

THE WOLFSBERG LEGACY

CONGRESS MANAGEMENT
FOR THE 21ST CENTURY

18-23 JANUARY 2014,
WOLFSBERG, SWITZERLAND

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40th Anniversary of the Seminar

FROM THE PRESIDENT OF IAPCO
Gonzalo Perez Constanzó



Face-to-face meetings are a crucial component of the world economy and continue to be a strategic tool for associations and companies in the communications world. IAPCO Seminars have, and will continue to prepare you for both today's, and tomorrow's, worlds.

IAPCO has proudly run the Wolfsberg Seminar for many years and every year it is different: the evolution of our activity is always in our mind, and our commitment to the new generations of PCOs and other related professionals remains a top priority.



This year is the 40th Anniversary of the Seminar. The statistics tell us that over 2000 participants have attended this prestigious event in the educational calendar of our industry. Wolfsberg, the Union Bank of Switzerland campus, has been the home of this Seminar for 38 years, and continues to contribute to the very special networking experience.

The 2014 edition of the Wolfsberg Seminar reflects our commitment with new trends and new challenges.

At the Training Academy and IAPCO we are looking forward to this upcoming 40th Anniversary Seminar and we are sure it will be another milestone in our history. We would be very pleased if you joined us.



40 Years of Providing Cutting Edge Training

FROM THE CHAIR OF THE TRAINING ACADEMY
André Vietor



Do you like intensive networking? Do you like to share experiences and ideas with peers and industry colleagues from all over the world in a unique environment? Do you like being challenged outside your comfort zone?



Forty years of providing cutting edge training and education has delivered these promises.

The faculty consists of members of the IAPCO Training Academy and

invited speakers. Together they form an international educational panel of opinion leaders offering an extensive experience and knowledge in all areas relating to the organisation of international congresses and events.

Whilst the IAPCO Seminar used to be recognised as the most comprehensive course for beginners in the PCO world, we have seen a shift in recent years towards a participant profile with longer professional experience in the meetings' business and greater interest from other meetings' stakeholders such as Convention Bureaux, International Organisations, Conference Centres and Pharmaceutical Companies to name a few.

This challenges and inspires the faculty to constantly redesign the programme, to adapt its content and to yet further increase the quality of all sessions in order to meet the rising expectations of those who have been active in the meetings' world for many years.

The upcoming 40th Anniversary Seminar is definitely an education highlight you should not miss.



LOOKING AT JANUARY 2014

A Programme of Engagement

- Key Topic Presentations
- Peer Reviews
- Tutorials
- Teamwork
- Interactive Discussions
- Panel Q&As
- Group Presentations
- Filming
- Critiques
- Networking
- Personal Enhancement Skills

Programme Topics

- Maximising Industry Support & Rol
- Applying the Latest Technology
- Meetings in Today's World
- Creating the Project Plan
- Bidding: Risk or Investment?
- Hybrid Meetings
- Telling the World: Promotion and Social Communication
- Engaging the Delegate (social, networking, technology)
- Negotiation Skills
- Practical Application of Compliance
- Client Management
- Contracts to live with, not to fear
- Presentation Skills

Is it for You?

- PCOs and Meeting Planners
- National and International Associations
- DMCs, AMCs, Travel Agencies
- Convention Bureaux/Tourism Bodies
- Conference Centres/Conference Hotels
- Exhibition Management Companies
- Pharma and Medical Device Companies

It is for you...



Key Facts

- Date: 18-23 January 2014
- Venue: "Wolfsberg" UBS, Ermatingen, Switzerland
- Website: www.iapcoeducation.org
- Registration: early bird deadline is 15th November 2013
- Discounts: for IAPCO members
for EFAPCO members
for early registration
- Scholarship: one free place + travel grant - apply info@iapco.org
- CMP: 17.75 hours towards CMP application

By participating in Wolfsberg you will be able to:

- Present your case in front of an audience
- Boost delegate attendance
- Increase the profitability of your events
- Improve efficiency by focused advance project planning
- Introduce differently approached funding initiatives
- Obtain more favourable terms and conditions from focused negotiation techniques
- Fit and shape your event into the available budget
- Use technology to enhance your revenue stream
- Gain a competitive advantage
- Absorb ideas from around the world to enhance your clients' outreach

And you will gain confidence in all elements of congress delivery.

This is ...

Congress management for the 21st Century

This is ... **The Wolfsberg Legacy**



WHO WAS THERE WHERE ARE THEY NOW?



Seminar 1994
Robert W. Harrison
Chief Operating Officer
Congrex Group, based in
London

Previously with Congreca, Venezuela; Operations Director of Concorde Services Ltd, London; Co-founder of Shocklogic Global Ltd, London; and currently COO of the Congrex Group.

I was offered a job

Congrex, PCO, Europe

What were you doing at the time you were a student at Wolfsberg, and how many years of experience did you have?

I had just finished university so did not have any position in any company at the time and was looking to break into the PCO market. During my degree I did a year-long internship with Congreca, Congrex Venezuela, where I had increased my passion for our industry and realised that this was the industry for me. I was advised that IAPCO was the great place to gain educational experience and contacts.

Did attending Wolfsberg change your life?

Two great things came out of Wolfsberg for me. Firstly, and the most pressing issue, I was offered a job. I had just come out of University and needed to get my foot on the ladder. Secondly I met Sarah Storie-Pugh (who was the person who offered me the job). She became my boss, mentor and friend. I owe much to that first meeting and the opportunities opened to me at that time. And the networking contacts made have been constant.



Seminar 2008
MasterClass 2013
Nikolaj Tomma
Associate Manager
Industry Business Services
ESMO – European Society
for Medical Oncology

Educated in Johannesburg, South Africa (BCom) and Nice, France (Masters)

Previously with ESC – European Society of Cardiology, July 2003-December 2011, covering various positions in the Industry Services Department.

Have you changed direction within the meetings industry since you attended Wolfsberg?

One of my passions has always been organising commercial exhibitions and working together with all the various stakeholders that take part in this dynamic environment. In my role at the ESC, I managed the exhibition aspect of

The fundamental importance of constantly exploring and learning all that is relevant and innovative

ESMO, European Association

the various congresses and towards the end of 2011 I was offered a position at ESMO to head up the general sponsorship portfolio covering all congresses. This has in turn afforded me the opportunity to manage and offer a much wider sponsorship portfolio to the healthcare industry active in our field including satellite symposia.

Did the IAPCO environment enhance your experience?

It not only enhanced my experience, it has given me the drive to continue learning with my eyes firmly set on a future updated MasterClass 4 or similar. As a leader teaching and transferring business intelligence and acquired knowledge through stories and case studies is extremely effective, combining this with a free exchange of ideas creates the perfect catalyst to shape our learning experience in a constructive way. In both the Seminar and MasterClass the IAPCO Faculty has hit the mark on this one.

A TASTE OF THE PROGRAMME

Bidding: Risky Business

André Vietor
Barceló Congressos,
Barcelona, Spain



Find the right
national
counterpart
for your bid.

The leader is key!



Bid presentations are major undertakings where a professional community, a city or a country as well as other relevant players in the meetings business join forces with the objective to host a conference. It requires detailed planning and a highly motivated and committed bid team. However, it's a risky business. As with all other projects, a bid project needs the dedication of people and financial resources with no guarantee of reaching the ultimate objective: to win!

In a fast evolving meetings business world there are more and more emerging or better prepared destinations involved in conference bidding. When competition gets tough and fierce, one has to make sure to select the right conference to bid for. And at one stage the difficult questions must be addressed: To bid or not to bid?

So what are the different research models we are able to apply? It can be either **meeting based research**: meetings that match bid criteria in a favourable way; **people based research**: people who may be a perfect leader for the bid or **industry based research**: economic drivers or sectors in your country being considered strategic by your government.

When project managing the bid we may divide the process into the following general phases:

1. Research, analysis and team creation
2. Strategy, planning and preparation
3. Sending in of bid proposal and material
4. Site inspection (if applicable) and "shortlist"
5. Bid presentation and decision making process
6. Planning of the meeting (or alternatively post analysis and new bid preparation)

Phase one in fact determines whether to go forward with the bid or not. This step is absolutely crucial.

- Careful research on the congress and on the international body organising the event (next open date, congress requirements, meetings history, rotation, objectives, ...)
- Is there a RFP or official bid document available? If so, study carefully all details and determine how we match the set criteria?
- What is the decision-making process and who decides? Is it upon recommendation or is there a voting process? Who is voting and what is the voting procedure?
- Who is going to take on the cost and the risk involved with the bid presentation? Who is held financially responsible for holding the meeting?

- Who are your competitors? Who are the leaders behind the competing bids? Are any of the competitors bidding for the second or third time?
- Find the right national counterpart for your bid. The leader is key! Make sure you get the right person and supporting people on board. They must be committed, enthusiastic, well known among their peers, should have excellent communication skills and be good "politicians"!

If you can't find or can't persuade a powerful leader for the project it is maybe preferable to step back. You won't be able to do without him and his team. Their ability to lobby and to influence opinions among their professional peers and to get votes will make the difference.

And once you decide to go forward with your bid, there is one golden rule: Always follow the RFP or bid document! Tell people what they want to hear and what is important to them. All the rest are nice fillers and beautiful decoration but without any importance or weight when evaluating your proposal.

WHO WAS THERE WHERE ARE THEY NOW?



**Seminar 2010
MasterClass 2012**
Grégoire Pavillon
Executive Director EASL –
European Association for
the Study of the Liver

Previously with Kenes International and 15 years within the hotel business at 5* institutions.

2008, asked by EASL to create an independent EASL office in Geneva, with currently 16 full-time employees. Recently nominated Secretary at the Swiss Foundation against Liver Cancer.

What would you say was the great benefit of attending Wolfsberg?

Apart from the good quality of the sessions, I would definitely say “network” and incredible new good friends, with whom I continue to keep in touch on a daily basis! And I continue to

“
The interaction and
great opportunity to
challenge yourself
and the others is just
fantastic!

EASL, European Association

refer to IAPCO in my professional life on a regular basis.

Would you send your staff to Wolfsberg and if so why?

Some of my staff have attended the last seminar and others will join the next year’s meeting for sure. Wolfsberg is the best way to learn the big scope of what the organisation of a meeting is and, as far as I am aware, I don’t know of, or have heard about, such an intensely condensed and efficient seminar anywhere around the globe; nor one to teach you the best practice in such a short period of time. In our busy days it is a real added value to attend Wolfsberg.



Marta's team at Wolfsberg, 2012 Seminar



**Seminar 2012
MasterClass 2013**
Marta Gomes
Congress Department
Director
Viparis Group

Previously international business development manager at Palais des Congrès de Paris. 12 years of experience in venue sales, and today manages a team of 10 people in charge of congress business development and sales for the 10 convention and exhibition centres which form the Viparis group. She has recently been re-elected Chairman of the ICCA France-Benelux chapter.

What was your experience at Wolfsberg?

As a sales director from a venue management company, the Seminar seemed to me an excellent way of seeing things from my client's point of view. In the end, the event itself exceeded my expectations: a unique learning experience, not just through the content and excellent speakers but also through the networking and teamwork assignment. It was intense, but I learned many things that I really do apply to my everyday work, and especially when faced with complicated issues.

“
It helped me to not only
understand my client’s
perspective better but
also to sometimes get
my message across in a
more efficient way

Viparis, Venue Consortium, Europe

I realized, particularly in the Masterclass, how many similarities there are between PCOs and venues; and the IAPCO experience showed me that we strive for the same goals: service excellence and client trust. I think IAPCO has achieved something extraordinary in this event: bringing together people from many nationalities and backgrounds, and making it all stick together by a program built on active participation, where best practices are shared for the common good.

A TASTE OF THE PROGRAMME

Presentation Skills

Michel Neijmann

K2 Conference and Exhibition Management Services,
Istanbul, Turkey

At the heart of the annual IAPCO seminar lies the Group Project, which includes a presentation by the students before peers and faculty. For some this is a great moment to look forward to, for others a dreadful instant to fear.

Either way, the presentation as such requires proper preparation and delivery. In order to assist the students in realizing a positive memorable experience, the Seminar faculty has offered a session on presentation skills as part of the intensive programme.



Thinking outside the box

The main theme of this session is the fact that 'everyone has presentation skills', and a supporting element the fact that the session is presented by two PCOs who are not professional speakers. In their daily business lives, however, both speakers have experienced many instances in which they had to present their companies, proposals or other subjects in front of an audience.

Everyone has presentation skills

Where many similar sessions at other occasions share a focus on technical aspects, the circumstances at Wolfsberg allow for a conceptual approach to public speaking combined with real-life experiences. Students with very different cultural backgrounds and education are thus capable of 'bringing home' certain elements of the session and integrating these in their business lives all around the globe.

But before that, they have the opportunity to test themselves in front



There's still time

of an audience at the Seminar. The main lesson to be learned from this experience is that everyone owns their particular set of skills, which can be used to overcome fear, interact with an audience and deliver a meaningful presentation.

The presentations are recorded and an opportunity is provided to study the video with a consultant. There and then the students are able to comment on themselves and their group members within a positive environment, providing a great learning experience.

THE ALBERT CRONHEIM SCHOLARSHIP

Albert Cronheim, one of the four 'founding fathers' of IAPCO and the organisation's President from 1973 to 1975, passed away earlier this year, aged 89. Together with Fay Pannell (London), Jean Destrée (Brussels) and Eric Friis (Copenhagen), Albert Cronheim brought IAPCO into being as a not-

for-profit organisation in Brussels on 5 January 1968 with the primary aim of professionalising the role of conference organisation, thus creating the title of 'Professional Congress Organiser', of which IAPCO became the international association.



The Faculty 1988

From left to right back: Clem Livingstone, Eric Friis, Albert Cronheim, Christer Carlsson, Geoff Smith
From left to right front: Sarah Storie-Pugh, Susanne (Secretariat), Maria Grazia Riontino, Joan Gross



Since those early days, when the founders came together to share their knowledge and experiences as fledgling international congress organisers, both the meetings industry and IAPCO have grown enormously.

It is thanks to the selfless input by those early ambassadors, including Albert, that IAPCO is now recognised internationally as the leading authority on professional congress organisation and education within the profession around the world.

"In the years during which Albert worked to make IAPCO known internationally", said Jorge Castex (Argentina). "he was the one who started the IAPCO Education Programme, with great enthusiasm, disposition and dedication. For all of us who followed in his footsteps, we always remembered his passion for our profession."

In recognition of Albert Cronheim's contribution to IAPCO's education and training programme, and

specifically to the annual seminars at Wolfsberg, IAPCO has set up an Albert Cronheim Scholarship, whereby one person from an emerging country is to be given a place at the Wolfsberg Seminar together with a travel grant each year.

//

Albert was open to sharing all his experience with us, with no fear of educating a possible competitor

Jorge Castex, Argentina

//

This way, Albert Cronheim's name will be forever linked to Wolfsberg and to the pioneering steps he took to make it happen, in fact a legacy.

Criteria for applications are (contact info@iapco.org)

- Must be a PCO or from an Events company
- Should be from an emerging country [OECD or World Bank list]
- Must be currently active, working in the industry
- Must have a minimum of 2 years' experience but not more than 5
- Should have good English speaking level
- Non-IAPCO members only

WHO WAS THERE WHERE ARE THEY NOW?



Seminar 1996
Juarez Augusto de Carvalho Filho
Diretor Executivo
JZ Brasil, Brazil

Offices in Rio de Janeiro and Sao Paulo Juarez has spent all of his professional life, over 30 years, in the PCO business.

Did attending Wolfsberg affect your business strategy?

I first heard about IAPCO and the Wolfsberg Seminar at the end of the 80s, but it took me some time to decide to attend. As people say, there is a right time for everything and mine was in 1996. This was the year that I was at the Seminar for the first time. Subsequently I returned as a Tutor and gained yet more experience.

But back to 1996. My group was a fantastic one. There were people

I can truly say that my stay in Wolfsberg changed my professional life and the strategy of my company

JZ Brasil, PCO, South America

attending it that are nowadays the main reference points in our market. The teachers were of high level and totally dedicated to the 60 students, making the classes a unique experience.

My previous years of work, plus the knowledge gained during those few days in Wolfsberg, absorbing not only the teachers' experience but also that of the group of students who were there with me, gave me an acute awareness of what was required to make my Company grow; I changed my strategy accordingly in order to make JZ Brasil become what it is now, a reference in the Brazilian market. Yes, Wolfsberg changed my professional life!



Seminar 2007
Martin Jensen
Head of Global Congress & Events Management,
H Lundbeck, Denmark

Co-President IPCAA (International Pharmaceutical Congress Advisory Association). Previously Congress Manager at NHG A/S (PCO) 2003-2007 prior to that with Hilton Copenhagen Airport.

What are you doing now and did Wolfsberg benefit you in achieving that position?

When I attended Wolfsberg in 2007, I was with a PCO company. Today, I am with H Lundbeck as Head of Global Congress & Events Management. In addition, I have been VP of IPCAA and am now its Co-President. Being part of the Wolfsberg Annual Seminar gave me the insight into the congress environment at a different level to that in which I had been previously working. It opened up a new network, working with various stakeholders of our Industry.

What do you see as having changed in the industry since 2007?

The biggest change is the increased regulated environment in which we operate, in the pharmaceutical business. Today our role is much more than delivering an event or a congress with its various activities from a logistical point of view. Now we are much more focused on delivering these in the correct format, satisfying a different set of stakeholders than before, yet still being responsible for the overall execution and delivery.

This experience definitely helped me to move forward in my current positions, both within Lundbeck and IPCAA

Lundbeck, Pharma, Europe

Would you send your staff to Wolfsberg and if so why?

Yes of course. Both in my old job and in my current job, I have had members of my teams joining the Wolfsberg Seminar, and despite the different levels of experience, all have benefited from gaining a common knowledge and understanding of our environment.

A TASTE OF THE PROGRAMME

Putting planning into Action

Jurriaen Sleijster
MCI Group, Geneva, Switzerland

“Plans are nothing... planning is everything!” said Dwight D. Eisenhower, 34th President of the USA – and who can argue with that! We can all come up with brilliant plans, but so often we fall short in the execution of those plans, which need meticulous preparation as well as the motivation and discipline to ‘make it happen’. Of course, this is easier said than done... so, why not learn from those who have succeeded in mastering this trick? Delegates attending this year’s IAPCO MasterClass did just that...

Plans are nothing...
planning is
everything!

After reviewing the role of management, the importance of motivation, and focussing on outcomes, we looked at five sure-fire ways to get results. Delegates learned about the ‘five priorities’ technique that helped US steel magnate Charles Schwab turn the Bethlehem Steel Company into a multi-million dollar business. We also discussed the importance of defining objectives – any objectives – in numbers, because ‘if it doesn’t have a number, it doesn’t count’.

MasterClass attendees agreed that setting goals for people, rather than giving them job descriptions, is a more effective way of driving outcomes. We also conducted an exercise in assigning clear responsibilities to team members using a responsibility assignment matrix approach, the RACIX model: under this model, the key questions are ‘who is



Responsible, who is Accountable, and who needs to be Consulted, Informed or eXcluded for this task?’. Finally, because simplicity, focus and accountability are key elements of getting things done, MasterClass delegates also practiced in the art of developing score cards – simple tools to help people concentrate on the most important things and to evaluate the results of their actions.

Winning, or at least a great deal of it, is often simply about getting more done than the other guy – action is a cornerstone for success. Those who master this skill will come out ahead and be ‘number 1’ – and that is a number that really counts...!

Action is a
cornerstone for
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and that is a number
that really counts...!

Keep the Lawyers out! Contract Negotiation

Mathias Posch

International Conference Services, Vancouver, Canada

When it comes to building business relationships, contracts – or ‘agreements’ as most of us prefer to call them – are a delicate matter. On one hand, they should provide certainty and accountability to a business relationship; however, on the other hand, they should also protect both parties from any harmful actions. In negotiating agreements, we often walk a fine line between creating a mutually beneficial working environment and battling over details that might antagonise the other party.



Kenes, MCI and Congrex – competitors at Wolfsberg all working together

When it comes to negotiating, they explained, we must keep in mind that an agreement is the formalisation of a relationship. Therefore, it is imperative for both parties to enter negotiations well prepared and with the big picture in mind. The style of negotiations directly reflects on a company and its culture, and can set the tone for the entire business relationship. We submit a proposal, make a presentation, win and celebrate – a happy start to the relationship with a new client. But then comes the cold hard truth of business – the 30-page contract containing dozens of paragraphs. No-one really understands why they are there, or what they mean, but our lawyers tell us that they are fundamental. As a result, the happy new business relationship hits its first bump, and there we are, fighting over force majeure clauses and indemnification. However, it doesn’t have to be like that! The lawyers do not have to get in the way! Leave them out, they only drag out the process.

“ Only two possible outcomes are acceptable for a mutually respectful relationship: ‘Win – Win’ or, at the very least, ‘Win – Not Lose’ ”

When negotiations are started, the philosophy is key and, at the end of the process, only two possible outcomes are acceptable for a mutually respectful relationship and to create an environment of trust and confidence: ‘Win – Win’ or, at the very least, ‘Win – Not Lose’. If a negotiation ends with a ‘Win – Lose’ or ‘Win – Not Care’ scenario, the possibility of repeat business is low and it will be tough to develop a good business relationship.

In order to achieve a Win – Win or a Win – Not Lose solution, it is important to identify specific parameters and objectives for both partners. Know your upper and lower limit; your client will also have an upper and lower limit; somewhere there should be a middle ground of overlap to create a comfortable compromise.

Your strategy will very much determine if an agreement can be reached. If you know the other party well, you might want to put all cards on the table and

discuss openly – however if a relationship is just getting established you should probably hold back a little and reveal yourself only slowly. Some people feel more comfortable with a “tough but fair” strategy, others like to discuss contracts “issue by issue”. Overall it is important to never lose focus on what we want to achieve: A mutually beneficial business deal that sets the tone for a good work relationship.

No matter with whom you are negotiating or with what you are negotiating, it is important to remember WHY we are wanting to work with the other party and what we want the business relationship to be like. Contracts like conferences are all about relationship.

FROM STUDENT

TO FACULTY

Student 1990;
Faculty 2003-2013

Patrizia Semprebene Buongiorno

Vice President,
AIM Group International,
Rome, Italy

Patrizia is the current Vice President of AIM Group and has been the Managing Director of AIM Congress AIM Group International for the past 17 years. A past President of IAPCO and a current Council Member.



and the one I wished to continue with for the rest of my working career! And my career progressed from project manager through to my current position as Vice President of AIM Group International.

I had a unique experience in Wolfsberg in 1990. I had the opportunity to get in touch with excellent professionals and leaders of the time, such as Jorge Castex and Albert Cronheim. When I was contacted by IAPCO to return to Wolfsberg, ultimately as a faculty member, I was honoured and at the same time glad to be given the opportunity to share with the students my experience as the faculty did with me those years ago.

Attending Wolfsberg is an enriching experience. Exchange is the right word, exchanging professional experiences, information, state of the art, case histories, new trends and challenges,

My advice: "Maximise your experience in Wolfsberg, learn from the faculty, from the students and from yourself. Stay away from your daily operations and take an active part, you will come back with renewed energy and new ideas!"

I attended the Wolfsberg Seminar as a student in 1990, the time of my first steps into the world of the PCO, having already some years of experience in business travel. Wolfsberg gave me the realisation that this was the job I liked

Student 1990;
Faculty 2011-2014

Anne Wallin Rødven

Convention Director,
VisitOSLO – Oslo Visitors &
Convention Bureau Oslo,
Norway



Anne has been active in the congress industry since 1990, when she started as Convention Director in VisitOSLO. She has served on the boards of ICCA and of ECM.

1990: I had just been employed, as in three weeks!, as Convention Director in Oslo when I went to Wolfsberg! I had had many positions in the Norwegian travel industry before coming to VisitOSLO (then: Oslo Promotion) and had for the previous six years worked for a Norwegian hotel chain selling meetings mainly on the domestic

but also making friends from all over the world.

The Wolfsberg Seminar is part of the internal training in AIM Group International. Every year we send our staff either for the regular seminar and/or for the MasterClass. They come back with a different approach, more confident, inspired and with lots of new friends in the meeting industry!

My advice: "Make sure that you use this important group of people to build your new, important network. It will help you in your whole career"

market. So being new to the international meetings industry, I had a lot to learn!

When I was invited to return to Wolfsberg as a faculty member I was thrilled. I love teaching! It gives me a kick, especially when I have students around me that are eager to learn more, thirsty for new knowledge. And I find that in full at Wolfsberg! And being able to give something back for all the knowledge my peers have shared with me over the years gives me great satisfaction.

Much has changed over the 23 years that have passed since I was a student. We have internet, e-mails, social media, new technologies, sophisticated software, new competitors all around the globe etc etc., but really, the core of the business is still the same. People need to meet, and they need to meet face-to-face. And it still all about sharing experiences and knowledge between peers, building networks, achieving long-term goals etc. The biggest change for us as convention bureaux is probably that we now deal with so many different entities to make meetings happen in our city – it used to be an international association, their local counterparts and a local PCO. Today we deal with core PCO's, AMC's, In-house PCO's etc.

And when I send my staff to Wolfsberg, they come home with stars in their eyes and realise that the meetings industry is not a "Sunday School" but that hard work is the key to success.

**Student 1996;
Faculty 2001-2014**
André Vietor
Managing Director,
Barceló Congressos,
Barcelona, Spain

André has been responsible for organising more than 800 meetings in Europe and Latin America. He is a Past President of IAPCO and is the current Chair of the IAPCO Training Academy.

I attended the seminar in 1996. At that time I was working in the hotel industry and had been for almost 11 years; I just recently joined a PCO company as Office Director in the month of June the year before. Yes, less than one year of experience when I signed up for the seminar!!! And I am still in the PCO business.

Today I hold the position of Managing Director at Barceló Congressos, a PCO company with several offices throughout Spain. The seminar helped me to get a better understanding and an excellent insight of the PCO work and the needs of all other industry players. When working at a hotel you see the final product entering your doors but you do not have an exact idea of the amount of workload and the attention to detail during all the pre-conference stage.



My advice: "If you are hungry to learn, there are so many opportunities you may want to grab during this seminar; be very open minded and not fall into the trap of believing "I know it all"

The seminar was such a great experience that I always wondered how much satisfaction there must be to be on the delivery side, making it all happen and having students leave with exactly the same feeling with which I left: highly motivated and with lots of new ideas to grow my business! Accepting the invitation to be a part of

the Wolfsberg faculty was without doubt one of the best decisions in my professional life. Training and Education became my passion and I have not missed a single seminar since then.

There are many benefits of attending Wolfsberg. From a learning perspective for me it was of course gaining new ideas and knowledge but also the confirmation of many aspects I already knew. And I found myself often challenged to leave my comfort zone which is sometimes not a pleasant experience but a very enriching one.

However, more importantly it was to realise that there is not only one way of doing things, but many valid alternatives. But if I had to highlight one aspect this is without doubt the networking. People from all over the world with different cultures, different ways of looking at things, from different sectors within the meetings business.

WHO WAS THERE WHERE ARE THEY NOW?



Seminar 2009
MasterClass 2011
Anja Loetscher
Director, Convention Bureau
Geneva Tourism &
Conventions Foundation

Previously, Kempinski Group as Vice
President EMEA Sales for the Global
Offices

What made you attend "Wolfsberg"?

I used to work for the Kempinski Group as VP EMEA Sales for the Global Offices, and so the job of opening the GVA CVB (Geneva Convention Bureau) was very similar to what I had previously been doing. At Kempinski, however, I had worked mainly with Corporate Clients and Travel Agents, so I was not too familiar with the Associations' and PCOs' side of the business. That was why I was very happy to join the Wolfsberg Seminar, which I thought was

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You are doing a great job. Not only the education, but also the new colleagues and future clients you meet brings an additional value

Geneva Convention Bureau, Europe

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a superb education and gave me an overall view of their functions.

Between the ECM Summer School, which I also attended, and the IAPCO Seminar I think as a CVB you can get the necessary education needed to work in this field. In 2011, I extended my "education" by attending the IAPCO Meetings MasterClass, a programme for managers "Managing for Results". This too was an excellent programme. And I am looking to send some of my team members to future IAPCO seminars.



Student 2003
Bannie Kim, CMP
President & CEO, MECI,
Seoul, Korea

Board Member, INCON Group
Vice President, KAPCO
MSc (Hotel and Tourism Management)
Hong Kong Polytechnic University
BSc, Kyung Hee University

How did Wolfsberg back then affect your business today?

When I joined the Wolfsberg programme back in 2003, I was a General Manager at a Korean PCO company, also an IAPCO member, 13 years in the industry. The Wolfsberg Programme was an excellent opportunity for me to learn about the industry in depth from a different perspective. Teamwork, leadership, the status of the European MICE industry and networking; there were many aspects that were brought into discussion that broadened and altered my perceptions and insights.

After Wolfsberg, I decided to launch a PCO company of my own, now I am serving MECI as the President and CEO.

The values and knowledge I gained from Wolfsberg have been crucial in running MECI and I hold close the network I built during that seminar, colleagues with whom I continue to remain in touch.

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Global networking through IAPCO has proved to be the key in order to exchange the crucial information and business opportunities necessary for survival

PCO, Seoul, Korea

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Since my days at Wolfsberg, the face of the MICE industry has changed considerably due to the economic upheaval and the increased number of competitors both locally and abroad. Training programmes like Wolfsberg are essential, offering opportunities to broaden perspectives and knowledge, especially, as Asia does not offer any such comprehensive programmes for the meetings industry.

WOLFSBERG

IAPCO'S EDUCATIONAL HOME



Chapel and Library

The Conference Centre Wolfsberg with its long standing history lies nestled amidst the typical landscape of the Bodensee region – a stone's throw from the German border and just an hour's drive from the business hub Zurich.

The name Wolfsberg derives from the man who built the castle, Wolf Walter von Gryffenberg who, in 1576, erected a grand residence with its own farm in a prominent position above Lake Constance. In 1732 the main building was completely rebuilt in the baroque style by Squire Johannes Zollikofer von Altenklingen, who used it from then on as a summer residence.

At the turn of the 19th century, the new owner Baron Jean Jacques von Högger, had the new château (Parquin House) constructed, destined to be used as accommodation for guests. Under Charles Parquin, a former Bonapartist who was close to the court of ex-Queen



The Castle

Hortense, Wolfsberg was converted into the first guesthouse in the Canton of Thurgau.

Without doubt, the location and facilities at Wolfsberg greatly contribute to the learning experience

In 1970 the castle and estate was acquired by UBS and converted it into a conference, meeting and communications centre for the globally active corporation. In 1975 the completely renovated historic buildings as well as the newly constructed centre went into operation as the Executive

Development Centre. Since 2008 Wolfsberg has a new hotel wing that is characterised by its transparency and sleek lines integrating it perfectly into the landscape.

Wolfsberg is an ideal platform for national and international businesses and institutions seeking to engage in the challenges of today's economy, politics and society, to develop new innovative business models and to optimally prepare leaders and prospective talent for future challenges.



Accommodation Block

The 3rd IAPCO Seminar was held at Wolfsberg in 1976, just after the Centre opened. And we have been returning there every year ever since. It is THE place for IAPCO's Annual Seminars.

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AND WHAT THEY SAID



40 YEARS OF EDUCATION

"I enriched my skills in communication techniques and gained some important tips to work with on a daily basis in my working environment."

"The training went beyond my expectations."

"Intense, serious and well worth the investment the company made"

"Speak from the heart, go out of your comfort zone to learn!"

"Worth every second!"

"This seminar is really unique: I have never before in 10 years of experience participated in an event with such a high level of quality of presentations, networking opportunities through teamwork activities and with such a diverse group of people of different work backgrounds and nationalities."

"I feel more inspired about my work than I have in a long time. I am "pumped up" about getting home and implementing some of the many things and the brilliant ideas I have been exposed to."

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I A P C O
EDUCATION

CELEBRATING
FORTY
YEARS **40**
OF EDUCATION