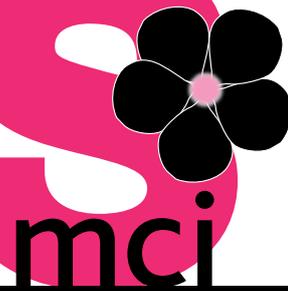


focus



MCI NEWSLETTER | ISSUE 24 | JANUARY 2018

GLOBAL ASSOCIATION, COMMUNICATIONS & EVENT MANAGEMENT COMPANY

Building Community

2
3-6**MCI IN THE NEWS****GLOBAL HIGHLIGHTS****ABES** – Stronger together**ESPEN** – Real-life assessment**EULAR** – Digital campaign to engage**IHS** – Revitalise a congress with digital**ILO** – Engage at the highest level**Midwives Confederation** – Inspiring march**Top 5 Tips...** To build relationships between members and attendees**Clever money:** Co-locating events**Doing business in...** India

7

TALKS WITH MCI**ITechLaw** shares how diversity has always remained at the forefront for the organisation

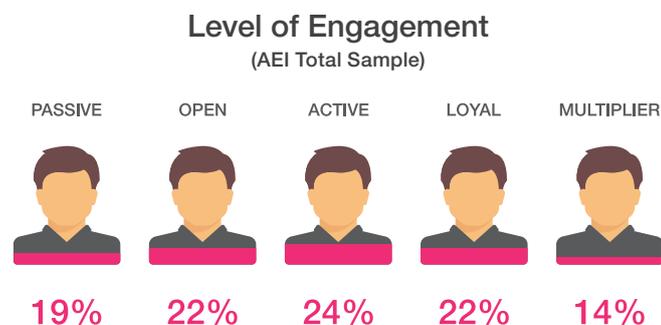
8

INDUSTRY TRENDS

Adding micro-influencers to the marketing mix

How to improve your engagement

In 2017, MCI partnered with FairControl to launch the American Engagement Index (AEI) to measure the performance, relationship strength and outcome of engagement tactics as seen through the eyes of association members and non-member customers in the USA. The data from thousands of respondents allows us to create benchmark performance scores against 10 leading association brands across multiple sectors.



The impetus for the AEI - a companion study developed from the landmark Global Engagement Index (GEI) released in 2016 - was how little is understood about improving “engagement,” how little data exists on what is healthy engagement and what is not, and what precisely is needed to close the enthusiasm gap between customers/ members and associations.

The overall AEI engagement score across all associations averaged 75 (AEI scoring ranges from a high of 150 to a low of -50), signalling a borderline weak engagement. Such a score reveals two significant considerations: something important is missing in the American member and customer experience (and similarly in other mature markets such as Europe), and experience and relationship quality is much better in emerging and developing markets.

A substantial portion of AEI respondents claim very weak engagement (directly impacting the quality of their relationship with the association). The more products a member or customer purchases, the higher the engagement level, but American associations often struggle to generate

awareness about their offerings. Audiences have different product needs at different points in their membership relationship lifespan and different preferences about how they want to hear about them.

Delighting members/customers doesn't build loyalty

The detailed analysis of member and non-member customer behaviour resulted in a five-level “typology of engagement.”

Passive - a member who pays dues but is otherwise uninvolved with the association.

Open - a person who has shown interest in the association's products, services, and member benefits, but has not purchased a product or only participated in a limited fashion.

Active - someone who is engaging with the association through purchasing and using a single product.

Continued on p3

Up, close and personal!

How intimate are you with your members and customers?

In 2016, MCI revealed the results of the first ever benchmark indices to better understand how relationship strength affects the ability to improve engagement with members and customers through empirical data. Thousands of association members and customers from the US and overseas responded to the research project and the findings show how associations can use this data to change strategy and operational planning.

Forward-looking organisations know that members are looking for more than membership with a set benefits package. The impact of consumerisation is forcing associations to deliver more mobile, personalised and effective engagement experiences where all the elements (education, products, virtual communities, networking) are orchestrated to inspire their members, delegates and customers.

As a result, marketing and the way to engage with customers and members is changing.

Emotion, empathy and inspiration are becoming key drivers to build engagement.

In this issue, read about organisations that are focussed on enhancing the experience of, and generating extra value for, their communities with a more personal and targeted approach.

Are you ready to build loyalty?

Nikki Walker
Global Vice President,
Association Management
& Consulting
MCI Group

MCI reinforces footprint in the USA

MCI has acquired Wyndham Jade, an industry-leading event and travel management company specialising in integrated convention housing and registration, site selection, meeting management, incentive programmes and business travel management, serving both associations and corporations. Headquartered outside Dallas, Texas, Wyndham Jade brings 120 new talents to MCI and will be led by Shawn Pierce, President, Strategic Event Management, MCI USA. "Wyndham Jade enhances our United States



Wyndham Jade team

event activation platform and can serve as a global hub for an important service array", commented Richard Torriani, COO Americas.

MCI celebrates industry recognition



MCI UK receives best agency award

MCI UK received the prestigious "Best Conference by an Agency Conference Organiser award" from the Association of British Professional Conference Organisers (ABPCO). The case study presented highlighted key successes for one of their national association clients including the growth of sponsorship revenues by £250K in a short seven-month timeframe, an increase in

delegate attendance by 29% and an exceptional social media campaign reaching over 750K Twitter impressions.



MCI Brazil wins six Caio® awards

MCI Brazil received six Caio® awards (Prêmio Caio), from Silver to Gold, for their excellence in the organisation of national and international congresses.

Engage and activate your community



Kim Myrhe

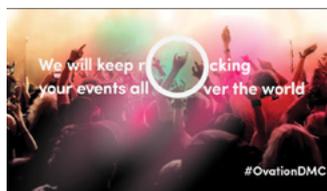
MCI has launched a new agency initiative under the name MCI Experience. This new group has been created to serve as an incubator of innovative experience-marketing capabilities in response to customer demands for more strategic, creative and immersive experience-marketing programmes. Lead by marketing industry veteran, Kim Myrhe, MCI Experience will offer enhanced experience design capabilities to organisations across the MCI global network.

New association events solution in Oman

MCI has formed a new strategic partnership with Zahara Tours in the Sultanate of Oman. The partnership reaffirms MCI's strategy of growing the Middle East and driving the meetings industry forward in its emerging markets. With 130+ associations based in Oman, the country has the opportunity to host large international conferences and conventions over the coming years.



Signature of the partnership agreement



MCI rebrands its DMC branch

Ovation Global DMC, the Destination Management branch of MCI, introduced its stylish and dynamic new branded look at the end of last year. This Ovation brand refresh is all about unveiling the WOW factor and making a powerful statement to address the needs of its international audiences.

Engage at the highest level



SafeYouth@Work media competitors

Nearly three million workers die every year from work-related injuries and a million people are injured at their workplace every day. During his opening speech at the XXI World Congress on Safety and Health at Work (WCSH) 2017, Lee Hsien Loong, Singapore's Prime Minister, reminded delegates that every life counts, and every worker matters; and that this world congress will help raise awareness and build capability for all participating countries.

Delivered by MCI Singapore, WCSH 2017 saw an impressive attendance of over 5,400 delegates from 128 countries, and showcased the International Safety and Health Exhibition where 88 companies exhibited their latest technologies, product innovation and best practices.

Amongst the engaging features of the congress, including 20 local and overseas technical tours, MCI supported the **International Labour Organization (ILO)** and the **International Social Security Association (ISSA)** in bringing to life the SafeYouth@Work media competition, and the International Media Festival for Prevention. The media festival offers an overview of films and multimedia productions about safety and health at work from all over the world and provides an opportunity for participants to present their projects to a major group of influential international safety and health professionals.

Contact zarina.othman@mci-group.com

Digital campaign to engage



Posters visit for Congress participants

The European League Against Rheumatism (EULAR) sought e-commerce and digital marketing solutions to extend their delegate outreach ahead of their Congress and landmark 70th anniversary. EULAR approached MCI for a comprehensive strategy to address concerns about the impact of pharma regulation on attendance as well as the growing amount of conference options physicians have available in Europe.

With the use of specialised advertising and the premium digital marketing package, the campaign created a positive impact resulting in a record abstract submission increase of 18%, while registered attendance exceeded the target by 1,000 people. This was due to a combination of factors such as targeted digital advertising that was viewed over 4 million times and which consequently drove 150,000 unique visitors to the website.

Content-rich e-mailers were sent monthly to encourage attendance and were complemented by social media messages, reaching thousands of interested parties over several channels. It was also the pilot for onsite social media services which generated widespread interest and produced over 5,000 engagements per post.

Contact
elluria.breytenbach@mci-group.com

How to improve your engagement

Loyal - someone who repeatedly interacts with the association and purchases/uses its products and services on a regular basis.

Multiplier - a strong promoter of the association who eagerly brings others into the fold and who buys even more products than those in the loyal segment.

To construct this "Typology of Engagement" three variables are used: the engagement index score (relationship strength), the net promoter score, and the number of products/services bought in the past 18 months.

The report raises other areas of concern, including:

- Passive members - there are more of them in the US than globally and they are eroding an association's relationship strength. They can be found across the entire member and customer base.
- Heavy product usage correlates strongly to relationship strength, and a lack of usage can be a function of indifference to the

product, not seeing value in it, or simply being unaware of its existence.

- Longer-tenured members are looking for ways to engage with their association, but that desire is often not met by the association, or channelled in a direction that the member might value.
- Engaged members and customers are looking for value, not just in terms of the quality of products delivered, but in their ability to directly address their personal professional concerns.

"You can't be all in all aspects. The Index tells you what is important to work on and those aspects you can improve", commented Marc Beebe, Director Strategic Researches, **IEEE**

For more information, listen to the webinar 'Getting More ROI from Engagement through Stronger Relationships' at <http://association.mci-group.com> (Association Resources).

Contact peter.turner@mci-group.com

Stronger together



ABES/Fenasan 2017 participants in the plenary

The largest event on environmental sanitation in the Americas took place in late 2017 in São Paulo, Brazil. The congress was the joint accomplishment of two of the most representative sanitation entities in Brazil, the **Brazilian Association of Sanitary and Environmental Engineering (ABES)** and the **Sabesp Engineers Association (AESabesp)**. MCI Brazil was contracted to organise the event and supported the two organisations in the development of this partnership from the beginning.

In a unique and exclusive occasion, the congress gathered together an impressive 25,000 visitors from 25 countries for its exhibition, and 4,500 attendees took part in the 49 workshops of the educational programme. The media coverage of the event was immense with 180 journalists from around the world in attendance.

“This event will go down in the history of sanitation. The encouraging result is the fruit of ABES/AESabesp partnership, breaking paradigms, respecting their differences and good management to bring together in a single event the best of both associations”, enthused Olavo Prates Sachs, President of AESabesp. Roberval Tavares de Souza, President of ABES added *“the success of the event shows the importance of the sanitation sector in Brazil. Through our partnership, we were able to offer participants unprecedented technical innovations during the Congress and one of the biggest sanitation expos in the world.”*

Contact monique.funk@mci-group.com

Inspiring march



“The world needs more midwives now” march

According to a report by the World Health Organization, every day 7,000 women experience a stillbirth, and women with “non-western” origin suffer a 60% higher rate of maternal mortality.

An international confederation representing midwives globally gathered 131 member associations from 113 countries across every continent to achieve common goals in the care of mothers and newborns during its 2017 World Congress held in Toronto, Canada.

Hosting over 4,200 midwives and stakeholders in maternal and newborn health, the Congress spanned a full week with 26 parallel sessions, a multi-faith ceremony and a spectacular march through the city of Toronto on the theme “The world needs more midwives now”, resulting in media visibility in numerous national and international outlets.

MCI Canada provided logistical and strategic services to produce an event that captured the energy of the midwives whilst drawing attention to midwifery and the issues they face in Canada and around the world.

To increase awareness, the congress was marketed to international healthcare providers and midwifery services to boost abstract submission and registrations. As a result sponsorship targets were exceeded by 129%.

Contact natasha.hilliard@mci-group.com

Clever money



Co-locating events

To fast-track growth and boost attendance, many organisations are choosing to co-locate their meetings. The advantages of co-locating are numerous, from reduced costs, to producing a bigger industry event, the cross-pollination of ideas and membership synergies, maximising attendees’ time away from the office with two events in one, attracting new attendee segments, and more.

By working closely with the organising and scientific committees for the organisation of the triennial Global Hepatitis Summit, MCI Canada was able to identify trends that would lead to increased revenues for both sponsorship and registration, but also to broaden the scope and credibility of the event.

MCI Canada brought on board a number of international leading associations in the field of liver disease, including the **American Association for the Study of Liver Diseases (AASLD)** and the **European Association for the Study of the Liver (EASL)**. They engaged with key opinion leaders at an early stage to develop another symposium, within the Global Summit programme, on viral hepatitis in the indigenous population in the Americas; and for this solicited liver disease associations based in Canada, Asia and Latin America to provide content.

This strategy has resulted in an average of 65-75% of partnership revenues being committed as far as a year in advance of the congress and is expected to bring in an additional 400 participants to the 9,500 attendees global summit.

Contact meighan.jury@mci-group.com

Real-life assessment



Nutritional assessment street at the ESPEN Congress

According to a study by UNICEF, the World Health Organization and the World Bank Group, an estimated 6 per cent of children under the age of 5 (40.6 million) around the world were overweight in 2016.

MCI Geneva in collaboration with NESPEN, the national arm of the **European Society for Clinical Nutrition and Metabolism (ESPEN)** in the Netherlands, organised the 39th ESPEN Congress on Clinical Nutrition and Metabolism in The Hague, the Netherlands. The fruitful collaboration with the local organising committee (LOC) resulted in the introduction of several new and innovative ideas to congress participants

including: the nutritional assessment street where attendees could undergo and perform nutritional assessment measurements in real life under expert guidance; the Holland House networking café; and a hands-on sponsored workshop during the breaks.

Just before the congress, the venue hosted the Healthy Food Congress (HFC) which was directly linked with the ESPEN congress, and whose Chairman was part of the ESPEN LOC. Delegates had the chance to experience the HFC exhibition with fresh fruits and vegetables displayed in the

main entrance of the congress venue. The innovative ideas brought by the LOC and the great scientific programme attracted more than 3,300 participants from 90 countries. *"It was my first time, and quite an experience! I loved listening to the speakers, there was so much knowledge together in one congress!"*, applauded one of the attendees.

ESPEN has decided to integrate these new ideas into its 2018 congress in Madrid, Spain.

Contact celine.simula@mci-group.com



ESPEN 5K run photocall

Top 5 Tips... to build relationships between members and attendees



What will make an event memorable? If content is key, one of the elements of an impactful congress strategy is the strong relationships that are established between members and congress attendees. Depending on the audience profile and the attendees' needs and expectations, various approaches can be implemented. Here are a few ideas:

- 1. Use education as a tool for building relationships:** make educational sessions more interactive and engaging with roundtable discussions and think-write-share exercises. Members and congress attendees share best practices and experience and build business relationships.
- 2. Facilitate dialogue with games:** stimulate creativity and leadership in a fun and casual environment with gamification, hackathons or team-building activities, such as escape rooms or cooking groups. Members and attendees interact during the game and build even stronger relationships if a prize is offered.
- 3. Give back to the community and raise the organisation's profile:** members and attendees participate jointly in a fund-raising event or project and develop a feeling of camaraderie.
- 4. Be the matchmaker:** improve the quality of networking by looking at attendees' data analytics to pique curiosity and facilitate the creation of special-interest groups, mixing members and attendees.
- 5. Introduce tutoring programmes:** build interest and engagement in the organisation with volunteer members or long-time attendees responsible for tutoring new attendees.

Contact nuria.codina@mci-group.com



IHS delegate experiences digital technology

Revitalise a congress with digital technology

With more than half of the world using a smartphone and almost two-thirds of the world's population owning a mobile phone, digital marketing is seeing limitless opportunities to promote association products to larger audiences.

For the first time, MCI UK was tasked with running the 18th Congress of the **International Headache Society (IHS)** for 1,400 neurologists and headache specialists across the world. Held at the Vancouver Convention Centre in Canada, MCI helped IHS achieve the highest amount of registrations in a decade, supported by first-time innovative digital strategies.

To achieve this, the congress immersed itself in digital technology and the highest-rated abstracts were showcased in e-poster presentations to highlight and celebrate leading research – an exciting element previously unexplored at this congress.

A bespoke mobile app was built and designed in-house to share the congress programme and promote conversation between delegates through a built-in chat feature.

Other highlights from the event included an interactive voting tournament which saw delegates use their mobile apps to vote for the best scientific abstract. The use of digital technology also revitalised the event with over 85 e-posters presented. Social media was a key strength and the event hashtag #IHC2017 reached an impressive audience of 280,000 impressions on social media channels.

Contact chelsea.joyce@mci-group.com

Industry news

Doing business in... India



India's pluralistic population consists of 80% Hindus, 12% Muslims and 8% members of other ethnic groups. The business culture is diverse and varies depending on the region. Another factor which influences the style of working is whether people work in the government (public) sector or traditional manufacturing sectors, versus the more flexible and faster-moving technology and service sectors. Here are a few tips for associations trying to do business in India:

- **Relationships and respect:** Indian culture is generally group-orientated, so asserting individual preferences may be seen as less important than having a sense of belonging to a group, conforming to its norms and maintaining harmony amongst its members. Building lasting and trusting relationships is very important: Indians usually want to do business with those they like and trust.
- **Communication:** Although Hindi is the official language across India, many of the states have different local languages, some more than one. English is the most widely-used business language. Being friendly is important in Indian culture, and communication is generally indirect. When responding to a direct question Indians may answer 'yes' only to signal that they heard what you said, not that they agree with it! Open disagreement and confrontation are best avoided, so you may not hear a direct 'no'.
- **Gestures & body language:** Avoid physical contact with people except for handshakes. Hindus (in southern India) and Muslims consider the left-hand unclean, so use it only if unavoidable. When pointing at people use your whole hand. Indians may shake their head in a movement similar to a western 'no' when they are signalling 'yes'.
- **Negotiations:** Expect negotiations to be slow and protracted. Delays are often inevitable, particularly when dealing with government. Be prepared to make several trips to achieve your objective, be patient and accept that delays occur. Indians view impatience or pushiness as being rude. Indians love bargaining and you need to leave room for concessions.
- **Initial contacts & meetings:** Before initiating business negotiations in India, it is highly advantageous to identify and engage a local intermediary, to help you bridge the cultural and communications gap and manoeuvre you through India's intricate bureaucracy.

Contact samir.kalia@mci-group.com



Susan Barty, Immediate Past-President
International Technology Law Association (ITechLaw)

Interview with Susan Barty

Immediate Past-President
International Technology Law Association (ITechLaw)

ITechLaw has been serving the technology law community worldwide for half a century. Since the establishment of the organisation in 1971, membership has grown globally to represent more than 60 countries over six continents.

With such an exponential growth, it was always a priority to ensure that the leadership was representative of its international and diverse membership. Susan Barty, Immediate Past-President, shares with us why diversity has always remained at the forefront when recruiting leaders and how that helps achieve the organisation's vision.

MCI: What prompted ITechLaw to encourage diversity in its leadership?

Susan Barty: Diversity is important to ITechLaw because most of our members work across borders. Due to the nature of their work, our members interact with people in all countries, but the depth of experience or expertise in specific areas of technology law can differ from one country to another. Members are keen to learn from each other's experience, which is one of the main benefits of joining the organisation. One great strength of ITechLaw is our global reach, and without embracing diversity we would not be able to address this.

MCI: What is the organisation's objective?

S.B.: To create an organisation representative of our world and be responsive to how technology is changing the law, the legal profession and our individual lives.

MCI: What membership segments did you prioritise?

S.B.: Age, gender and geographical location were our top three priorities. Getting women and young lawyers on board is a priority for us, and for me personally. We also have an active women's networking group. With 15 different countries represented on our board, we want proudly to represent our global community.

MCI: What is your biggest challenge?

S.B.: We have a number of challenges we are working on, but regardless of issues of age or gender, one of our biggest challenge is to find members in new or emerging technology regions. In some countries, lawyers tend to be more generalist and only a small proportion specialises in technology law. Our challenge is to identify them, engage them as members, and then create a path for development into a leadership position.

MCI: How does ITechlaw's leadership look like today?

S.B.: The US-headquartered ITechLaw has 13 active committees. Overall the committee leadership is 30 per cent female, which is more than the organisation's membership. We are not satisfied with this position, but we are making progress – and would encourage more women to put themselves forward for leadership roles. The association also ensures that leaders (four per committee) are all from different countries. This is something we feel strongly that we need to encourage.

MCI: One recommendation?

S.B.: Different is better and ensuring good diversity is an important and ongoing process. Embrace diversity, put processes in place and stay committed. It can only strengthen the organisation.



Emily Reineke, CAE
Managing Director, ITechLaw Association
MCI USA

Insider's view

MCI: How are you supporting ITechLaw in their diversity efforts?

Emily Reineke: We have put processes in place to ensure diversity is fairly represented within the leadership. For the annual board nomination process, the staff provides an analysis of the board compared to membership, which is put before the nominating committee. It also provides different scenarios for what the board would look like if membership were to skew in different directions. After considering this analysis the nominating committee make their recommendations to the board, which tries to reflect the organisation's membership or shift it towards growth.

MCI: Why is diversity important?

E.R.: A diverse board is able to make decisions more effectively and has a better understanding of the organisation's membership. Diversity leads to healthier debates, more sensible decisions, and is more adaptable to the ever-changing environment. It addresses the concerns of all membership segments and it is more sensitive to a wider variety of groups.

MCI: What differentiates ITechLaw from other organisations

E.R.: Our inherent disposition towards cultural awareness and diversity creates a culture not seen everywhere. By being

proactive about diversity, rather than reactive, all leaders are committed to creating a global community.

MCI: What do members get out of it?

E.R.: Members join for the global networking experience and to be part of the elite IT legal community. Without a focus on diversity, I could see our organisation cease to exist.

Adding micro-influencers to the marketing mix: think small to win big

Are you looking for new and efficient ways to reach, engage and activate your targeted audiences?

In today's complex global marketplace, organisations need every advantage they can get. In 2016, a study by Nielsen revealed that influencer marketing is now more effective at building awareness than traditional advertising. With tighter niches, and targeted and loyal audiences, micro-influencers are becoming a powerful resource to add to any organisation's marketing mix and overall strategy.

Increase the speed of change

Marketing teams are constantly looking for new, effective ways to highlight and promote originality in their organisations. This can be achieved by using real-life stories or a widely recognised 'spokesperson'. Here's where social micro-influencers come in.

Micro-influencers have been known to help brands in increasing their sales by 300%. They are individuals who specialise in a particular topic or industry and have gained their followers' trust by publishing and sharing high-quality content on their personal social media accounts. They already know the brand and thus can help amplify the message.

The quest for authenticity

The list of benefits for forging strong relationships with social influencers varies and can include concepts such as extending the reach to more targeted and engaged audiences, to further strengthen the marketing activities through a multi-channel outreach.

Micro-influencers have built authentic relationships with their audience. They have genuine interactions with their followers, and make their community feel valued. They are deemed trustworthy.

Micro-influencers are more relevant and at the same time more cost-effective for the organisation. They can help with team brainstorming sessions for the development of creative content by sharing their personal thoughts and ideas, blog about their experience, share experience on their own channels, and successfully leverage their social media power while efficiently spreading the word about the benefits of joining/attending/buying to their audiences.

Associations and influencers

Associations often have a reputation for preserving the status quo and being slow-moving, but it doesn't have to be that way. Leading organisations continually deliver value to members and customers in ways they didn't even know they needed, and some associations are taking the lead in that to reach even larger audiences.

Micro-influencers deliver 60% higher engagement

For the **World Water Forum**, to be held in Brasilia from 18-23 March 2018, MCI Brazil is inviting a combination of macro- and micro-influencers, from 15-20 individuals, to promote the event and the future of water in general. Three levels of ambassadors are being looked at, including celebrities, influencers with up to 2 million followers, and micro-influencers with followers ranging from 5,000 to 50,000.

Each ambassador is invited to publish videos on his own channel, namely Instagram and Facebook, to build awareness around the future of water and encourage people at large to visit the Forum. The well-known Brazilian journalist, Rosana Jatoba and her 2 million followers' portals, has already confirmed her support for the event. In total, some 40,000 visitors are expected to attend the water village and 8,000 for the congress.

Steps to a successful campaign

Unlike traditional influencers, micro-influencers have a smaller share of followers – usually a few thousand – but their audience is undeniably more targeted and much more inclined to engage with the published content. Here are some key steps to help you embrace the power of micro-influencers:

- Strategy first.
- Set goals and metrics to measure success. The goals, like brand awareness, increased sales, or engagement and customer retention, will affect which influencers to work with and how to collaborate with them.

94% of consumers consider micro-influencers to be more knowledgeable

92% say that micro-influencers are better at explaining how a product works or how it can be used

Source B2C - Business to Community

- Select the social media platforms the audience is most active on and the type of content and style to use. Depending on the industry and the member/customer profile and socio-demographic data: one platform's unique style may work better than another.
- Find the right match. It is crucial to undergo a detailed screening process before selecting the most suitable individuals to support and promote the organisation's message. Key indicators will be the number of followers they have, how influential they are for the association community, how active they are, and if they have already collaborated with other organisations.
- Co-ordinate the campaign and measure results.

Information is everywhere and accessible to everyone. Influencers are one efficient way to ensure your organisation remains a trusted authority and source of knowledge to its target audience. Emotionally-engaged members and customers will remain loyal to the organisation.

Contact ney.neto@mci-group.com