experts, policy makers and companies. The programme of the congress, was structured in five themes: Living Wards, Open Government, Equitable Cities, Digital Innovation and Economic Development and Sustainable Cities. It had 95 speakers including Anibal Gaviria, former mayor of Medellín, Michelle Greenwald, founder and president of Inventors, Andreu Veà, founder and

president of Internet Society Spain, and Anousheh Ansari, CEO of Prodea Systems.

The exhibition area featured more than 30 companies including Avaya, Ausa, Claro, Deloitte, Dinalight, Enel, Infineon, Link, Intel, Microsoft, Philips Lighting, Roggio, Volkswagen, Qualcomm, Smart City TNG, Siemens, Telefónica, Trans, Urbetrack and Wisdom.

The 7,000 accredited delegates were able to see the latest projects and solutions to promote the efficient urban development of these and other companies, as well as the cities present at the event.

The Fira de Barcelona International Business Director, Ricard Zapatero said: "With Smart City Expo Buenos Aires, Fira continues its strategy of the international expansion of Smart City Expo World Congress as a reference event for smart cities, contributing to the emergence of initiatives in different regions of the world in the field of urban development, innovation and sustainability."



Smartphones to Die out WITHIN FIVE YEARS

TEXT PHOTO

Johan Hagegard Magnus Nilsson

HISTORICALLY, technological developments have occurred with an exponential curve, from cycles of around a hundred years down to twenty to fifty years in the 20th century. But in the past twenty-five years we have seen major, life-changing technological shifts. From the Internet's entry in the 1990s to the smartphone in 2007, which brought about the social media boom.

We are now facing the next big revolution: virtual and augmented reality, usually abbreviated to VR and AR. There are other acronyms that mean basically the same thing, but I will leave their explanation to Google for simplicity's sake. The difference between the two is that VR is dark and enclosed, leaving you alone in your world. You see nothing other than that which the developer chooses to show you. AR lets you see the real world, but enhanced by digital material.

These technologies will change our daily lives much more than smartphones and the Internet put together, but why do so few people understand the full magnitude of this? Basically, because VR has been the groundbreaking technology that has succeeded in so many ways. In actual fact it has failed in the most fundamental – to drive value. Ninety per cent of all VR we see today

is entertainment of one form or another. We could probably squeeze some sort of value from it, but it is usually a long way off.

There is a solution on the horizon. In five years' time the smartphone will be replaced, and in ten years' time the computer will be history. By studying the past thirty to forty years of digital development we can see the development pace almost halves with each new technology shift. Microsoft's Alex Kipman, who created the world's first AR headset, Hololens, claims that the smartphone is already dead. There's something in that.

Hololens is a large bulky headset, but it has something that all competitors lack – freedom. You have no cables, no computer, no smartphone. The headset holds everything that the computer that I am writing on contains with regards to both hardware and software. It is run on a version of Windows 10, the same as used in most computers around the world so the majority of programs can be adapted to suit Hololens. First out are their own products, such as Skype. After ringing a Skype call in AR you wonder why you have a phone at all, even less a telephone number.

Our smartphone is easy to replace or move to an inside pocket to function as a sort of pocket computer to operate our slim, simple glasses

instead. And once that is done and the developers are onboard, computers could be in trouble. Why carry around an extra hard drive, batteries and screen when you already have them in your inside pocket?

AR is the future. It is through AR that we can create value. It is through AR that we can integrate with each other. It is through AR that we can integrate with machines. Talk to them, pat them, see how they are. It is through AR that we can improve the world by removing bad things and adding good things. It is through AR that we can connect with each other, learn new things and become stronger. American baseball player Yogi Berra had problems with words but he could not have put it better: "The future is not what it used to be!"

Johan Hagegard is an AR/VR and Swedish entrepreneur and digital specialist. He runs the IMRSV Studios in Stockholm. Specialising in Augmented Reality (AR), or better explained Mixed Reality, they seek to improve business productivity, communications and sales. Augmented Reality, in combination with Internet of Things (IoT), Cloud, AI, Blockchain, Computer Vision and 5G, will revolutionise business environments.

This article was first featured in DagensPS.

Eco-friendly Convention Center in Seoul City



aT center has your complete exhibition and convention facilities from the ground floor up

5 floors

2 Exhibition Halls – 8047 sqm (382 booths)

Grand Conference Hall – 400 pax

8 meeting rooms

Optimal access to transportation

Subway Line 2: Gangnam Station > Sinbundang Line: Yangjae Citizen's Forest Station (5 mins)

A home for large scale international exhibitions and meetings

100 exhibitions and 2,000 conferences held annually

A total business platform:

Conferences, seminars, incentive tours, banquets,
events, performances, exhibitions, and more.

Contact atcenter@coex.co.kr or Visit <http://atcenter.at.or.kr>

aTCenter



PHOTO: iStock.com/Sadagus

Indonesia Looks to build ON RECENT TOURISM GROWTH

A MORE DIVERSE product offering and a broadening of the destination base are at the centre of a new campaign to attract investment to Indonesia's rapidly growing tourism sector.

Under a plan first mooted in 2016, Indonesia is ramping up efforts to develop regional destinations as major tourist centres under its 10 New Balis programme. The scheme seeks to replicate the success of the resort island of Bali, which currently attracts some 40 per cent of all inbound tourist arrivals.

Australia, one of Indonesia's key tourism markets, is supporting the project, committing \$2.3 m in funding in August through the World Bank to

assist in advancing several destinations on the list.

Indonesia is also seeking to involve the Australian private sector in the programme. To this end, in August, Indonesian officials conducted a five-city investment roadshow across Australia showcasing opportunities in tourism and infrastructure development.

Looking to engage other regional investors, at the Singapore-Indonesia Investment Forum in September, Arief Yahya, Indonesia's minister of tourism, spoke of the ministry's aim of adding 120,000 hotel rooms, thousands of eateries and up to 100 recreation parks to existing stocks in the regions.

Three of the 10 locations have been earmarked as developmental priorities: Lake Toba, Lombok in West Nusa Tenggara province, and Borobudur-Yogyakarta-Prambanan in Central Java province and the Special Region of Yogyakarta.

Broader goals for tourism development The 10 New Balis effort falls within the broader *Indonesia Tourism Development Programme* (ITDP) being undertaken with assistance from the World Bank, which, in a draft document published in June, outlined proposals to provide a \$180 m loan to support the initiative and a further \$570 m using a Programme-for-Results financing instrument. The

“Indonesia is also seeking to involve the Australian private sector”

implementation of the latter involves “monitoring the performance of the institutional arrangements, and monitoring and verifying results”.

There are four “results areas” under the broader plan: improving the sustainability and tourist capacity of selected destinations; promoting domestic participation in the sector; creating an environment conducive to private sector investment; and increasing the capacity of institutions to facilitate tourism development.

Regional competition and sector fundamentals Currently, Indonesia lags behind some of its South-east Asian neighbours in regard to tourism, ranking 42nd of 141 countries in the *World Economic Forum’s Travel and Tourism Competitiveness Index 2017*. By comparison, Malaysia was 25th and Thailand 34th.

Nonetheless, Indonesia’s position in the latest report represented an eight-place improvement on the previous year’s index, and it is likely to move further up the index in future thanks to improvements under the ITDP to tourism service infrastructure, where it ranked 96th, and the

supply of hotel rooms, where it placed 93rd.

The fundamentals of the sector have strengthened significantly in recent times, with arrivals rising by 7.2 per cent in 2016 to 11.5 m, according to data issued by the Central Statistics Agency. The upward growth trajectory continued this year: in the January–July period, 7.81 m tourists entered the country, an increase of 23.53 per cent on the same period last year. Inbound traffic also rose in July, when it hit 1.35 m, representing increases of 30.8 per cent year-on-year and 21.5 per cent month-on-month.

Challenges to development However, several obstacles could weigh on progress towards the ultimate vision of 10 New Balis. First and foremost among these concerns Bali itself, with recent seismic activity at the island’s Mount Agung widely predicted to be indicative of an impending volcanic eruption.

Thousands have already been evacuated from the exclusion zone that stretches 12 km from the crater, and regardless of the severity of any

eruption, the tourism industry will certainly be impacted at least in the near term.

Diversification of tourism offerings – as per the government’s goals – would certainly help the country weather similar circumstances in the future, but some industry insiders have also stressed the need for differentiation in the pursuit of the initiative.

“While Bali can be a source of inspiration for other regions across Indonesia, the challenge for each of the new tourism hubs will be to identify each destination’s uniqueness, thereby differentiating their tourism products,” Talef Rifai, secretary-general of the *World Tourism Organisation*, told Oxford Business Group. “This will allow each to stand on its own merits and attract a specific market.”

Source: Oxford Business Group



*MIDIN (meet in) STYLE AT BCCK AMONGST THE BORNEO GREENS!

*mid . in

A wild vegetable similar to fiddlehead ferns. In Sarawak, it is known as 'midin' and usually flavored with shrimp paste or garlic cloves.



Delivering Successful Events, the Borneo Way



www.bcck.com.my | www.facebook.com/BCCK.Sarawak
www.twitter.com/BCCKSarawak | www.instagram.com/bccksarawak



What Does the Future Hold FOR DMCS?

TEXT

Julius Solaris

AS MANY DESTINATIONS and DMCS (Destination Management Companies) gathered at #IMEX17 in Las Vegas we asked three well-respected names in the industry for their insights into what the future holds.

DMCS have endured a lot of challenges in recent times and every year there seems to be speculation about what we can expect and whether the future is bright or (more often) gloomy. To set the record straight, we asked for the opinions and insights from those in the know. We explored how DMCS are still relevant today, the value they offer, the challenges they are facing and how they are reinventing themselves ready for the future. Big thanks go to these three experts for sharing their esteemed analysis:

Tony Lorenz, CMM, Chief Executive Officer, Allied PRA, Inc.

Aoife Delaney, Director of Marketing & Sales, The DMC Network.

Cindy Y. Lo, DMCP, Owner & Chief Event Strategist, Red Velvet Events, a Global DMC Partner.

The Three Major Challenges of DMCS Today

We asked our experts what the biggest threats and challenges facing DMCS are today and this is what they shared with us.

Everyone's an Expert The Internet means that a wealth of information is available at our fingertips and everyone can Google and research standard packages and solutions. This means that DMCS have to work even harder to offer unique solutions. Cindy suggests that: "Every DMC needs to offer creative solutions that are not turn-key because most corporate clients want something unique for their event."

The participant no longer wants the standard when they visit a destination – they want the authentic, the

“DMCs have to work even harder to offer unique solutions”

real and the unique. Aoife adds that: “Authenticity is the new gold – a DMC knows a destination intimately and can put together an authentic experience in a way that cannot be found on the Internet.”

Value and Budgets All three contributors agreed the price is still a massive driving factor, which makes showing value crucial. Budgets are still being squeezed and clients need to be assured of value against every line item.

Aoife believes that one of the biggest challenges facing DMCs today is on the traditional DMC service offering. Many of these services are becoming commoditised, which means that DMCs now need to concentrate on selling where the customer can see the value DMCs bring to a programme.

Despite the more buoyant economy, budgets are not always growing year on year. Understandably, transparency in pricing is requested frequently by clients. However, the challenge that this puts upon the DMC is where do you draw the line on reasonable pricing transparency. Cindy explains that: “When you shop at Target, you don’t ask them to see the invoices between them and

Procter & Gamble ... yet corporate clients are continuously asking to see receipts between our suppliers and the DMC offering the service. Instead, I strongly encourage all DMCs to line item their charges vs. putting everything into a package UNLESS the client is asking to see pricing that way.”

Perception Tony confided that one of the most critical challenges DMCs face is the issue of perception. The work of DMCs is so important, however, it isn’t always viewed as integral. The sector and the broader business event community as a whole are not always great at promoting the value of what they achieve. “DMCs provide the mission critical of business events but we are not where we should be in the perceived value chain.”

Tony is also a board member for Meetings Mean Business, which is working to raise standards, measurement and recognition in the events industry. However well you measure and report for your clients, we need to be better at sharing results, learning and best practice. Only by sharing data more widely can we have a bigger voice to get greater recognition.

How Do DMCs Offer Value Today?

DMCs continue to offer value in a number of areas, primarily in five main ways:

Expertise and Local Knowledge

DMCs can offer unrivalled expertise of a destination. As well as local knowledge it means that DMCs can identify uniquely interesting and strong partners to direct the best relationships for the success of the event. This is not easy from another part of the world.

Peace of Mind

Tony explains that: “Peace of mind is primary. When an event happens with hundreds or thousands of people, everything needs to happen beautifully – to the extent it is so seamless it isn’t even noticed. Not only that, the DMC is there to create solutions if anything goes wrong.” Having local relationships and insider information can be crucial in these situations.

Added Value

Aoife confirmed that the value that a DMC offers hasn’t changed, it has always been to provide added value to a client. A DMC knows their destination intimately and can help a client use the destination in a way that supports the goals of their





“Expand our presence and prove our worth a little more aggressively”

event. What she believes has changed is how we can offer that value to a client.

Unique Experiences Great DMCs now realise that clients may not book every single service with them, and that’s fine with Aoife. Clients can pick and choose the elements where DMCs can show real value, and to consult on their destination experience as a whole. “Meeting and Incentive planners want unique experiences because that’s what the new participant wants. A DMC can create those experiences and make them authentic and real. We are there to bring the destination alive in a way that supports the goal of the client, and to ensure they have the best experience possible.”

Delivering Client Objectives Cindy points out that the value offered by a DMC needs to start with the objectives of the client and build from there. “I have always trained our team to ask the client first what they are measuring event success by and then to work backwards when putting their custom proposal to ensure that all items being proposed tie back to the success metrics – and of course to the desired budget.”

What New Services Will DMCs Offer?

Our advisors offered four key ways DMCs will change their service offering and are working in new ways.

Non-traditional Spaces and Events

DMCs are not just confined to work within the four walls of a venue. Aoife explains: “There are some really fun things being offered to clients right now! We’re increasing our use of non-traditional meeting spaces in our programmes. ‘Pop-up’ event spaces created exclusively for our clients is an offering which is becoming increasingly popular.”

Customisation The services in the future will be all about customisation. A DMC can customise an event in a way that only a local expert can, using connections with the very fabric of that destination. Cindy can see DMCs evolving to offer other creative services and even things like custom fabrication. Although they personally may not be the firm to fabricate they will design and then partner with a local fabricator to produce the said custom item.

Technology There was resounding agreement that event technology is essential to measuring and delivering

results. Aoife outlined how powerful it can be: “We are using live tech more and more – gauging the client’s reactions to the experiences in real time and adjusting our programme on the spot is something that I’m really enjoying in particular – it’s exciting to see the innovative ways we can update a programme throughout the day based on how our guest’s are enjoying the opportunities we are putting in front of them.”

Greater Focus on Business Objectives

Tony urges strategy to drive the creative, in addition to the value of the destination experience, to make it more powerful for clients. DMCs generally tend to deliver strong creative, focused on the destination, however this mindset needs to shift to take into account the business objectives first and foremost. This can then be used to marry the host’s aims, driven by the brand and destination.

How Do You See DMCs and Your Business Changing Over The Next Five Years?

Our experts offered six prominent ways we can expect to see changes in the service offering from DMCs going forward and the direction their respective businesses are taking.

“DMCs are not just confined to work within the four walls of a venue”

Consultative Experience Aoife believes that: “DMCs will offer clients a more ‘consultative’ experience. We are becoming more of an extension of the client’s team on every element of their programme, and I see this increasing over the coming years.”

Personalisation The need for customisation is going to become even more intense, and that’s where a DMCs intimate knowledge will become increasingly important. Cindy predicts “more personalisation; less packages”.

Turbocharge Core Service Offering Tony calls for a need to amplify core services and to find innovative ways to turbocharge those elements offered by DMCs, to ensure that DMCs remain integral, relevant and future-proof.

Prove Our Worth Tony sums up that we all know the value of events, but now is our time to perform. We need to demonstrate ROI collectively as an industry. “A business event is the most powerful medium on the planet. Nothing can compare with the power of face to face experiences to create impactful moments. However, events

are also the most expensive and hardest to measure.”

We need to present the return of the events to the organisations that sponsor it to prove that meetings mean business. Indicators suggest that the economy will be strong for the next four years and so this is the perfect opportunity to present our value and ensure that events are recognised as essential, even during financial downturns. “DMCs are an integral part of global business events and we need to step into our role, expand our presence and prove our worth a little more aggressively. Otherwise DMCs will have continued pressure.”

Increasing Exploration of Technology Technology has a big part to play in elevating the events industry across the board. The advantages event tech can offer in the planning, execution and continuous measurement of results is the only way we can scientifically prove value and speak the same language of our clients.

Mergers and Acquisitions Allied PRA, Inc. have recently been acquired by a blue chip equity firm and have big plans to build the business and

extend their market position in North America. They are driving their business forward in an increasing amount of locations and demonstrating their positive outlook with actions, as well as words. As with the new era of event technology, significant investment into DMCs is a great indicator of the health and potential within the sector.

In Conclusion The outlook from these three industry stalwarts is resoundingly positive. There are plenty of challenges for DMCs, and the event industry as a whole, but these DMCs are ready to press forward and tackle them. Awareness of the changing environment, and recognition and foresight for what clients are demanding, means that they are already adapting their offering to stay ahead of the game.

This article by Julius Solaris appeared first on eventmb.com. Event Manager Blog is a trading brand of Social Coup LLC, a company incorporated in the State of Nevada, USA.

2018 PyeongChang
Olympic Winter Games

Bleisure MICE Gangwon South KOREA!



Gangwon,

the top tourist destination for locals, is gearing up to be one of South Korea's biggest tourist destinations after it finishes hosting the 2018 Winter Olympics in Pyeongchang.

The government is building several big facilities to accommodate the major sporting events and most of them will be turned into convention centers after the spectacle.

Pyeongchang,

in Gangwon province, will be hosting the mountain sports of the Winter Olympics in February 2018, while further east around the coastal city of Gangwneung will be the ice sports, such as hockey and skating.

Gangwon will be served by the KTX high-speed rail network with a route that will connect Pyeongchang to Incheon Airport, bring visitors to the Games in around 70 minutes from Seoul. Meetings, incentives and events will also play a vital role in the post-Games' legacy with Gangwon Convention & Visitors Bureau counting on new venues, accommodation and a range of activities to strengthen the province's MICE portfolio.

Gangwon Convention & Visitors Bureau sees the Olympics as not merely a sporting event but a MICE opportunity. Pyeongchang 2018 is a mega sporting event that can give Gangwon the opportunity to become a popular MICE site in Asia. Positive impacts of Pyeongchang 2018 included an increase and upgrade of hotel facilities, tour sites, and convention centers. It will be a great for the province to acquire and upgrade MICE related hardware.

Connecting meetings professionals

BUILD THE FUTURE

NOW
2 DAYS

Innovation. Technology. Event design. Leadership. The meetings and events industry changes so fast that there's always something new to learn - and The Meetings Show is the perfect place to spark ideas, polish up your professional skills and grow your network. With limitless meeting, networking and educational opportunities across the two days of the show, make sure the 2018 edition is firmly in your diary.

Be inspired. Register your interest today.
themeetingsshow.com



**MEETINGS
SHOW**

27-28 June 2018 • Olympia London



IBTM World Tech Watch Award Finalists AND KEYNOTE SPEAKERS ANNOUNCED

IBTM WORLD has announced the nine finalists for its IBTM World Tech Watch Award. The winner will be announced at IBTM World 2017 which takes place at Fira Barcelona from 28–30 November.

The finalists for the award, all of which are technology companies with new products or services relevant to the meetings, incentive, conference and events industry, now have the chance to showcase their product to thousands of high profile global buyers, influencers and media in one

of the industry's leading technology arenas, the Innovation Zone.

This year the award has three categories: Logistics and Production, Management and Marketing and Audience Engagement. From the nine finalists, judges will now vote for a winner in each category, one of which will be named Tech Watch Award 2017 winner on 29 November at IBTM World in Barcelona.

This year's finalists are: *Bizly, Inc.*, an enterprise platform focused on helping employees source, book, and

manage small meetings; *Conference Pulse*, a sponsorship recruitment product that helps conference professionals secure sponsors, speakers, venues and conferences; *Eventinterface*, an attendee management and matchmaking product; *Kapow*, a direct booking tool; *Ribyt*, an attendee management, travel and communication system; *Sciensio*, an AI powered chatbot; *Shared XP Limited*, a crowd sourcing and crowd voting platform; *Snöball*, a social media marketing product and *Swarm Works Ltd.*, which

“Experience and interact with a diverse range of new technologies”

offers a wide range of applications for audience interactivity.

Kerry Prince, Portfolio Director, IBTM Events, commented: “We are delighted to have had such a strong field of entries for this year’s Tech Watch Award. Our nine finalists have access to a high-profile audience of industry professionals via the Innovation Zone at IBTM World ... It’s also great news for our visitors, who will once again have the opportunity to experience and interact with an incredibly diverse range of exciting new technologies that could really make a difference to their business in the future.”

Yancey Strickler, co-founder and CEO of crowdfunding website Kickstarter, has been announced as the second high-profile keynote speaker at its milestone 30th IBTM World event. Strickler’s session is entitled ‘Resist and thrive, how new models and ways of thinking can beat the status quo’. He will draw on his almost decade-long experience in Kickstarter to explain the company’s history, its revolutionary decision to put its values ahead of profits, and share secrets on how the company formulates its innovative strategies.

Prince commented: “The insights and learnings Yancey will share with

our audience will be invaluable as he explains how this incredibly successful modern company provides a platform for creative ideas to thrive whilst retaining a strong social conscience.

“Knowledge is a key driver in our industry and we continue to be committed to enabling our attendees to be exposed to inspirational ideas and concepts that can tangibly add value to their business life and personal development. It’s very important that we look outside of our industry for this sort of content, and that we bring in speakers who can really inspire our audience.”

Themes for the 2017 Knowledge Programme include Industry trends; Engagement & experiences; Safety, security and risk management; Innovation, disruption and technology; Sustainability and CSR; Professional & staff development and Business development and strategy.

Dame Stella Rimington, author and the first female director general of MI5, the UK Security Service, has also been announced as one of two high profile keynote speakers.

Drawing on her 27 years’ experience in the Security Service, Dame Rimington will discuss her career and her work in counter-subversion,

counter-espionage and counter-terrorism, as well as the industry’s outlook on safety and security going forward.

Prince commented: “We’re thrilled to announce Dame Stella Rimington as one of two headlineers for our market-leading Knowledge Programme. Given the current climate, safety and security is a topic being discussed often, and we know from our customer research that it is a subject about which there is huge appetite from our attendees to learn more.”

ASEAN Premier Show for meetings & events

200 Exhibitors, **1,500** Delegates, **500** Buyers,
50 Media, **20** Speakers, **40** Topics, **10** Post Tour Destinations



CORE EVENTS

- ASEAN Future Meeting Leaders: Young Professional Executives
- EXPO
- Leadership Breakfast
- Networking
- Power Lunches
- Seminar & Workshop
- Site Inspection (Hosted Buyers & International Media)

SIDE EVENTS

- ASEAN MICE Friendly Golf Game
- ASEAN Half Marathon Meeting
- ASEAN Contractors & Engineering Consultants Expo & Forum
- ASEAN Business Forum for MICE Infrastructure & Facilities
- ASEAN Business Events Conference: Bidding for The Game

Don't miss the opportunity, save-the-date,
mark your calendar and start planning now!!!
ASEAN's only showcase on business events and
privileged travel.

destinASEANplus is presenting
One Asean to the World,
and bringing **the World to One Asean.**

For further information, please contact:
info@destinaseanplus.com

Proudly presented by



Official Venue



Your Preferred Alliance For Travel,
Official Partner



Caring more about you

Host Partner





PHOTO Sara Appelgren

ROGER KELLERMAN Publisher, business intelligence analyst, trend creator, educator and networker. Has over 30 years' experience of the global meeting industry. Founder of Mötesindustriveckan. twitter.com/thekellerman

No Vision NO FUTURE

THERE'S AN OLD saying: "A person without a vision is a person without a future, and a person without a future will always return to the past." And Helen Keller wrote: "The only thing worse than being blind is having sight with no vision."

I'm talking about cities, regions, countries, the world's lack of a Vision for the next 100 years ahead. As we are also working on *Meetings International Business Intelligence Report on Dubai* I keep a keen eye on the vision works in Dubai and also Abu Dhabi. They have a clear vision of where they want to carry on their country's development. That Dubai will build a new destination on the planet Mars in 2117 is certainly a vision, but all that will be done in Dubai (after the oil) is essentially and most important in their vision work.

I have also begun to embody what is happening in Abu Dhabi. Of course, I know that there are many questions to ask about human rights, equality, the position of women in particular, but what I see is rapid development and also for women. The fact that the emirates have an extremely long cultural history is doubtless, but the success achieved since 1971 when the UAE was formed is outstanding in my eyes, and seems to be without end.

UAE Centennial 2071 is based on four aspects: education, economy,

government development, and community cohesion. The goal for the UAE is to be the best country in the world by 2071. The vision's objectives also include the development of education, with a focus on advanced technology and engineering, and instilling an Emirati moral values system in future generations.

Today there are plans up to 2021, and with UAE Centennial 2071 Dubai will have a vision for generations of the next five decades. It sets a clear map for long-term government work. Future generations will need foundations and pre-set tools that already have been introduced, there needs to be an environment for growth, and this is something that is on the daily agenda from now to 2071.

Rapid changes require Dubai's government to prepare future generations with new tools and knowledge, and different skills that enable them to succeed in a world that will be very different from the times we live in today.

As I wrote in the beginning: "A person without a vision is a person without a future, and a person without a future will always return to the past." A country without a vision will stay on in the past.

Madrid

Making business a pleasure

MADRID
CONVENTION
BUREAU



Conventions don't have to be conventional

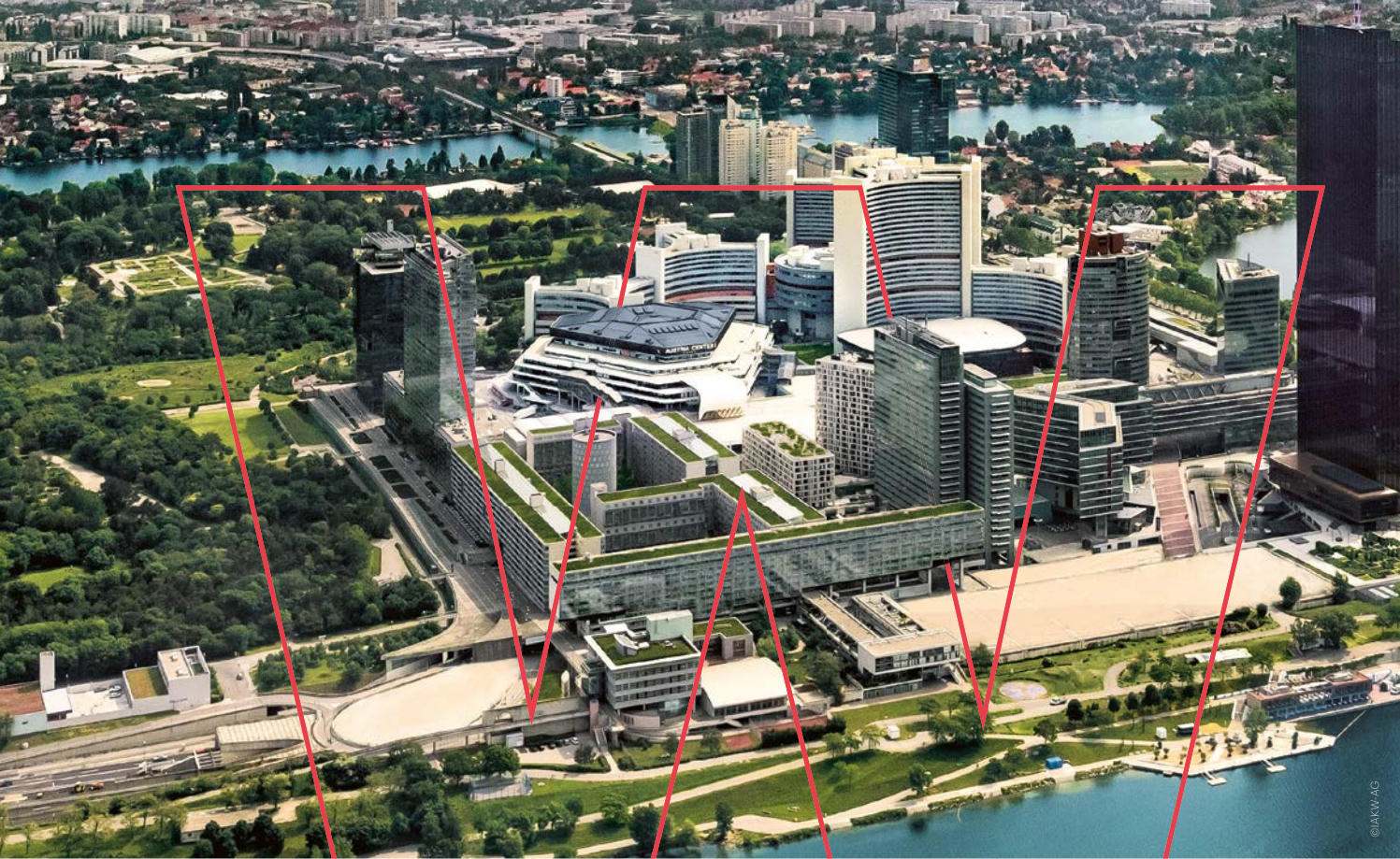
A business trip to Madrid seems less like hard work than most.

Sunny weather, conveniently located conference venues and gourmet lunches are just some of the bonuses for when you visit on business.

After a busy day, Madrid's famous museums and elegant stores are a great way to recharge before sampling the vibrant nightlife.

Relax over tapas in an outdoor café or dance until dawn. Whatever you do, Madrid is the business.

info.mcb@esmadrid.com
(+34) 91 578 77 96
www.esmadrid.com/mcb



© IAKW AG

acv.at

messecongress.at

vienna.convention.at

Talking about innovations.
In a venue that speaks for itself

VIENNA
CONVENTION BUREAU