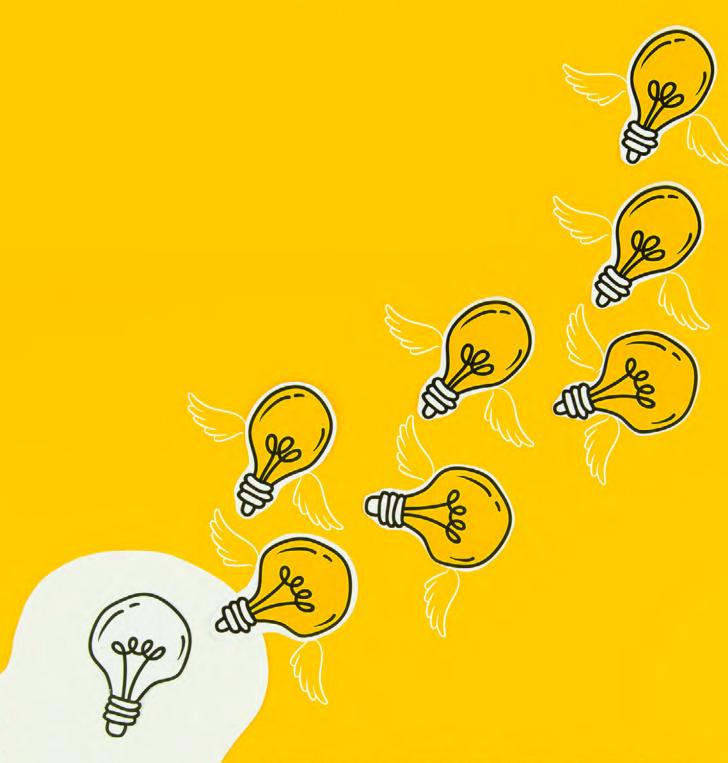
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THE VIRTUAL RECOVERY PROGRAMME FOR THE INEVVI NIEVV INTERNATIONAL EXHIBITION LOGISTICS ASSOCIATION



SUCCEED

BEHIND THE SCENES OF RELDAD

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IELA BOARD OF MANAGEMENT

CHAIRMAN

Vicki Bedi

VICE CHAIRMAN & TREASURER Jim Kelty

BOARD MEMBERS

Feyzan Erel

Mariane Fwbank

Guido Fornelli

Emmanuel Pitchelu

Christoph Rauch

Sandi Trotter

t has only been three months now since the launch of the IELA RELOAD Programme. We all remember how the situation was back in April 2020 in lockdown, with high rising numbers of victims all over Europe and with Asia first starting to recover.

Following the overwhelming success of the **#togetherSTRONG** campaign which primarily showed the strength of the network, the team began exploring how we can make a difference by bringing our network out of isolation, continuing to be a supportive and empowering pillar for our members.

And so we listened... we succeeded in contacting practically all members by phone, on all 5 continents in all 56 countries. Very soon we understood that the second step would be to re-create an inspiring and connecting platform, similar to that provided to our members on the occasion of the IELA Annual Congress. The main goal would be to give the opportunity to the network to anticipate, rebound and adapt to the new situation, limiting losses.

Last but not least, we understood the imperative need to build a United Front with all industry stakeholders for the opening again soon of our events in a safe, secure and successful way.

As a network of 172 trusted logistics partners, experts in solving logistics challenges, we knew from the beginning that we could count on highly skilled volunteers with the will to face the NEW N®W, re-creating our member service offer so that the knowledge pool can be built.

It was extremely important to communicate every single week that the goal of IELA was not only to overcome this global health and economic crisis as a unified association, but to emerge from the experience even stronger than before and with greater solidarity from both an individual perspective as well as with regard to its network.

As each member has their own strengths and market characteristics, it was key to highlight that there is not just one unique recipe or solution. Every member could benefit from the brainstorming, regional discussions and have access to key research information. It is very important to point out that the responsibility and strategy approach remains on the shoulders of our members. The association was there to give them support and so, IELA RELOAD was born.

Would you like to know more about this success story? Join us behind the scenes!

In joyful anticipation of our **IELA RELOAD** #2 in September.

Elizabeth #togetherSTRONG



Event Design & Execution

The RECOVERY TALKS' RECIPE:

BRAINSTORMING

Live sessions and video recordings accessible via the IELA private zone.



ACCESS TO KEY INFORMATION

Research carried out by IELA to be shared with all members after each RECOVERY TALK.

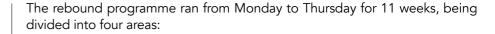


OWN HOMEWORK

Indeed, the association has the duty to deliver insight and input, but every member is individually responsible for its own destiny.

As each member has their own strengths and market characteristics, there is no unique solution. Every member was able to benefit from the RECOVERY TALKS group discussions and have access to key research information, with the responsibility and strategy approach remaining on the shoulders of our members.

Join IELA RELOAD and embrace the **NEW N®W!**



E-LEARNING sessions: During lockdown, the request for personal training increased +150% worldwide. IELA already had a lot of content available on IELA TV that members' employees were not using to a maximum so we decided to highlight one recording of past event sessions every Monday.

Regional **IELA TALKS**: We wanted to understand what was happening in all regions, listening and understanding in order to identify areas for action. At this point in time, the IELA Secretariat was calling IELA members in different parts of the world and collaborating with key associations to create a global picture of the impact on the entire industry. Enlightening conversations took place which demonstrated that there was a need to open a discussion platform. With the support of the BOM and IELA Ambassadors, we approached potential internal and external speakers to participate.

We started the first regional talk by scanning the situation in Asia, reviewing the impact of the pandemic country by country.

One step after the other, having scanned the global situation and feeling much stronger with the support of our members and industry partners who answered positively to our call, we opened the regional discussion to the whole industry, inviting key stakeholders and their members to join their logistics partners in a common fight, Winning Confidence Back.

RECOVERY TALKS: the second main pillar was made by IELA Members for IELA Members. Who better than our own exhibition logistics experts to sit and brainstorm about how to implement successful and effective business measures to navigate through the shutdown and rebound periods. Everyone showed high levels of enthusiasm and energy and were dedicated to becoming an incubator for ideas in the future.



REDISCOVER OUR TOOLS: Since the launch of our new CONTENT STRATEGY in October 2016, an amazing number of E-LEARNING SESSIONS have been launched and the lockdown gave members the best opportunity to re-discover them all! Training content available in the IELA MemberZone became a great source for learning and we can recommend training content every week to open the gate to search for more.



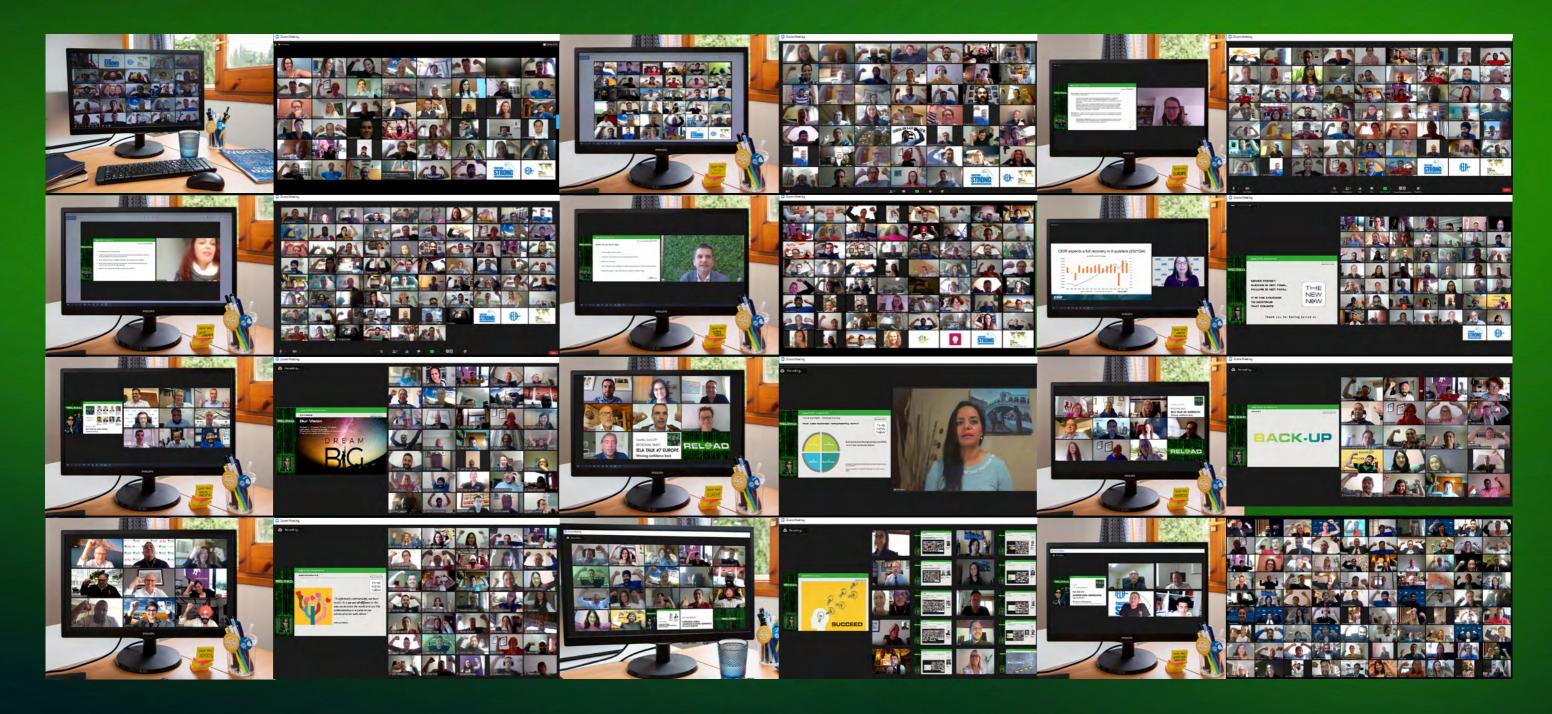
IELA EXECUTIVE OFFICER Elizabeth Niehaus

T. +41 41 661 1718 E. elizabeth@iela.org

11 WEEKS - 24 LIVE SESSIONS - 48.350 MINUTES

HEIGHTENING RESILIENCE

IELA RELOAD - The INCUBATOR for the NEW NUMBER





UNITED FRONT

n early May 2020, the IELA Association began a diversified programme of activities named IELA RELOAD which supported its members in implementing successful and effective business measures with the goal of navigating through the shutdown and rebound periods which have been imposed on us all.

IELA's recovery programme **IELA RELOAD** was a real **INCUBATOR of ideas for the future**, spreading the fighting spirit to empower IELA MEMBERS to succeed in the **NEW New**, anticipating & rebounding by limiting losses and boosting strengths in profitable service areas.

Launched on May 4th 2020, IELA RELOAD was held exclusively online and had three main objectives:

- Give strength to the IELA Membership.
- Create a united front in the value chain of the whole industry, gathering on our platform the most prominent decision-makers of the industry, with advocacy work.
- To be one of the motors within the Winning Confidence Back campaign, operating regionally.

The programme had four pillars:



E-LEARNING sessions



Regional IELA TALKS



RECOVERY TALKS



REDISCOVER OUR TOOLS



All information and session recordings remain available to members on the **Member Zone** website. Sessions open to the public are uploaded on the **Association's Youtube Channel.**

IELA RELOAD - The INCUBATOR for the NEW NUMBER

THE POWER OF ANTICIPATION

Members is vital for the development of the Association. Therefore four Working Groups the year to discuss the most pressing issues the programme. of the association and to find new ideas and solutions that advance all members in their work. At the beginning of the RELOAD programme took place to identify the topics that were most urgent for the members.

Active engagement from individual IELA While the programme was running, the previously identified topics were discussed in smaller task forces and presented at the were founded, which meet regularly throughout WORKING GROUP SUMMIT at the end of

As there are always new ideas from members and the association has to adapt to the the WORKING GROUP BRAINSTORMING changing environment, new tasks for the working groups have already been defined for the coming months.



SANDI TROTTER TWI Group Inc., Canada



MARIANE EWBANK Fulstandig Shows e Evento: MC Ltda., Brazil



THE POWER OF VOLUNTEERING

RAVINDER SETHI R.E. Rogers India Pvt. Ltd, India





CLAUDIA LEONI



NISETH BOERRIGTER



GARCIA NEWELL Agility & Events Logistics



MIKE WEEKS LA Rouxnelle Logistics



AXEL LEURET Unitex Logistics Ltd.,



JACQUI NEL EF-GSM South Africa South Africa **IELA Industry Relat**



CHRISTOPH RAUCH



EMMANUEL PITCHELU E.S.I. Expo Services



KIM VALDES CargoLive, S. de R.L. de C.V.



ROBERT KNESTELE **DHL Trade Fairs & Events**



ALICIA MAYER Waiver Logistics Chile Ltda.



AURIVAN SILVA WAIVER EXPO Logistica de



MATTHIAS **DORNSCHEIDT** IELA Industry Relations WG



LENA WIDMAN On-Site Exhibitions AB, IELA Membership WG Vice Chairwo



REGIONAL **IELA TALKS**

The IELA TALKS focused firstly on the situation of members by region, moving then to the next step of the comprehensive global industry approach by addressing the most important current topic:

WINNING CONFIDENCE BACK

IELA invited key industry partners to join, participate and exchange on their experience and possible solutions strategies. IELA held these regional talks to reinforce the connection between stakeholders of the industry and its partners. By giving a voice to all concerned, considerable local awareness can be boosted to identify viable solutions during this critical time. The general outcome:

Communication

between Venues, Organisers and Logistics Suppliers is paramount for safe & secure shows.

Collaboration is the major tool in combatting COVID-19.

A United Front

is imperative in order to bring the industry out stronger than ever from this crisis.

Representing a smaller niche market as a global association, IELA is proud to have created a unique platform for discussion panels, attracting the interest of the entire industry at all levels. Vibrant discussions and the exchange of pertinent information attracted the attention of all major players with emphasis on ANTICIPATION for the restart and COLLABORATION in order to WIN CONFIDENCE BACK in the NEW New V.

IELA REL®-AD BEHIND THE SCENES, JULY 2020 9

THE POWER OF ANTICIPATION



REGIONAL **IELA TALKS**



Survival by Cooperation, NOT Survival by Fittest

May 12th

■ IELA TALK#2

May 19th

EUROPE



Presented by

RAVINDER SETHI

R.E. Rogers India Pvt. Ltd.,

IELA Committee Chairman









ELIZABETH NIEHAUS IELA Executive Officer





Industry Alliance

BARBARA WEIZSÄCKER ELIZABETH NIEHAUS EEIA, European Exhibition IELA Executive Officer



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MICHAEL DUCK

KAI HATTENDORF

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MARK COCHRANE

DAVID DUBOIS

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CELIA NAVARRETE

AMPROFEC Maxico
President
& Informa Markets Mexico

June 16th

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ALOYSIUS ARLANDO

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RAJESH AGRAWAL,

SIAEE SOLIVE

Go Live Together Executive Director

Freeman Company SVP, Corporate Strates

(Informamarke

MARCO A. BASSO

THE POWER OF ANTICIPATION

WINNING CONFIDENCE BACK ASIA PACIFIC + EUROPE + AMERICAS + AFRICA



IELA TALK#7 EUROPE

SILVIA BAUERMEISTER RIK HOOGENDOORN

June 23rd









VINCENT LARQUET CHRISTOPH RAUCH









May 26th LATIN AMERICA

Presented by





ANA MARIA ARANGO MARIANE EWBANK UFI. Global Association of Fulstandia Shows e Eventos the Exhibition Industry MC Ltda, Brazil Regional Manager Latam IELA Board Member

10







Presented by

NAJI EL HADDAD UFI. ME & AFRICA Office The Global Association of the Exhibition Industry of the Regional Manager,





MIKE WEEKS LA Rouxnelle Logistics & Consulting, South Africa IELA Member



■ IELA TALK#5 NORTH AMERICA

Presented by

ceir

IAEE





CATHY BREDEN CAE, CMP. CEO, CEIR Center for **Exhibition Industry Research**



June 9th

ELIZABETH NIEHAUS IELA Executive Officer



IEIA President, Executive Director & COO, IMTMA / BIEC Bangalore

AMERICAS

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MARY LARKIN UR President & Diversified

DANIEL GALANTE

S. BALASUBRAMANIAN MICHAEL KRUPPE



MARIANE EWBANK Fulstandig Shows & Eventor MC Udo, Brozzi ELA Board Member

SANDI TROTTER

IWI Group Inc, Canada ELA Board Member

RAVINDER SETHI

Chairman & Managing Dire R.E. Rogers India Pvt. Ltd.











UR Outgoing Chair

SCAN

JUSTIN HAWES IFES, President Scan Display Solutions,

IFE5



GLENTON DE KOCK

CORNE KOCH



GARY CORIN







ELIZABETH NIEHAUS

IELA REL®AD BEHIND THE SCENES, JULY 2020 11





RECOVERY TALKS

The ten RECOVERY TALKS highlighted in particular the content necessary to support the IELA membership in implementing successful and effective business measures to navigate through the shutdown and rebound periods. The goal of IELA was not only to overcome this global health and economic crisis as a unified association, but to emerge from the experience even stronger than before and with greater solidarity from both an individual perspective as well as with regard to its network.



RELWAD

- # 1 NEW SCENARIOS
- # 2 NEW SOLUTIONS
- # 3 CONTINGENCY PLAN
- # 4 BACK TO BETTER
- 5 ADAPT **SENVISION**
- 7 TAKE ACTION
- # 8 INVEST
- # 9 COMMUNICATE
- 10 SUCCEED

The weekly RECOVERY TALK sessions were overseen by Sandi Trotter, IELA BOM Member from TWI Group, Inc., Canada in her role as Global **Brainstorming Captain.**

On July 15th 2020 the final live online session IELA RELOAD Recovery # **10 SUCCEED** took place to finalise the extensive programme schedule.

For this final session Sandi summed up the goals and effects of IELA RELOAD by saying the following:

"For the last 11 weeks, we have been sharing effective business measures with IELA Members in order to navigate through the shutdown and rebound period....The beauty of the programme is that it was created, prepared and presented by our members for our members. Who better to guide us through this than ourselves as experts in our industry? We have indeed emerged stronger, better and much more connected than ever before."

Speakers in the IELA RECOVERY TALKS highlighted the gradual development in confidence being spread through the active participation of IELA members in these sessions and explained the benefits gained and how important it was to exchange with colleagues.

RECOVERY TALK#1

NEW SCENARIOS

May 6th

Looking back to the starting block of the IELA RELOAD Programme, the very first online session **RECOVERY TALK 1** took place on the subject of Coping with the new scenarios, implementing damage limitation. We heard from Mariane Ewbank, IELA Board Member and Director of Fulstandig Shows e Eventos MC Ltda Brazil on coping with difficult and new scenarios when there are 6, 9 or 12 months without shows taking place. With



6, 9 or 12 months without shows? Coping with the new scenarios,



an unclear picture of how the exhibition industry will look in 2020 / 2021, the challenge is to remain realistic and build a strengthened cohesion with partners, customers, families and friends to combat the uncertainty.

RECOVERY TALK#2

NEW SOLUTIONS

May 13th

RECOVERY TALK 2 "Special Logistics, Leading Operations, and Managing Supply Chains: How to navigate through the shutdown and rebound?" featured Guido Fornelli, IELA Board Member and Managing Director from Expotrans S.p.A., Italy, and Claudia Leoni, Marketing Manager at Expotrans. Guido identified positive signs in the development of the situation as emergency hospitals were dismantled. The IELA COVID-19 Protocol Guidelines were very important during earlier stages and the emphasis is now on winning confidence back. Work procedures have

Special Logistics, Leading Operations, Managing Supply Chains: How to navigate through the shutdown and rebound?







CLAUDIA LEONI

changed considerably and in the coming future more paperless procedures, new digital tools and a new role for export agents are in the process of being developed. Closer cooperation will be essential as "with lower volumes, we will be more competitive together".





RECOVERY **TALKS**



RECOVERY TALK#3

CONTINGENCY PLAN

May 20th

In RECOVERY TALK 3 "Contingency Plan for the New Now" Niseth Boerrigter, Events and Special Logistics APAC, Schenker Australia Pty Ltd, Australia, confirmed that "Sharing is the reason for IELA" and is an excellent basis for the creation of contingency plans. Four issues were identified as important in successful risk management: the plan must be adapted to your company needs as one unique

the discomfort you are feeling, keep moving and take action and for important business decisions recognise that emotions are high during this crisis period. Sharyn Tamlyn, As Sharyn comments, success will be achieved by applying DB Schenker, addressed the topic of event management the skill of "managing the process and not the issues".

Contingency Plan for the NEW N⊕W NISETH BOERRIGTER

plan does not exist, accept and be comfortable with and that project management of an event as a whole will rise in importance. The essence of this task is to identify opportunities, tasks, benefits and the advantage created.

RECOVERY TALK#4

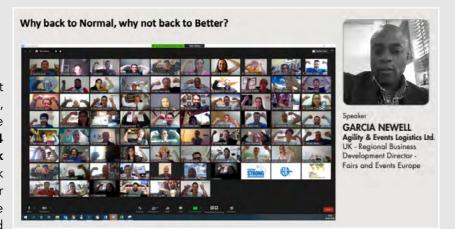
BACK TO BETTER

May 27th

Garcia Newell, Business Development Manager Agility Fairs & Events Logistics Ltd, UK took the view to "make changes for the better" and asked in **RECOVERY TALK 4** "Why only "back to normal", why not back to better?". New thinking is required to think out of the box, using technology to aid our service offering. This period of time can be used to get ourselves better prepared and plan for the future. 53% of the participants

expressed their wish for an exhibition industry going back to better: improving or surpassing past results is a realistic goal if ideas are turned into reality. Time should be invested in reviewing potential changes in the industry such as smaller the development of virtual/ hybrid events.

LLC (USA), said when talking about the landscape of our family time.



recovery, back to better means for her to create a business environment where exhibition forwarders of the future can be successful in event logistics, combined with work balance and respect to the environment. What can we do events, lower freight volume, more technology in use and better after COVID? We have to consider more deeply technology (site solutions, meetings etc.), new business ideas, greater collaboration and support between IELA As Margaret Churchill, Agility Fairs & Events Logistics Membership, Health & Safety, personal wellbeing and

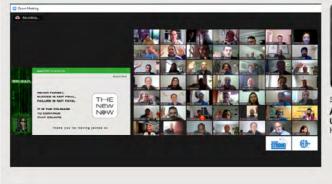
RECOVERY TALK#5

ADAPT

June 10th

Axel Leuret, Unitex Logistics Ltd.Hong Kong enlightened us in **RECOVERY TALK 5 "Adapt"** on how "the best way to predict our future is to create it". Interesting points were made about Best Case Scenarios, being resilient as a society and creating new services for organisers and exhibitors Beyond Logistics after the crisis by "re-inventing ourselves". Factors for success include boosting growth both horizontally within logistics as well as

vertically. Examples are the implementation of new health & safety protocols and services, the redefinition of onsite services by creating an official on-site health & safety partner and assuring the crowd control mechanism. A crisis creates new opportunities and drives innovation so by taking action now, you will be sure not to be left behind. The IELA Network is a tool for doing this, a source for partners and is a valuable resource for information and inspiration.





Important points to keep in mind are summed up as follows:

- 1. Everything starts with you as an individual
- 2. Look for opportunities that arise in chaos
- 3. Don't let fear or failure paralyse you
- 4. Do not ignore the problem and be empathetic
- 5. Awaken your customer's sense of ownership
- 6. Avoid negative messages and reinforce the positive ones

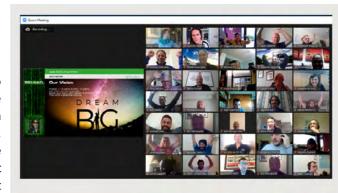
RECOVERY TALK#6

ENVISION

June 17th

Continuing on a positive note, motivation to inspire grew over the weeks and with this the wish to overcome the feeling of uncertainty. In RECOVERY TALK 6 "Envision" Jacqui Nel, EF GSM South Africa spoke of being positive and the necessity to Dream Big, adding that you "may not know how it comes about but it will come about!". As entrepreneurs it was concluded that respect is the No. 1 priority in all that we do to succeed. Understanding

individuals, respecting equality, listening to the opinions of others - showing respect is the basis for efficient teamwork and makes us stronger during a crisis.





JACQUI NEL

14 IELA REL®-AD BEHIND THE SCENES, JULY 2020 15





RECOVERY TALKS



RECOVERY TALK#7

TAKE ACTION

June 24th

Kim Valdes, Cargolive Mexico expanded on the topic with RECOVERY TALK #7 Take Action - Reengineering. The inclusion of team input in reengineering plans is fundamental in the rebounding process.

Protocols combining the expertise of all team members leads to generating confidence, for example the **ON-SITE COVID-19 PROTOCOL** which were briefly outlined by David Palomo from Suomen Messulogistiikka Oy, Finland and compiled by the Standards & Customs Working Group.

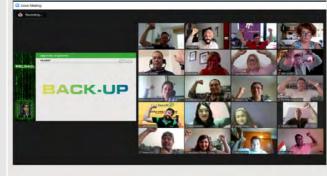


RECOVERY TALK#8

INVEST

July 1st

Who wants to spend money now? This is the question asked to introduce our next session: in RECOVERY TALK #8 Invest, Robert Knestele, DHL Trade Fairs & Events GmbH, Germany outlined the investments necessary - in soft skills and indirect investments - to retain customers, in new technology to increase portfolios and rethink new business, in partnerships and most importantly in employees, as negative customer service leads to client loss.





The investment of time and effort and intensified communication are invariably indispensable when it comes to overcoming the hurdles created by COVID-19.

The perspective changes to an assessment of the lifetime value of customers. Ideas are developed on how to increase the business portfolio & rethink daily business (digital working, green solutions, software, social media). Being an IELA Member has the big advantage of being able to intensify existing partnerships.

THINK positively **NETWORK** well **EXERCISE** daily

EAT healthy

WORK hard STAY strong

BUILD faith

WORRY less

READ more **BE** happy

VOLUNTEER freely

RELAX often

LOVE always

LIVE forever

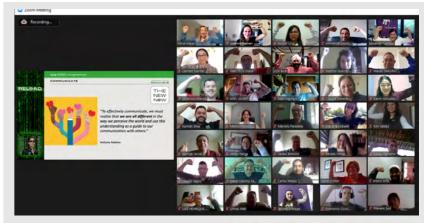
RECOVERY TALK#9

COMMUNICATE

July 8th

In RECOVERY TALK #9 Communicate, Alicia Mayer, Waiver Logistics Chile and Aurivan Silva, WAIVER EXPO Brazil emphasised the importance of communication and using new technology as a means of staying connected, with employees, partners and clients. Going one step after the other, thinking, planning and implementing.

The session reviewed as best practices the communication strategy for the TogetherStrong campaign and the IELA RELOAD programme.









ALICIA MAYER

AURIVAN SILVA WAIVER EXPO Logistico Feiras e Eventos Ltda.,

RECOVERY TALK#10

SUCCEED

July 15th

The first edition of the IELA RELOAD Programme was finalised with IELA **RECOVERY TALK #10** which took place on July 15th. Lena Widman from On-Site Exhibition AB, Sweden & Vice-Chairman IELA Membership WG, invited speakers from the previous sessions to briefly share their feedback and highlight important developments resulting from the discussions. Within the space of 3 months, a substantial

number of topics had been addressed: from discussing strategies for coping with different scenarios to the reinvention of services beyond logistics. The future can





be created by identifying opportunities, benefits and advantages to reach even higher standards than ever

IELA REL®-AD BEHIND THE SCENES, JULY 2020 17 16

THINK ADAPT TAKE ACTION COMMUNICATE THE BOX BOX



SUCCEED



THE POWER OF COOPERATION











IELA THINK Forum 2.0

How Will Things Change after an Industry Restart?

The **IELA THINK Forum 2.0** took place on Global Exhibitions Day 2020, June 3rd 2020, and focused on Winning Back Confidence in the Industry.

With the scheduled re-opening of businesses in many countries, the emphasis was on restoring the supply chain and primarily looking at what is needed to enable a positive start back to business in the NEW NWW.

IELA invited a group of industry specialists to exchange their views and ideas and identify the areas where new standards and cooperation are necessary.

Last year's Think Forum session at the IELA Venice Conference addressed the subject of becoming more customer centric rather that product centric. As a follow-up to this podium discussion, the second edition « **IELA THINK Forum 2.0 »** took place on GED 2020 day which celebrates and promotes the importance of the exhibition industry.

Moderated by Florent Jarry, AMR International, leading representatives of the industry were online in this discussion including:

Ricard Zapatero Camps, International Business Director of Fira Barcelona, member of the Executive Board of Fira Barcelona & member of the EMECA Board.

Giacomo Lucchini, Consultant and former Fiera Milano & UFI Operations and Services Committee Chair.

Markus Metzmacher, ifm electronic Gmbh with an international exhibitor's perspective

Guido Fornelli, Expotrans, IELA Board Member.

All participants gave a valuable view of the situation from their standpoint and you can find all details in this Press Release.







THE POWER TO REDISCOVER







E- LEARNING

Weekly E-LEARNING recorded sessions are available in the member section from previous IELA events like the IELA Congresses (Dublin, San Francisco, Venice), the 2018 IELA Operations Summit & 2019 IELA Winter Seminar. Speakers include international keynote speakers like Peter Fisk, Mark Pollock and Patrick Schwerdtfeger, and industry partners like venue owners (Messe Frankfurt, Messe Dusseldorf) and airlines like Lufthansa Cargo.



IELA TOOLS

IELA is a source for specialist information in the industry and shares this content in the section REDISCOVER OUR TOOLS. Among the publications presented are IELA Training Manual, Venue Data Base, Customs Manual, IELA OH&S Guidelines, IELA Security Guidelines, IELA Sustainability Guidelines & the very first releases during the programme, IELA Combined Commercial Invoice & Packing List and the IELA On-Site Covid-19 Protocol.

There are similarly several White papers available to solve shipping challenges when exhibiting worldwide.









READY FOR THE NEW NIW





exhibition and event industry all over the world.

Our industry is fully prepared and ready for September. Trade shows are safe places and act as motors to boost economic recovery. Very important is that trade shows have been officially differentiated from general mass events and mass gatherings. It is now clear that exhibitions are controllable happenings overseen by responsible professionals. With strict sanitary protocols in place and all partners collaborating closer than ever before, the restart is now dependent on developments with travel bans and the pandemic evolution in the next weeks/months.

With the goal in mind of emerging from this experience even stronger than before and with greater solidarity from both an individual perspective as well as with regard to its network, IELA will continue to accompany its members closely and reinforce its IELA RELOAD programme. Each member has their own strengths and market characteristics and is responsible for adapting and extending their strategic approach to find a tailor-made business solution according to their needs. Keeping updated and exchanging information on a regular basis will be key in the decision-making process. IELA RELOAD Brainstorming sessions and discussions, together with extensive research information being made available, will support members in tackling the next stages in the economic rebound which is approaching and maybe just around the corner.

Based on the impressive level of positive feedback from the entire industry and the fact that 99% of the members who participated in the first edition of IELA RELOAD requested to continue with this invigorating membersonly benefit tool, IELA will therefore return with a second edition of the programme after the holiday season. As an association, IELA looks forward to witnessing once again the dynamism and adaptability of its members who have proven that working as a united force can act as a tool to help overcome tough situations by encouraging a solution-oriented environment.



Purpose Dreams Opportunities



IELA RELOAD - The INCUBATOR for the NEW NUMBER

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