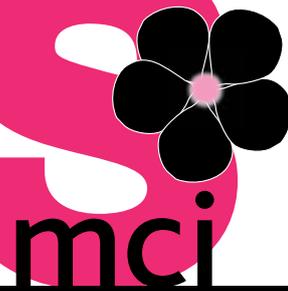


# focus




MCI NEWSLETTER | ISSUE 23 | AUGUST 2017

GLOBAL ASSOCIATION, COMMUNICATIONS &amp; EVENT MANAGEMENT COMPANY

Building Community

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Towards market-driven models – Assuring relevance and sustainability

**We live in an age where the customer's economic, social and regulatory environment is changing fast with an increasing feeling of urgency. And the pace of change is only accelerating. For their continued success, organisations need to keep up and consistently adapt their offering. How does that impact members and customers' behaviours? What is the impact on revenue and engagement for associations?**

### Engagement is the new retention

For as long as associations have existed, member retention rate has been the most important metric to measure an organisation's success. All efforts have been concentrated on retaining members, whether they would engage with the organisation or not. Today associations need to review their strategy and measure their success based on the different engagement levels and the frequency with which their members and customers engage. With these engagement metrics, like events, online communities, or product purchasing, associations are able to focus on the various engagement groups and adapt their offering accordingly. Engagement builds retention.

### Re-evaluate member ROI

Membership is shrinking? Do you know to what extent current benefits and services are relevant to your members and customers? Maybe it is time to re-evaluate member benefits and price. There will always be those members that do not engage, but more and

### 9 consumer trends that affect associations' struggle for relevancy in 2017

1. Increased access to free information
2. Expanding online networks
3. Habit-forming apps
4. Instant access to... everything
5. Proliferation of mobile
6. Information overload
7. Rise of subscription services
8. Adoption of simple interfaces
9. Search as a primary navigation

Source Socius® (In Jan 2017, Socius was acquired by Higher Logic)

more members want to see ROI on their financial investment. Reminding members of the various opportunities they can take advantage of is always a good start, but adapting the offer to a more segmented membership, based on their engagement levels, can have a significant impact on the association's success. Many tactics are possible here like special offers to low-engaged members, menu-based benefits, personalised follow-ups, or rewards for most active members.

### New benefits for new customers

Organisations can evaluate their various engagement levels by running competitive analysis. A customer needs assessment including accessibility, price, perceived key messages, brand effectiveness, and regional/national relevance will help measure satisfaction per segment, and identify solutions to eliminate any gaps. The assessment will also reveal the preferred delivery methods for each segment and compare the existing benefits to other organisations' value propositions.

*It is not about how many members, it is about how many satisfied customers*

## 'Sales' isn't a dirty word!

In an era of increasingly tight budgets and shrinking membership, organisations are forced to diversify their business models by considering alternative revenue sources and implementing new revenue-generation strategies. This is vital to continue funding quality programmes, products and services and ensure ongoing financial health.

Whether they like it or not, all associations are in the business of sales. But creating a culture that embraces sales can be a challenge for associations. From the traditional model to broadening the organisation's revenue stream, the collision can be brutal.

Associations must identify new products and services, and embrace innovation as a way to monetise and deliver content to new targets, beyond the membership. Hence, I am very excited that MCI has enhanced its revenue generating capacity for our clients through the acquisition of Network Media Partners.

Diversifying income with non-dues revenues gives the organisation a more stable financial footing. Online communities, hybrid solutions, digital advertising, sponsored digital content, targeting new segments, and menu-based membership are amongst the solutions and tactics that can be easily implemented. And some examples are illustrated in this issue.

Is your organisation ready to shake up its traditional approach and move from passive income to alternative revenue sources? Remember it is never a good idea to put all your eggs in one basket!

**Robin Lokerman**  
MCI Group President

### MCI USA expands association solutions platform

As growth strategy in the USA continues, MCI has acquired Network Media Partners, a sales management market leader specialising in customised media sales together with digital, creative, marketing and event solutions for associations. Based in Maryland, USA, Network Media Partners counts 50 professionals. "MCI USA now serves as a one-stop strategy and service solution for associations who seek to become more agile and outcomes-driven in pursuit of market relevance, engagement,



Meet the Network Media Partners team

operational effectiveness and economic growth." said Richard Torriani, COO Americas.

### MCI helps shape the "Future of Energy"



The MCI Brussels and MCI Amsterdam offices will be delivering leading-edge solutions for the Holy See (Vatican) and Holland pavilions at the Astana EXPO 2017. The Astana EXPO 2017 is the latest version of the World Exhibitions or EXPOs which have been organised for more than a century and a half. Expo 2017 will take place between 10 June and 10 September 2017 in Astana, Kazakhstan.

### MCI releases Annual Report 2016

Based on the theme of *Boosting Customer Engagement*, MCI's 2016 annual report was launched in June. The report highlights key figures including financial results and performances. In 2016, MCI managed an impressive 100 communities and 5,700 projects, in 80 countries, representing 1.5 million attendees. To access a copy of the report, visit <http://mciannualreport2016.com/>.



### Joint Venture in India reinforces capabilities



MCI has established a Joint Venture with GeTS Conferences in India and will become the largest and only international PCO in the country with local market reach and success stories; and a strong DMC capability to support pre- and post-tours for events. "At the 10<sup>th</sup> year milestone for MCI in India, MCI GeTS India serves as a one-stop strategy and service solution to transform our clients' ideas and dreams into reality." said Vishal D'Souza, Managing Director and COO, MCI GeTS India.

### MCI Australia shines

MCI Australia has made state finals at the Meetings & Events Australia (MEA) Awards, with entries in meetings & events management organisation, with associated entries in the Learning & Development and Sustainability categories, and in Association or Government Meeting of the Year for the **World Federation of Interventional and Therapeutic Neuroradiology (WFITN) Congress**.

Emma Tooth, MCI Brisbane, accepts the MEA Award for Association or Government Meeting of the Year for the WFITN Congress



The MEA Industry Awards recognise excellence and best business practice in Australia's meetings and events industry. These public accolades follow MCI's return to the awards scene after 3 years in the MEA Hall of Fame.

## Resources you can't miss

### Successful lessons on going to market in Europe



Florian Cartoux, European  
Director for IHRSA

How effective is your association at adapting to European sensitivities, cultures, and needs?

With 28 countries, the European Union is one of the largest and most profitable markets in the world. While Europe is not new to US associations, the business results generated by many could be significantly improved.

Florian Cartoux, European Director for **IHRSA**, the world's leading fitness association, shares insights to develop better ways to grow in Europe, the importance of market segmentation and the main challenges to strategy in Europe.

To listen to the webinar visit <http://association.mci-group.com/> (section Association Resources)

Upcoming webinars:

- *Practical steps to build impact for medical education in China* Learn about how **Society of Critical Care Medicine (SCCM)** sustained its long-term commitment in China, and receive updates on its effort to comply with the NGO law
- *Are you leaving global sponsorship money on the table?* This session will highlight two case studies of international association events that have successfully increased their congresses' profitability by strategically changing their approach to sponsorship.

To register contact [peter.turner@mci-group.com](mailto:peter.turner@mci-group.com)

## Is your association on the right track?

### Elevating the 4 P's

The combined benefit and service audit and analysis, together with the needs assessment and competitive landscape, will provide the basis for developing a recommendation for the 4 P's of the new member engagement mix:

**Product:** Interest in the benefit/service offering under review and suggestions for alternative services

**Price:** Recommendation on the validation/price level for the benefit/service to be offered

**Place:** Advice on how the benefits/services should best be delivered

**People:** Insight and specification on each target group in terms of desired services

### The example of medical societies

The revenue streams coming from corporates are under pressure. One example is the trend that pharma will move away from delegate sponsoring in the coming 4-5 years. As a consequence, the current business model for continuing medical education (CME) is changing, and healthcare professionals (HCPs) will either use their own finances or find a company who will bypass the regulations.

To counter this, medical societies need to demonstrate their content offering and networking possibilities to add value to the HCPs and patients. More effective collaborations and partnerships with and beyond industry will help build a sustainable competitive advantage. Data metrics will

also allow the alignment of business priorities with educational strategies.

### Trade associations – measure and monetise the value

Doing more with less is a general tendency for all organisations. Not only corporates and societies, but trade and industry groups too. The pressure on company representatives to better manage their representation cost is increasing, and the global convergence of hard and soft regulatory issues is adding pressure. For professional societies too the trend is going toward multi-layer industry associations in order to widen representation, and from a bilateral to a multilateral stakeholder dialogue for representation of interests.

Data has become a key tool to keep up with these changes, including the ongoing trend of personalisation. Members want to be recognised and customers want to receive the exact information they are looking for. It is no longer about how many members, it is about how many satisfied customers. People no longer join associations to fit in, they expect a personalised, and tailored service responding to their needs.

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Want to know more about engagement strategies? The second edition of the Global Engagement Index (GEI) will occur in January 2018. The GEI offers unique insights into how effective engagement strategies need to adapt based on geographic or other segmentations criteria and can help draw conclusions by comparing the strength of international to domestic member relationships. If your association would like to join the Index, contact [peter.turner@mci-group.com](mailto:peter.turner@mci-group.com).

## Raising revenues through collaboration

The **Emirates Society of Emergency Medicine (ESEM)** called on its regional and international societies to collaborate more effectively by extending their marketing outreach at an international level to enhance its brand value. ESEM observed a gap in communication that prevented them from becoming a benchmark for the region's medical meetings and attracting more international interest through the involvement of government agencies.

To boost regional medical tourism and connect the regional and international societies to attract new financial support and boost registrations, MCI UAE helped to form



Members of the  
ESEM community

new partnerships with governmental players and to attract new sponsors.

As a result, the ESEM Congress saw an unprecedented increase of 37.5% and gained the support of two new government agencies.

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## Re-engaging the connections with online communities

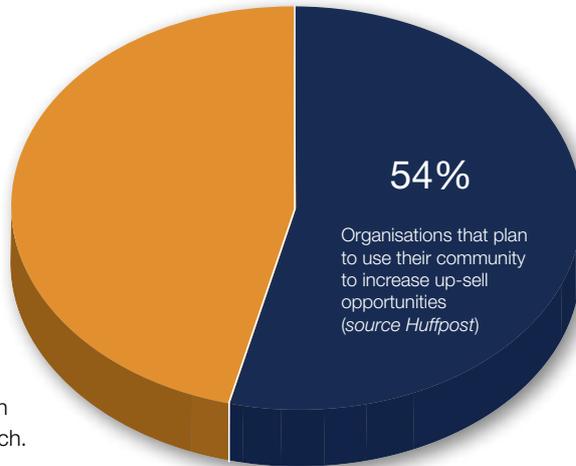
Online communities are growing in popularity and have become a vital element of the social business, enriching the member/customer experience and enabling co-creation of value. According to a study published by *Huffpost*, 63% of online community users say it differentiates their brand with a more social customer approach.

The **Special Libraries Association (SLA)**, a 100-year-old organisation of information professionals working around the globe, had set up multiple communication platforms to meet the needs of its many special interest groups. Over a number of years these platforms centralised information within the units, but with the unintended result of segmenting divisions from the general membership.

With the strength of the individual units on the rise, the apparent value proposition of national membership began to dwindle as members had fewer opportunities to engage with the parent association.

Conducting an audit of the organisation's national and divisional communication channels, MCI USA discovered a great deal of overlap and confusion about where specific information was housed, duplicate and/or outdated contact records and inconsistent delivery methods across platforms.

MCI USA worked with volunteer leaders to fast-track the implementation and launch of a single community engagement platform, streamlining communications and document-sharing and storage with one login tied to organisational membership. Communities were established for each special interest group, with permissions to engage determined by the unit leadership.



For the first time, members were able to engage across divisions through one platform, receiving a consistent experience throughout their journey.

Considerable time was spent educating volunteer leaders on the value of the platform, creating “community ambassadors,” who then in turn articulated the benefits and value of this new engagement tool to their individual unit members.

As a result, engagement organisation-wide is at an all-time high, with more than 8,000 discussion posts and nearly 4,700 contact requests generated through the platform within the three months post-launch. Members can now directly communicate with each other within their special interest group, or post the same communication across multiple units, increasing the opportunity for real-time solutions to unique and everyday challenges. Networking opportunities have increased significantly, as member profiles are now connected through a variety of demographics, including job titles and membership subscriptions.

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## Clever money

### 3D Printing – The next generation of congress sponsors

The worldwide 3D printing industry is expected to grow from \$1.07 billion in revenue in 2009 to \$12.8 billion by 2018, and exceed \$49.1 billion in worldwide revenue by 2025. The market is growing at a compound annual growth rate (CAGR) of 35.2%.

The United States is currently the largest consumer market accounting for 38% of production, followed by Japan (9.7%), Germany (9.4%) and China (8.7%). Research shows that China will become the world's largest 3D printing market in the next three years.

Automotive, aerospace, consumer products and medical markets will continue to be the major revenue-drivers going forward over the next five years. If the automotive industry is the biggest adopter of 3D printing technologies, the medical industry is considered to become the most promising market as huge investment in devices expansion and bioprinting applied to organ transplantation and recovery are being made.

The global 3D printing market in the healthcare industry is expected to grow at a CAGR of 14.74% by 2019. In Europe, the 3D printing medical device market is expected to reach \$983.2 million at a CAGR of 20.3% through 2020.

One of these advances is known as bioprinting. Nowadays printing human organs is widely used in healthcare therapy; another growth area is device applications for dentistry, medical prosthetics, orthopaedics and surgical instruments.

Dental uses will be the most potential profitable market in the future. The latest report from SmarTech shows 3D printing in dental market will reach \$3.1 billion by 2020, crossing \$2 billion next year.

(Source: Wohlers Report and Industry 4.0 report released by Deloitte)

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## Exceeding expectations with first-time congress launch



ECTH Congress attendees in the foyer

As Frits Rosendaal, ECTH 2016 Board member puts it *“Putting the congress together was like doing an existential exercise. We began finding the answers to the questions: why, how, what, where and who.”* Producing an international and engaging congress from scratch can be a considerable challenge, but sometimes the results exceed all expectations.

The Hague in the Netherlands was chosen to host the 1<sup>st</sup> edition of the **European Congress on Thrombosis and Haemostasis (ECTH)**. The ECTH Board trusted MCI Amsterdam to lay the groundwork, based on their expertise in similar projects, by creating an innovative scientific platform that brings academia

closer to the medical industry. The ECTH Board wanted to ensure a fair balance with the participation of clinical scientists and industry experts. They also wanted to specifically attract young professionals and researchers with less than 7 years of experience.

Stemming from their long experience, MCI Amsterdam managed to exceed the ECTH expectations by attracting over 750 young attendees from 45 countries, representing more than 50% of the audience. Some of the tactics implemented to reach this target included a targeted marketing campaign promoting the special features for junior professionals during the congress like the *‘Fast & Furious’* sessions, during which

the best abstract author was given the opportunity to present his project on stage with the support of a professional speaker coach. Other initiatives included special registration fee for ‘junior professionals’, and intense Twitter and Facebook campaigns with the support of the Junior Advisory Board. *“It was a good first congress and it looks like it is designed for the next generation of scientists.”* said one of the attendees.

After the event, MCI Amsterdam produced an innovative online magazine capturing the essence of the congress sessions and filled with interviews from speakers and attendees. A nice takeaway for all congress participants and sponsors.

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## 10 Tips... to secure industry support: From theory to practice

Getting corporate support to contribute to an event is not just about securing additional financial support. When executed properly, such sponsorships can turn into valuable partnerships and culminate in long-term business relationships with mutually beneficial results.

Here are 10 tips to help organisations secure industry funding and successfully increase the profitability of their congresses.

1. Content is key. Valuable content will drive participants to the congress and/or exhibition
2. Understand the goals and strategy of industry partners and leverage synergies. Be clear about demographics and market
3. The biggest companies attract participants; which will attract the smaller companies
4. Exposure and visibility of industry partners rule. Understand their motivations and show why and how you share a common goal
5. Maintain the same dates every year for easier company planning and avoid competing events dates
6. Create significant difference between major and minor support, convey the message in numbers and specific details about the deliverables; and prepare a hard-to-say-no-to proposal for all categories
7. Ensure all-year-long communication with association package opportunities, and specific collaboration programmes, not only for the event
8. Go in early to secure industry budgets. Companies plan their sponsorship and event budgets at least a year in advance so be ready with a proposal early
9. Long-term industry support requires continuing account management and thorough follow-up. Give them a place at the table
10. Measure satisfaction with surveys and interviews

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## Out-of-the-box thinking to raise congress revenues

The 14<sup>th</sup> Congress of the **Brazilian Spine Society** (CBC2017) ended on a very positive note with unexpected financial results.

The congress, organised in Rio de Janeiro, Brazil in April in conjunction with the 14<sup>th</sup> Congress of the **Sociedad Iberoamericana de Columna (SILACO)** and the 2<sup>nd</sup> Congress of the **International Society of the Craniovertebral Junction and Column**, and supported by the **Brazilian Spine Society**, and the **International Society of Craniovertebral Junction and Column**, welcomed a total of 921 international specialists. This number was reached thanks to the introduction of various new registration levels such as the symposium-only attendee fee, and progressive discounts for companies registering more than 10 participants.

But registration income was not the only source of revenue for the organisations.

No fewer than 39 sponsoring/exhibiting companies supported the event. Of these about 30% of the organisations were first-time sponsors. To achieve this, MCI Brazil researched and built a list of international companies to tap into, and developed a campaign to attract new sponsors using international partners' channels and websites to promote the congress. The positive response was immediate.

The result of these efforts, and close attention to reducing overall costs, generated a healthy net profit of R\$1 million (USD 300K) for the organisation. "... I hope this event has become a reminder to us that our dreams can come true when we believe and work for them..." enthused Dr Renato Teixeira, President of the Congress.

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## Digital marketing boosts net profit

Most smaller and medium-sized congresses face the challenge of needing to raise their event profile and increase registrations, yet there is a common misconception that digital marketing is for big congresses and larger budgets only.

A European organisation in the healthcare field recently dispelled this myth with results proving that a carefully targeted investment in a digital campaign can turn into much larger net profits. If executed correctly increased registrations cover the marketing costs and sponsorship can be leveraged and increased due to high visibility and audience capture.

With 30% of their annual budget spent on their yearly congress, and less than 1% allocated to marketing, the organisation realised a targeted investment was required and turned to MCI's Digital Marketing experts to drive registrations for their event.

Through a marketing mix consisting of website optimisation, e-commerce principles,

*The congress increased registrations by 15% through a marketing mix including aggressive digital advertising*

sign-up forms, e-mailer automation and an aggressive digital advertising campaign, the congress significantly increased registrations by 15% on the previous year and the number of abstracts received exceeded expectations. These impressive results encouraged sponsors to invest more in the congress.

The digital advertising campaign on Google Adwords and remarketing resulted in 20% more new visitors to the website and was seen by thousands of potential attendees. The automated marketing resulted in a 20% increase in web traffic, while the digital forms saw an increase of 8% for the database.

Looking at the overall statistics, the initial investment represented less than 5% of the total registration income. "We clearly saw net value in outsourcing the marketing of the congress to a professional that gets results." said one of the Board members.

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## Sustain your commitment in China – Updates on the NGO law

According to MCI's research study with the ASAE Foundation, *Achieving Global Growth*, 47% of those organisations who experienced declining or flat membership and product sales internationally identified China as one of the top markets for expected growth.

In January 2017, the Chinese government implemented its new Foreign NGO law that applies to all foreign NGOs that have activities in China, forcing established organisations to rethink their stakeholder engagement and partnership strategies. Not all organisations are affected the same depending on their type and scope. Any organisations that are unsure should engage with their Chinese counterparts to have an understanding of how its scope is being categorised in China. There are provisions in the law that have effect on the openness and collaboration for development in China, such as:

- International exchanges/collaboration between foreign and Chinese academic institutions, hospitals, natural sciences, and engineering technology research organisations will need to observe the relevant national provisions.
- The state shall safeguard and support overseas NGOs in carrying out activities in accordance with the law in the mainland of China. Relevant departments of the Chinese People's Government at all levels shall provide the necessary assistance and services for overseas NGOs to carry out activities in accordance with the law in the mainland of China.
- Representative offices of overseas NGOs may benefit from tax incentives and other preferential policies in accordance with the law.

"To comply with the NGO law, organisations must redefine their engagement in China. Having the right partner strategy is key to success." says Maria Tong director of association management and consulting for MCI China.

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Andrew Baines, Managing Director, ASQ Global

## Interview with Andrew Baines

Managing Director, ASQ Global

Energised by the latest directions key governments in the Middle East and Africa (MEA) are taking to further educate highly skilled workers and those in high-level positions, ASQ – the global leader in quality improvement and standards – decided to reinforce its investments in education in the region.

Andrew Baines, Managing Director of ASQ Global shares with us the strategy, some of the initiatives and early results from their engagement efforts in MEA.

**MCI: What qualifies a truly global organisation from others?**

**Andrew Baines:** It is clear to me that successful global associations not only understand the need for a long-term strategy, but they know that success often has as much to do with relationships built up over a long period rather than short-term wins. Building those relationships does take time. ASQ has invested in its presence in MEA and we are confident that by getting a deeper understanding of what distinguishes our way of doing business from another's is both good business sense and an elemental part of what ASQ does to spread its mission.

**MCI: Why is learning and development such a huge focus for ASQ?**

**A. B.:** ASQ is a global community of people passionate about quality, who use the tools, their ideas, and their expertise to make our world work better. Unparalleled knowledge resources in ASQ books and standards can advance careers to the next level of excellence.

**MCI: How do you know education is a pressing issue for ASQ in MEA?**

**A. B.:** Each year, we talk with members and customers all over the world, including the MEA region, and utilise what we hear to guide our key research products like the *Global Voice of Quality*.

**MCI: What did you learn from earlier researches?**

**A. B.:** In MEA, the floating population and projected growth of all key industry segments clearly demonstrates that the gaps in the skill set are going to continue to grow. Together with the lingering impact of the financial crisis, all this makes it important that ASQ does its fair share in promoting a better understanding of quality learning and certification and its long-lasting benefits for business. That knowledge will give people in the MEA region the insights and confidence they need to make the right decisions and empower them to better their career opportunities.

**MCI: What innovative approach has ASQ MEA taken to combat the skill set gaps?**

**A.B.:** We have been very innovative in

our approach in mapping a Registered Service Provider (RSP) process along with conducting public and in-house trainings for our members and customers in the region. We are dedicated to creating Local Member Communities, led by members. The introduction of Student Chapters has helped us focus on building the next generation of quality professionals. Last year, we introduced the *UAE Professionals Award* and an annual ASQ MEA conference. We are confident that our varied products and services, along with our learning offerings are a win-win mix for us in the region.

**MCI: Can you share some results from the RSP initiative?**

**A.B.:** Last year, the number of RSPs increased from 2 to 7 with a revenue increase from 10% to 40%. At the same time the number of certifications grew by 18% and product sales by 8%. Membership also grew by 3% in just a few months.

## Insider's view

**MCI: What did MCI add to ASQ's approach in the MEA region?**

**Kavitha Prabhu:** We suggested ASQ should deliver e-certificates of attendance to each conference and/or training participant. Another initiative was to train the partners' marketing teams and constantly empower them with content for their marketing efforts. We also promoted these partners on the regional website.

A series of meetings was organised with the partners to ensure we set them up for success.

**MCI: How did you help make this RSP process successful?**

**K. P.:** Having feet on the ground and understanding the various cultural needs helped us identify partners that were well qualified to deliver trainings with the "quality" approach.

We focused on ensuring the training partners had the right qualified trainers and could deliver "world-class training" with a regional touch. Original materials and textbooks are a must.



**Kavitha Prabhu**  
Director Association Management & Consulting, MCI UAE

**MCI: What are your key recommendations for a successful implementation?**

**K. P.:** Determination, staying focused and monitoring the process closely. A constant ear to the ground and the ability to be flexible are also key!

## Hackathons – co-creating the future

Hackathons, a combination of ‘hack’ and ‘marathon’, is the notion of bringing to life concepts elaborated by computer programmers and software developers.

### From ideas to reality

From several hours to several days, teams of participants collaborate intensively on an identified challenge, and in developing a working prototype from scratch. After time runs out, teams present their project to a panel of subject-matter experts and industry leaders. The winning team is rewarded and its solution implemented.

Through technology, hackathons, also called “hackfest”, provide a venue for self-expression and creativity through technology, in an informal atmosphere.

In less than 20 years, hackathons have become significantly common to companies and organisations as a way to develop new areas for innovation and funding. They have spread to almost every industry sector.

### Hackathons for associations

Hackathons are about community and collaboration. For associations, hackathons have become a powerful tool to promote engagement and collaboration with attendees, especially because the core mission of hackathons has endless possible applications.

They can be a powerful motivator, such as coming up with better ideas to bring the United Nation’s Sustainable Development Goals to life.

### UN case study: Innovation in knowledge exchange

“The Big Hackathon”, a pioneering tech event organised during the 2017 Campus Party in São Paulo, Brazil, involved more than 1,300 participants in a hacking competition devoted to finding tech solutions to bolster the UN’s 17 Sustainable Development Goals.



Team presenting their project to industry experts during the UN hackathon

*Hackathons are about community and collaboration*

During the two-day event, innovative individuals tested their coding development skills under the guidance of well-known tech influencers and experienced coders.

In all, 193 countries formed a collaborative platform for a 15-year project that aims to provide solutions to key global issues. The 17 Goals included in this UN plan, serve as a guide for addressing these challenges.

Campus Party, an event managed by MCI Brazil, was the perfect platform to run the UN Hackathon and attract the most technically capable individuals to act as mentors and judges, providing the ideal environment for the competition.

As a result, the 1,300 participants totalled 100 hours of coding and 51 projects were presented with the support of 300+ coding mentors. The four winning teams have been accredited with the UN stamp.

### What makes a successful hackfest?

Several areas are key to organising a successful hackathon:

- Define a reasonable and realistic challenge
- Carefully select candidates (so you don’t expose projects’ content to competition)
- Limit the number of participants
- Identify the judges and the reward offered to the winners. It can be monetary or in-kind
- Ensure strong internet access and appropriate bandwidth for the exchange of live information during the hack
- The room layout should encourage interaction, idea-sharing and facilitate teamwork. The environment should be flexible and adaptable. Informal but yet professional
- Provide the latest technology in the rooms for teams to present their projects in an innovative way
- Food and caffeine. To keep up with the long hours and stress, the room must be filled with food, energising drinks and coffee, on 24h delivery
- Open doors to sponsors to alleviate costs like F&B and equipment
- Bring in influencers and developers able to develop solutions presented by the teams.

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