

focus



MCI NEWSLETTER | ISSUE 12 | JANUARY 2012

GLOBAL ASSOCIATION, COMMUNICATIONS & EVENT MANAGEMENT COMPANY

Building Community

Is Your Association Maximising its Spoken Word Content?

Today's associations must offer multiple learning channels to meet the needs of different stakeholders, but many are still struggling with online content, e-learning, webinars, virtual and hybrid meetings.

Until recently the fear has been that face-to-face meetings would be threatened by technology and attendance reduced if content was captured, virtual participation encouraged or hybrid events created. Today, these are the norms of a successful education strategy and essential components of an association's product portfolio and revenue streams. We can confidently say that face-to-face will never go away - humans are social animals! We need to learn from real people: look them in the eyes, read their body language and interact. However, technology has enabled us to offer alternative means - for the sake of convenience, cost and time, as well as catering for the varied learning preferences associated with association communities today.

One thing is for certain – **an association can no longer afford to ignore the possibilities offered by technology and creativity to deliver its mission of education and enhance its outreach.**

Associations must now ensure a structured mix between face-to-face and digital learning and develop not only a library of written content but also a library of spoken content.

New audiences

Conserving, distributing, enhancing and repackaging the content of your association's conferences and meetings capitalises your key content asset, creates new products and revenues and provides first-class education to audiences previously unable to participate.

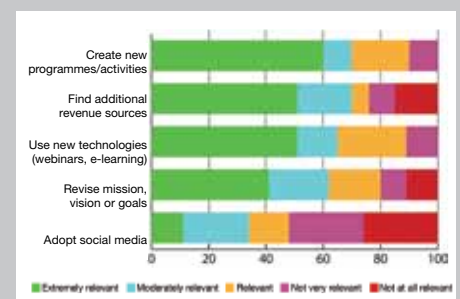
Content that was previously limited to the live format can now be accessed by users from around the world via your association's learning portal. Sessions can be edited to include online quizzes and self-learning aids to lead users towards continuing education points and certification. Select content can be translated so that your association can reach new local audiences at a small cost.

The digital highlights of your meeting can be used to create local hybrid events facilitated by a panel of local experts to engage and lead the audience through discussion and learning. Sponsor value can be extended and enhanced. The options are limitless and all the while leveraging your association's spoken content.

Technology is the enabler; vision, creativity, marketing and the understanding

of local needs to create new programmes are the multipliers. Whether you choose to use technology to spread your education to audiences who cannot attend your meeting during or after the event, creative solutions can be found. ■

Responding to demand from members to create new continuing education and professional development programmes is cited as a top priority by EU-based associations, according to a recent MCI White Paper *Strategies for Tomorrow's Innovative Associations*, but only about 50% are currently exploiting the full potential of new technologies to deliver them.



Whereas in the US, according to Tagoras' recent report *Association Learning & Technology 2011: State of the Sector*, 77.4% of associations interviewed are actively engaged in e-learning and more than half state that e-learning must be self-sustaining and profitable.

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IN fOCUS

Message from the CEO

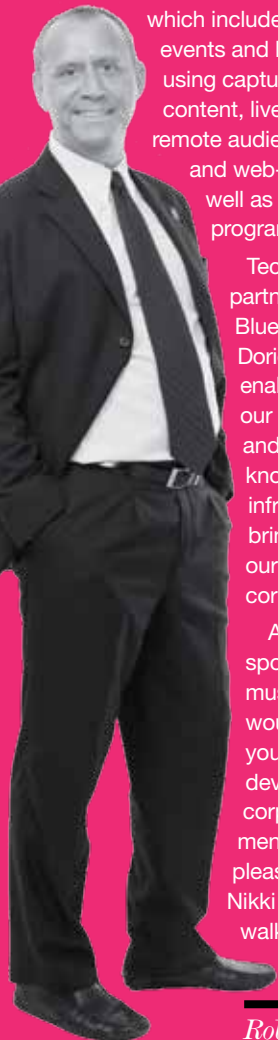
The Changing Dynamics of Sponsor Engagement

Associations must create new value propositions and methods of engagement if they are to retain sponsor support and revenues, particularly in the healthcare sector. In March 2011, David Brennan, Chief Executive, Astra Zeneca, declared: *"We have decided that we will no longer pay for doctors to attend international scientific and medical congresses but will instead focus our educational efforts on local educational opportunities for healthcare professionals."* The regulatory environment will continue to challenge and change the way in which scientific associations and pharma companies interact, obliging both organisations to look for new solutions.

At MCI, we are working with both our corporate and association clients to create these new local solutions which include 'Best Of' hybrid events and local roadshows using captured and digital content, live streaming to remote audiences, webinars and web-casting, as well as Peer-to-Peer programmes.

Technology, and our partners who include Blue Sky Broadcast, Dorier and Perfectus, enables us to use our creativity and local market know-how and infrastructure to bring value to both our association and corporate partners.

Association sponsor packages must evolve. If you would like us to help your association devise a new corporate engagement programme, please contact: Nikki Walker at nikki.walker@mci-group.com. ■



Robin Lokerman
CEO – MCI Institutional Division

Some of our recent partnerships and projects include...

Association Management & Consulting



In order to maximise its support, education and networking for the estimated 1.2 million physicians of Indian origin, the **Global Association of Physicians of Indian Origin (GAPIO)** has appointed MCI India as its association management partner. MCI will work closely with GAPIO, which was set up in 2009, to develop a full suite of services from strategy and business plan development, to membership services and conference management, as well as marketing and branding. www.gapio.in



To support its desire to become a truly global association, the **Society for Clinical Data Management (SCDM)** selected MCI as its full service association management partner to ensure its next phase of development. The Board took the strategic decision to move its headquarters from the USA to Brussels, Belgium and open satellite offices in both Mumbai, India and Washington DC, USA with MCI to serve its growing global community. With over 2,600 members around the world, SCDM has developed award-winning educational tools to share best practice. MCI will be working with them to focus on product development and promotion of SCDM certification and training programmes in the USA, Europe and Asia. www.scdm.org



With China rapidly becoming the world's economic powerhouse, Chinese and international business and professional leaders are increasingly seeing the value of developing strong associations there to help deliver long-term sustainable growth. Working with an experienced global association management partner is critical and MCI China was recently asked by the **Society for Laboratory Automation and Screening (SLAS)** - an international community of more than 15,000 individual scientists, engineers, researchers, technologists and others from academic, government and commercial laboratories - to open its member services office in Shanghai to serve its growing constituency in Asia. *"The MCI business model is unique in that the bond it shares with its clients is not based upon a traditional transactional relationship, but cemented in co-sourcing responsibility and strategy, which means MCI and SLAS believe in and support the basic organisational tenets of working teams and co-operation, and share in the responsibility for management and success on all initiatives and projects,"* commented Gregory Dummer, SLAS CEO. www.slas.org

Public Affairs



The **European Technology Platform for Wind Energy (TP Wind)** has chosen MCI's Public Affairs Team in Brussels, Belgium, as their preferred partner to facilitate the discussion and design of their strategic research agenda and meetings. The first meetings were held in Brussels in October 2011. www.windplatform.eu

Congress Management (Professional Congress Organiser – PCO)



Building on its successful relationship with **Alzheimer's Disease International (ADI)**, MCI Petersfield/London will continue to be ADI's core PCO for its annual international conference for the years 2012-2017. ADI cited the excellent delivery of previous congresses and the MCI team approach as key reasons for the renewed mandate. Every year, the annual conference attracts around 1,500 healthcare professionals, researchers and carers. Future destinations include Australia, Egypt, Puerto Rico, Taiwan and the UK. www.alz.co.uk



The **International Cotton Association (ICA)** trade event will be hosted by MCI Hong Kong from 1-2 November 2012. This is the first time the 170 year-old association will be holding its major trade event outside the UK. ICA is aiming to increase delegate numbers by 33% to 1,500 and said MCI's "excellent level of service", "extra advice" and expertise would be key factors in helping it achieve that target. www.ica-ltd.org



Focus on Engineering

Avinash Chandarana, MCI's Group Director of Global Learning & Development, was invited to give the opening keynote address at CESSE 2011 in Vancouver, Canada. The **CESSE (Council of Engineering and Scientific Society Executives)** Annual Meeting on 19-22 July attracted 500 representatives of the largest and most influential engineering and scientific-based associations in the US and the world, including the American Society of Mechanical Engineers (ASME), Institute of Electrical and Electronics Engineers (IEEE), Project Management Institute (PMI), International Society for Pharmaceutical Engineering (ISPE), Society of Exploration Geophysicists (SEG) and American Industrial Hygiene Association (AIHA).

In his presentation, "**Crossroads of Culture – How to do Business effectively in the Global Marketplace**", Avinash addressed the key issues facing many associations wishing to develop their international reach:

- Do associations have the cultural insights, competencies and capabilities to successfully manage cross-cultural business interactions?
- What are the pitfalls if you assume that trust is approached in the same way in Asia as it is in Europe or in South America?
- How does a lack of global perspective impact your association's relationships, decision-making and membership development at international level?

He also discussed what lies behind them – cultural conditioning, behaviours and practices, attitudes and core values. He identified three main global cultural types that global business leaders must understand so they can adapt their strategies accordingly in order to maximise their customer, member and partner relationships:

- *Linear-active*: a culture whose people are task-orientated, highly organised planners, preferring to do one thing at a time according to a pre-planned sequence of activities
- *Multi-active*: extrovert, people-orientated culture whose members tend to do many things at once, often in an unplanned order
- *Reactive*: introverted, respect-orientated culture whose people are reluctant to

initiate firm action or opinionated discussion, preferring to listen to and establish the other person's position, then react to it and formulate their own.

MCI also organised a session led by Theresa DeConinck, Director of External Relations US Market, and a Customer Research Education Panel of distinguished researchers who either serve or work in engineering societies representing different sized businesses. Moderated by Peter Turner, MCI's Senior Advisor, Global Development Strategy, the panel comprised Jodie Slaughter from McKinley Advisors (representing her client, the **American Ceramics Society**), Jackie Oppenheim and Russ Raman from the **American Society of Mechanical Engineers (ASME)**, and Marc Beebe from the **Institute of Electrical and Electronics Engineers (IEEE)**. The panel debated the role of market and customer research in a successful product strategy; and what works best when performing face-to-face member and customer product assessments to help identify gaps in perceived customer value that can impact design, production, distribution or promotion.

For the full stories and videos of the sessions, please visit www.growglobally.org (Education).

CESSE 2012 is taking place on 24-27 July in Louisville, KY, USA. www.cessee.org ■

Fostering Business-led Innovation



Dr Vince Cable, UK Business Secretary, addressing Innovate '11 in London

Technology Strategy Board, the UK's national innovation agency which seeks to accelerate economic growth by stimulating and supporting business-led innovation, asked MCI UK to deliver its Innovate '11 networking conference and exhibition, held in London on 11 October 2011. MCI UK consulted on strategic elements as well as logistical delivery, including brand creation, the integration of social media, identifying and working with media partners, as well as handling 186 exhibitors, over 20 speakers (including the Secretary of State for Business and the Minister for Universities and Science) which resulted in a record-breaking 2,800 delegates attending. www.innovateuk.org ■

Leadership Roles

Sebastien Tondeur was named Ernst & Young Entrepreneur of the Year 2011 (Switzerland), in the category Trade/Services at a ceremony in Zurich on 28 October 2011. The award was in recognition of his achievements in his role as CEO of MCI Group Holding SA. Today, MCI helps organise over 3,100 events worldwide per year and represents a truly global organisation inspired by Sebastien's motto: "When people come together, magic happens."



In July 2011, Sebastien also took up his appointment as Chairman of the Board of **Meeting Professionals International (MPI)**, the global meeting and event industry community of more than 23,000 members belonging to 71 chapters and clubs worldwide.

Mariano Castex, Managing Director, MCI Latin America, was re-elected to the Board of the **International Congress and Convention Association (ICCA)** in October 2011 for another two-year term.

Philippe Fournier, Managing Director, MCI France, took over as President of the **Joint Meetings Industry Council (JMIC)** in December 2011 for a three-year term. Philippe is also President of the **International Association of PCOs (IAPCO)**. ■

Value of Global Sustainability Reporting



Anthony Hodge, President, ICMM, speaking via live broadcast from London at the ASAE 2011 Annual Meeting in St Louis

At the 2011 Annual Meeting of ASAE – The Center for Association Leadership in St Louis, MO, USA, MCI hosted a panel session on the value of global sustainability reporting, featuring two association case studies demonstrating how associations representing industry and professions can pursue long-term business success with sustainability as a crucial element of their member value proposition and customer experience.

Moderated by Peter Turner, MCI's Senior Advisor, Global Development Strategy, and using Virtual Key Opinion Leader Technology provided by Blue Sky Broadcast, panel members from elsewhere in the US and from the UK were able to take part via live broadcast.

Peter cited research by the UN Global Compact and Accenture* which showed that CEOs around the world are increasingly seeing a new era in business where "sustainability" becomes crucial to the success of their business and shareholder value.

In the face of rising global competition, technological change and the most serious economic downturn in nearly a century, corporate commitment to the principles of sustainability remains strong throughout the world. CEOs see sustainability as important to their company's future success, because:

1. Customers and investors are demanding it
2. New innovations and technologies are propelling new business practices
3. Partnerships and collaboration (eg with suppliers, civil society organisations, government agencies etc) are now viewed as a highly desirable way to implement a sustainable business strategy.

CEOs believe that creating a business that is both sustainable and profitable requires effort by people at all levels of the corporation as well as through public-private sector partnerships. Associations as civil society actors are perfect platforms for promoting dialogue, understanding and the education of members on how sustainability is changing ways business profitability can align with the greater social good.

From London, UK, Dr Tony Hodge, President, International Council of Mining and Metals (ICMM), spoke about the important role ICMM plays in helping its company members throughout the world improve their capacity to track and report on business improvements they are making to enhance their bottom line as well as their impact in local communities.

From North Carolina, USA, Tom Cecich, member of the Board of Directors, American Society of Safety Engineers (ASSE) and Vice-President of the ASSE Council on Professional Affairs, shared how ASSE has evolved its understanding of how sustainability impacts their profession and the business environment their members experience every day.

Speaking at the ASAE venue, Mike Wallace, US Director, Global Reporting Initiative (GRI), explained how sustainability reporting among corporations is going mainstream globally as governments and the investor community are increasingly demanding that companies follow the generally accepted practice of sustainability reporting measured by economic, environmental, labour, human rights, and product responsibility performance metrics. According to the 2011 KPMG International Survey of Corporate Responsibility Reporting, 95% of the 250 largest companies in the world (G250 companies) are making sustainability disclosures. GRI has become the global leading reporting framework with over 80% of the G250 using it.

The GRI data are used by financial data firms like Bloomberg to track publicly-traded companies' self-reported sustainability metrics alongside their more traditional business performance data.

With the release of its 2010 Sustainability Report, "Taking Action", on 30 June 2011, MCI has become the first international association and events management company to use the GRI framework to report its economic, environmental and social strategies in order to benchmark performance. "Taking Action" is a product of the collaboration between MCI offices and stakeholders and is directly informed by the UN Global Compact and GRI reporting guidelines. It received a commendable C-Level Application Check Certificate upon evaluation by GRI.

Awards

MCI UK won the Best Association Congress Award at the inaugural C&IT Excellence Awards held in London on 4 November 2011. The awards, hosted by Conference & Incentive Travel Magazine, honoured MCI for the success of the 44th Annual Meeting of the European Society of Paediatric Gastroenterology, Hepatology and Nutrition (ESPGHAN), held in Sorrento, Italy, in June 2011 (see also story on page 5).

Ovation Global DMC, MCI's destination

management arm, won the Gold Award for Best Brand Marketing Campaign at the 2011 UK Meeting Industry Marketing Awards for its Bear Kidnapping Campaign which ran over a two-week period to coincide with EIBTM 2010. The campaign was commended for demonstrating the impact and high return on investment potential of social media marketing. In just five days the promotion generated a 150% increase in visits to the Ovation website, a 134% increase in Twitter followers and a 26% increase in Facebook friends. ■

To view the full broadcasts, visit www.growglobally.com (Mega Trends & Research).

Read more about the mainstreaming of sustainability reporting on the MCI sustainability blog: <http://wp.me/poxP4-jC> ■

* A New Era of Sustainability, UN Global Compact-Accenture CEO Study 2010 www.unglobalcompact.org

New Integrated Digital Education Service



The rapid development of technology means that it is now easier and more cost-effective than ever to deliver live and on-demand web-based, instructor-led, learning solutions. MCI has recently teamed up with California-based **Blue Sky Broadcast**, leading provider of technology solutions for online content management, education portals and event streaming, to offer the worldwide association community a fully integrated digital education service.

Philip G. Forte, President of Blue Sky Broadcast, outlined the key benefits of using an online education platform for associations trying to reach out to new markets: *“tailored global content-sharing solutions that work for clients regardless of the audience location, language or learning requirements; and an integrated business model that seamlessly combines fully managed face-to-face events with online learning experiences.”*

www.blueskybroadcast.com ■

International Best Practice Insights

Business and professional leaders in emerging markets are fast recognising the value of creating strong associations to help them underpin their rising economic power. To help them grow and sustain their associations, MCI recently hosted Association Days in Brazil, Chile and China to share best practice and successful strategies from leading international associations. ■



MCI's Global Vice President Association Management & Consulting Nikki Walker opening the Inaugural Association Day in China



More than 100 association leaders across all sectors took part in MCI's Association Day in Brazil

Supporting Medical Education - Live Endoscopy Session

Asian Pacific Digestive Week 2011 (APDW) took place in October and is one of the region's largest medical education platforms for sharing the latest findings in the digestive management field. MCI Singapore was chosen by Asian Pacific Digestive Week Federation to manage the 2,400-attendee forum and, in collaboration with Dorier/Perfectus, to provide the technological expertise to deliver the Live Endoscopy Workshop which was one of the Week's highlights. It was beamed into the congress auditorium from 10km away.



At Singapore General Hospital, invited faculty performing endoscopic procedures and sharing patients' cases for the Live Endoscopy Workshop at APDW 2011

MCI Singapore also helped APDW 2011 achieve a record number of abstracts, the highest number of international delegates and the second-best financial result ever. ■

CSR in action



For the last five years, MCI Geneva has worked with **Medtronic** to bring joy, happiness and fun to children with diabetes. In August, 150 kids from 13 different countries arrived in Geneva, Switzerland, to attend this year's Medtronic Junior Diabetes 2011 European football championships. ■

Beijing - new global 'financial Davos'

The **International Financial Forum (IFF)** aims to become *the* global financial forum – a 'financial Davos' – based in Beijing, and chose MCI Beijing to deliver its **2011 Global Annual Conference** in November. Such is the prestige of the event, which attracts current and former prime ministers and heads of state, as well as top international financiers, including Christine Lagarde (IMF); Robert Zoellick (World Bank) and Paul Volckers (former head of the US Federal Reserve), that the Chinese government is building a dedicated 'meeting city' for the Forum. ■



Meeting of Minds Programme

ASAE – The Center for Association Leadership, in partnership with MCI and the Canadian Tourism Commission (CTC), is offering a unique educational experience for senior members of the association community—a targeted study mission to the political and association heart of Europe.

Led by ASAE Chairman Peter J O’Neil CAE, Executive Director of the American Industrial Hygiene Association, the Study Mission offers the opportunity to explore the complexities of Europe and to understand how best to develop activities, products, programmes and services in this diverse, multi-lingual and multi-cultural market:

- Understand the European Union and the rules defining how your association can play a role.
- Discover the differences in national lobbying and advocacy (German associations in Berlin) versus European government affairs (international and European associations in Brussels) and the rules of engagement for association success.
- Meet with government officials, local and regional authorities, and trade and professional association leaders.
- Network with and exchange best practices with European association leaders through the “Meeting of Minds” programme.

This Study Mission offers the unique opportunity to combine your discovery of the European market and its potential for your association together with participation at the annual IMEX global meetings trade show in Frankfurt, Germany.

For further information, please contact Greta Kotler CAE (gkotler@asaecenter.org, +1 202-326-9506) or Jakub Konysz (jkonysz@asaecenter.org; +1 202-626-2831). To register: visit www.asaecenter.org/studymission ■

SUCCESS STORY Energising Performance for ESPGHAN



The European Society for Paediatric Gastroenterology,

Hepatology and Nutrition (ESPGHAN) already had a strong presence as a specialised health professional association before its relationship with MCI began in 2009. But the organisation’s leadership knew they could strengthen their annual conference and their year-round programming by co-ordinating both sets of activity through a single, integrated supplier who could cater to both their conference management and association management needs.

By combining these two functions, MCI offered ESPGHAN a more integrated, effective and efficient solution, enabling the association to streamline its processes and eliminate the need to work with multiple suppliers. MCI immediately identified opportunities to rationalise day-to-day association functions and expand the organisation’s annual meeting.

The association management team introduced new content delivery systems for ESPGHAN’s regular member

communications, designed to reach a busy target audience quickly and effectively. By improving the functionality and usability of the association’s electronic communications, MCI delivered a stronger online presence that supported a continuing shift from print to web-based operations.

Meanwhile, MCI’s marketing efforts considerably increased the attendance at ESPGHAN’s Scientific Meetings. The 2011 meeting in Sorrento, which attracted over 3,300 delegates, presented some logistical challenges to find ways to extend both the meeting and exhibition space - achieved by building two temporary meeting rooms in the venue’s breakfast area and erecting a permanent marquee to house the exhibition and posters. “MCI delivered a highly successful meeting that exceeded our expectations. The significant increase in attendance helped raise ESPGHAN’s profile as a professional society, and MCI’s efficient interaction with our industry partners contributed to the conference’s strong financial performance,” noted Prof Riccardo Troncone, ESPGHAN’s President. ■ (See also Awards, page 3.)

Market and Growth Strategy for India



The American College of Physicians (ACP) engaged MCI to carry out research into the Indian market to help ACP build a sustainable business model for its future growth in the country.

MCI worked with ACP to understand the macro business and economic trends, barriers to entry and their potential impact in order to align ACP’s desired outcomes in India, identify promising customer segments and prioritise targets for more in-depth analysis.

After evaluating the product and service needs of current and past ACP members and Indian prospects, MCI assessed ACP’s service offering for local relevance and carried out a gap analysis.

Key to MCI’s approach was local, in-field intelligence and feedback, gained from a series of face-to-face interviews with Indian doctors and heads of faculty in both private and public hospitals and clinics.

The six-month project resulted in a series of recommendations and strategies to reach and deliver value to these customers in an effective and locally-relevant manner.

MCI presented its business and implementation plan to the International Committee at ACP Headquarters in Philadelphia, USA on 5 December. James M. Ott, ACP’s Senior Vice President, International Programme, expressed his appreciation for the MCI team, “ACP selected MCI to complete a market analysis and business plan for expansion in India. We were very pleased with the quality and thoroughness of their work. MCI also met the deadlines they set for every phase of the project.”

For further information about this project please contact the lead consultant, Tarnbir Kaur at tarnbir.kaur@mci-group.com ■



Jeffrey C. Thomson
President and CEO,
Institute of Management
Accountants (IMA®)

Interview

with **Jeffrey C. Thomson**

IMA is the leading association for management accountants focused on driving business performance in the areas of decision support, planning and control. Jeffrey Thomson joined IMA in 2005 where he conceived and launched the IMA Research Center of Excellence, which has delivered global applications, tools and guidance, enabling management accountants to perform as strategic business partners. He was appointed President and CEO in 2008.

MCI: What has changed for you since the start of your collaboration with MCI?

Jeffrey Thomson: We – MCI and IMA – have valued and learned from each other and from our experiences. We find ourselves closer to our customers than ever before. We consider MCI Middle East as our ears and eyes on the ground.

MCI: How does MCI help IMA achieve its objectives in the Middle East?

JT: MCI has given IMA the ability to rapidly expand our presence in the Middle East with a knowledgeable, talented and flexible workforce. The ability to tap into a wealth of

experience not only in the region but also in the association management profession has helped IMA achieve our very aggressive growth goals.

MCI: How would you rate your overall collaboration with our team?

JT: We are developing a long-term partnership based on shared interests and the MCI team has given us the ability to grow in regions throughout the world. MCI has been a good partner in our expansion.

MCI: What in your opinion is the key attribute for a long-term collaboration?

JT: Mutual trust.

MCI: How would you describe your current relationship with MCI?

JT: Professional, forthcoming, friendly and warm.

MCI: What is your impression of MCI today?

JT: MCI has grown enormously and we have been able to leverage this growth to help IMA achieve success. The quality of its people will always be its number one strength.

MCI works with IMA from its Dubai office serving the Middle East and from its Beijing office serving China. ■

Insider's view

MCI: How do you ensure that you design and offer a sustainable business model for IMA in the Middle East?

Tarnbir Kaur: We have a team that understands the region very well and has worked closely with IMA to serve the market. The key to developing a successful business model is understanding IMA's objectives and developing strategies to achieve those goals while keeping in mind the cultural nuances and business behaviour in the region.

Our focus is to help IMA seize relevant business opportunities through strategies that meet their objectives and turn them into action. IMA has a very business-focused and culturally-sensitive team that makes our job easier!

MCI: What are the main particularities of the Middle East market that impact on an association's ability to achieve its objectives in the region?

TK: The perception of the Middle East is that it is a region deeply rooted in tradition. While this is true the governments

and decision-makers are getting more progressive. They understand that the world is changing and often recognise when their own institutions must change but without losing their unique cultural identity. The region grapples with the issue of reconciling unlimited information on digital media with the priorities of local culture. Understanding these subtleties within the region is the key to achieving success for any association.

MCI: What in your view are the key factors for successful long-term client partnerships in the Middle East?

TK: Trust and flexibility are crucial: to have an understanding that both parties are working towards a common goal and to adjust to changes based on environment, culture and other factors.

MCI: How do you see growth prospects for associations in the region in the medium- to long-term?

TK: The Middle East is a rapidly developing market. Professionals in the region

today want what other parts of the world have in terms of education and professional development, within their own cultural norms. Many countries are focusing very heavily on education which translates into the need for better and advanced professional development tools that associations can offer. We see a strong interest for association products and services in the region. Associations that see this potential and establish a presence in the region will have a role to play in the development of the region and grow their community in the process as well. ■

Read the full interview at www.mci-group.com/interviews

Tarnbir Kaur, CAE
Director – Association
Management & Consulting
MCI Middle East
Director – Dubai Association
Center



Sustainability – Building Successful Associations

In a recent survey conducted by Accenture for the United Nations, 93% of corporate CEOs interviewed said that sustainability is 'critical to their future success'.*

Sustainability is a broad concept that includes governance, ethics and anti-corruption, human rights, diversity, financial viability and many more issues that go far beyond the traditional concept of 'green'. When integrated in an organisation's strategy, sustainability delivers reduced costs and reduced employee turnover while delivering increases in market share and in stakeholder trust in the brand.

Profitability — It is essential that all associations, although 'not-for-profit' organisations, generate surpluses which can be reinvested in initiatives, programmes and services designed to fulfil the organisation's mission as well as reinforce value and relevance to members.

Growth — A sustainable business model allows for viable long-term growth. This model must be based on social responsibility principles: good governance, staff empowerment, sustainability reporting and efficient management of resources used (energy, waste, water) which will have the added advantage of cutting costs in the short term and changing behaviour to embrace sustainability.

Member Value — Associations can help their members to understand the business case and stay ahead of the trends through industry research. They can increase revenues and member value by providing

innovative services and tools such as measurement and reporting systems.

Sustainability as a framework for success

Many organisational leaders feel that sustainability is important but do not understand how to integrate sustainable business principles into their organisations.

However, good practice toolkits are available:

- The **Framework for Strategic Sustainable Development (FSSD)**, also known as The Natural Step Framework (www.thenaturalstep.org)
- The **United Nations Global Compact** (www.unglobalcompact.org) - the world's largest sustainability initiative with over 7,000 organisations supporting its 10 universal principles. Their management approach developed with Deloitte is another good resource.
- The **Global Reporting Initiative (GRI)** framework. A recent report produced by the GRI in partnership with the **United Nations Environment Programme (UNEP)** and **KPMG** found that 142 unique regulatory instruments addressed sustainability reporting in 30 countries with mandatory reporting already implemented in 16 nations including Spain, Norway, Denmark, the UK and South Africa.

One example of best practice is the **International Council of Mining and Metals (ICMM)**, a London-based trade organisation of 18 major corporations and 30 mining and global commodity associations. ICMM worked with GRI staff to create the first standards specific to the mining and minerals sector.

Now, after a two-year transition period, all but one new member report at GRI levels. The industry can now see how public reporting is improving performance based on the stronger engagement of leaders with ICMM and their improved human rights and community relations programmes.

Taking the lead

It is an exciting time for associations that embrace sustainability as a framework to address new challenges - not as barriers to success but as opportunities for innovation and growth, and to enhance member value.

Association management teams must take the lead in guiding members towards sustainable practices and by updating outdated processes and paradigms to more accurately reflect the dynamic business landscape in which they now operate. ■

* United Nations Global Compact Annual Review 2010 www.unglobalcompact.org

To read the full article, please visit www.esae.org (Resources – Library). Read more about the mainstreaming of sustainability reporting on the MCI sustainability blog: <http://wp.me/poxP4-jC>.

Guy Bigwood is the Sustainability Director of MCI and Past-President of the **Green Meeting Industry Council**. He provides strategic guidance and consulting advice to associations and institutions about sustainable business.

MCI is the event management partner of the GRI and the UN Global Compact, and has organised over 60 conferences in the sustainability and renewable energy sector.

Meet MCI@



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MPI EMEC
29-31 January 2012
Budapest, Hungary
www.mpiweb.org/Events

BEDOUK Association Day
8 February 2012
Paris, France
<http://associationday2012.com>

AMC Institute Annual Meeting
8-10 February 2012
Rancho Mirage, CA, USA
<http://members.amcinstitute.org>

IT&CM China
17-19 April 2012
Shanghai, China
www.itcmchina.com

ASAE International Conference
1-3 May 2012
Washington DC, USA
www.asaacecenter.org

IMEX Frankfurt
22-24 May 2012
Frankfurt, Germany
www.imex-frankfurt.com



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