

Call for Proposals for Provision of AMC and PCO Services for the Fragility Fracture Network 2019-2021

Please send all bids by email AND post to:

David Marsh
FFN General Secretary
Via dei Sarti 2
Montecastello di Vibio (PG)
06057
ITALY

Email d.marsh@ucl.ac.uk

Contents

Introduction to the Fragility Fracture Network.....	3
Global Congresses.....	4
Funding of the FFN.....	4
This Call for Proposals	5
General requirements.....	5
Communication	5
Finances.....	5
Copyright.....	5
Requested AMC functions	6
The FFN Central Office.....	6
Membership management.....	6
General Assembly	6
Board meetings at the Congress	7
Financial management.....	7
Website management.....	7
Annual reports.....	7
Requested PCO functions	8
General.....	8
Selection of Congress venues.....	8
Financial Management.....	8
Marketing.....	9
Sponsors	9
Participants	9
Onsite Management	9
Delegate handling.....	10
Hotel Reservation Service.....	10
Social programme.....	11
Transportation	11
Exhibition Management.....	11
Lecturers' Service	12
After the Congress	12
How to bid and the next stages	13
Criteria for selection.....	13
Appendix 1: Time schedule for Congress Preparations:.....	15

Introduction to the Fragility Fracture Network

The mission of the Fragility Fracture Network is to optimise globally the multidisciplinary management of the patient with a fragility fracture, including secondary prevention. It is recognised as the only international organisation that approaches the challenge of fragility fractures in a quintessentially multidisciplinary manner.

The FFN was founded in 2011 and is registered in Switzerland; it held its inaugural General Assembly at an Expert Meeting in Berlin in that year - attended by 100 international participants from all relevant healthcare disciplines - at which it adopted its Articles of Association and elected its foundation Board. It held its first two annual Global Congresses in Berlin in 2012-3. Subsequent Congresses were in Madrid (2014), Rotterdam (2015), Rome (2016) and Malmö (2017).

The **General Assembly** meets yearly at the Global Congress and is the sovereign body of the organisation, which elects the Board. The **FFN Board** comprises the Executive Committee, ten elected members and up to ten (non-voting) co-opted members; it is responsible for the organisation's decisions between Congresses. One elected member is the Website Editor; another is the chair of the Global Alliance for Musculoskeletal Health. It meets 7 times annually - twice at the Congress plus 5 teleconferences held every other month.

The **FFN Executive Committee** (ExCom) facilitates the Board's decision-making and represents the FFN to external parties. It consists of President, President-Elect, Past President, General Secretary, Treasurer, the Chair for the upcoming Congress and the Chairs of the Board's Scientific and Nominations (sub) Committees.

The FFN aspires to function as a network, linking a variety of relevant global organisations, many with members co-opted to the FFN Board in order to facilitate collaboration in tackling health-related problems in older people with fragility fractures. The members of the FFN are individuals (not organisations) that are active – through their relevant professional organisations – in seeking to improve fragility fracture services, principally at national level.

The main messages of the FFN, distilled from experience in many countries of the world are:

- The acute management of elderly patients with fragility fractures, particularly hip fractures, is best provided by clinical services that combine the skills and competencies of orthopaedic surgeons, geriatricians or other internal medicine doctors, anaesthetists, specialist nurses and physiotherapists. This is because, in the elderly fracture patient, the fragility of the bone (through osteoporosis) is invariably combined with physiological frailty of the patient as a whole. A multidisciplinary holistic approach is therefore both better for the patient and more cost-effective for the health service.
- Since the occurrence of one fragility fracture increases the probability of subsequent fractures, every episode of fragility fracture must be seen as an opportunity to deliver secondary prevention – to take action to reduce the risk of another fracture.

More details of previous congresses and the FFN's aims, structure and activities may be seen in our website www.fragilityfracturenetwork.org.

Global Congresses

The annual FFN Global Congresses are the focus of FFN's international work and function as a benchmark for progress (for a typical agenda see, for example, <http://fragilityfracturenetwork.org/our-organisation/5th-ffn-global-congress-2016/programme/>). Knowledge is shared in a friendly and professional atmosphere, where the attendees can meet, present research results and participate in other professional and social activities.

So far all congresses have been held inside Europe, but the ambition in future is to hold some of them outside Europe, in globally easily accessible larger cities such as Toronto, Dubai, Sydney, Tokyo etc.

The congress will continue as a three-day event in late August or September, plus the possibility for an extra educational pre-day at a nearby free-of-charge hospital / university facility. During the congress, time is set aside for the annual General Assembly, and pre- and post-GA ExCom and Board meetings.

The number of attendees has so far steadily risen to around 400 with around 200 free abstracts submitted, but invited speakers do the majority of oral presentations. The programme is multidisciplinary with plenary sessions containing state-of-the-art lectures, as well as parallel sessions and a poster area. Only coffee and biscuits are provided, while lunch is purchased at the attendees' own expense. However, an evening networking dinner is an established tradition that has been very successful and rewarding.

The Congress Chair and FFN President have so far done most of the congress planning, but in future the scientific committee will be more active in planning the scientific programme, leaving only the local invitations and social events for the Local Organising Committee.

Funding of the FFN

The FFN has been funded by a combination of individual members' subscriptions and sponsorship of annual Global Congresses by industrial partners, as described below. Historically, four to six annual large industry sponsors exclusively funded the FFN, but the sponsoring system was modified in 2017, allowing for a combination of larger *sponsors* and smaller *supporters*.

Sponsors purchase elements from the Congress package up to a minimum of €32k; in addition they make a separate unrestricted grant of €10k per annum to the non-Congress activities of the FFN. They may have lunchtime symposia in the congress. Supporters may purchase exhibition space and other Congress elements, but may not have symposia.

In future, it is our hope to cover the AMC costs from members' subscriptions, leaving funds from industrial partners to finance our international work in between Congresses. We intend that a growing part of the latter will be based on specific international projects of mutual interest. For instance, we had a €40k grant from one industry partner to fund a successful pilot study of international hip fracture audit (see http://fragilityfracturenetwork.org/files/ffn-hfad_pilot_phase_2nd_report.pdf).

This Call for Proposals

FFN is looking for a partnership with an experienced international organisation that can act both as association management company (AMC) and professional congress organiser (PCO). Up until December 2018, these functions have been provided by MCI – initially from a combination of their Zürich (AMC) and Berlin (PCO) offices, latterly solely from Berlin. This call is for the provision of these services from 1 Jan 2019, for a period of three years in the first instance.

The FFN Board is responsible for the scientific content of its Congresses, and other meetings and activities between Congresses, and will provide the AMC-PCO with all necessary information and materials to enable the necessary organisational support.

In the following you can find the most important issues that we would like to address in your proposal; the list should not be considered as exhaustive. Further clarification may be obtained from the President or General Secretary.

General requirements

Communication

The AMC-PCO must pass all relevant information to FFN officers in good time. It must be easily available by email, phone, post-mail, faxes and web-systems, responding within a maximum of two working days – the same working day for phone-calls. Upon request at any time, FFN should have access to the AMC-PCO's documentation and correspondence pertaining to all the FFN's activity.

Finances

The FFN will authorise the AMC-PCO to act on their behalf by entering into necessary agreements within the framework of the agreed budget, including maintaining the FFN bank account. The AMC-PCO must have approval from the FFN for third party costs above 1000 Euros and contracts that will generate costs in the future.

Please indicate in which way you would ensure that FFN is safeguarded against the risk of a possible insolvency or bankruptcy of your organisation. How will FFN have free access at all times to all its funds in case of such event?

Copyright

FFN owns the marks, copyright and intellectual property of FFN, including the name Fragility Fracture Network and all other names and marks used to refer to the FFN, its meetings, congresses and materials. FFN will permit the AMC-PCO to use its trademarks, trade names and materials whenever relevant for the purposes of identifying the FFN, on the basis that all use of them shall accrue to the sole benefit of the FFN and be conducted in a manner consistent with the good reputation of FFN.

Requested AMC functions

The FFN Central Office

The AMC-PCO must provide:

- One dedicated staff member, who will be the primary contact person for staying in close contact with the FFN officials, but with availability of fully updated colleagues in case of vacation or illness.
- Dedicated manned phone line during office hours (09:00 – 17:00, CET/CEST)
- Direct Internet access and basic office supplies (i.e. use of printer, copy machine etc.)
- Official post box with daily emptying on weekdays
- Adequate physical and electronic storage space for FFN material (publications and other FFN collateral).
- Relevant conference room facilities in one of the major European International Hubs for hosting an annual one-day FFN Sponsorship meeting, for which the AMC-PCO will create invitations distributed to sponsors, monitor replies and registrations and coordinate meeting catering. (FFN will provide the content and presentations).

Membership management

The AMC-PCO must provide:

- Membership management including an easy and reliable system for initiation and easy/automatic renewal of membership payment online, by credit card and direct debit etc.
- One mailing with membership invoice/invitation for payment to all members annually
- Up to three 3 reminder emails to all unpaid members
- Access to the membership list by Executive officers, including a monthly membership report, divided into paid and unpaid members
- Response to questions about membership

General Assembly

The PCO should:

- Have one dedicated staff member present during the General Assembly, which normally lasts one hour
- Create the agenda in conjunction with the President and General Secretary
- Coordinate and collect data needed for the various reports, in consultation with the respective FFN officers including the annual report running from July 1 the previous year to June 30 same year, max 25 pages
- Distribute the “call for nominations” mailing, in consultation with the Chair of the Nominations Committee
- Distribute an email invitation to members, with the agenda, annual report, and minutes from the previous year - within the time constraints specified in the Articles of Association
- Assist the officers in creation of presentations, minute taking, vote counting and entrance controls

Board meetings at the Congress

The PCO should:

- Have one dedicated staff member available for the (normally two) three-hour Board Meetings – one on the Congress pre-day (Wednesday) and one right after the Congress closing ceremony (Saturday afternoon).
- The FFN will send agendas and provide the minutes.

Financial management

- Liaise with the FFN's Bank and run the FFN bank-accounts, including proper account assignment and regular monitoring of annual budget
- Identify and pay incoming and outgoing payments, including sending all relevant invoices
- Liaise with FFN Treasurer and send quarterly reports to him/her (bank statement, budget, incoming and outgoing payments and bookings translated into English if necessary)
- Provide reminding service for outstanding payments
- Communicate with Swiss Tax authorities in German whenever necessary, inform FFN accordingly and perform tax and VAT invoicing according to the instructions of the Swiss Tax Lawyer.
- One annual year-closing one-pager financial overview (as required by the Swiss tax lawyer, current Swiss tax laws do however not require an annual year end closing statement up to an overall annual turnover of CHF 500.000, which the FFN has so far been below.)

Website management

- Provide and update the FFN Website, which should cover all aspects of the FFN, including the congress and daily activities, under the guidance of the Website Editor on the Board
- Provide the means for FFN officers and the Website Editor to easily update most content
- Upload and electronically distribute each year six two-page FFN Newsletters to all FFN members, sponsors and contacts. The FFN will provide the content, but the AMC-PCO provides the processing into the standardised Newsletter template.

Annual reports

- The AMC should, in conjunction with the FFN Officers, prepare an annual report, covering the period from July 1 the previous year to June 30 same year, max 25 pages, in time for presentation to the General Assembly

Requested PCO functions

General

Please tell us how would you propose to use congress income to fund the organisation, for example by:

- Organising the congress for a fixed price
- Co-sharing the risk and have a profit share

Congress preparations should be made according to the time schedule in appendix 1.

The PCO should work very closely - including regular phone-meetings - with the FFN ExCom and the Local Organising Committee. The PCO should make a full list of activities and take over the following tasks:

Selection of Congress venues

The PCO should assist the FFN in the selection process for suitable congress venues, including detailed reports on:

- Availability and stage setting arrangements of accommodation for plenary and parallel sessions, registration and office space
- AV planning and management
- Suitability of exhibition, catering and poster review areas
- Affordable nearby hotel accommodation for participants
- Arranging necessary site visits with FFN ExCom members
- After the selection decision by the FFN Board, the PCO should negotiate contracts, prices and conditions down to best market price and highest value with the venue, nearby hotels, catering providers and other relevant outside contractors.

Financial Management

The PCO should:

- Prepare the budget of the congress in consultation with the President, Treasurer and Congress Chair
 - Consult on contract format and structure
 - Regularly update and control the budget
- Open a Congress account through which all finances are managed
 - Obtain all appropriate and approved donations, sponsorships, grants, loans, etc. for the congress
 - Administer all financial transactions of the congress
 - Report regularly to the ExCom and Local Organising Committee
 - Produce a detailed final accounting and final balance
- Contract with suppliers in conformity with the overall agreed budget
 - Re-adjust or re-negotiate with all the suppliers if the number of participants changes

Marketing

The annual Global Congress is the pivotal FFN event each year, serving as a benchmark of growth, in terms of both participants and sponsors/supporters. Successful marketing of the Congress to both these audiences is therefore the key function of the PCO. Furthermore, the Congress is the event around which sponsors and supporters fund the FFN.

Sponsors

The PCO should:

- Conduct continuous research for existing and potential new sponsors and supporters in cooperation with the FFN board, aiming to:
 - make exhibitors and sponsors long-term “strategic partners” of FFN
 - maximise commercial revenues
 - maximise exhibitor and sponsor satisfaction
- Discuss and agree with FFN the best sponsoring prices and conditions for each Congress (see attached sponsor manual for 2017)
 - Prepare contractual paperwork and ensure that sponsors and exhibitors are invoiced
 - Prepare exhibition floor plans, exhibitor manuals
 - Coordinate sponsor-related items on the congress website, printed announcements, final programme and other congress supplies
- Continuously review partner programme and update when necessary
 - Ensure that all sponsor activities are compliant and in agreement with the philosophy and vision of the FFN
 - Maintain ongoing contract negotiations
 - Deliver all relevant information to sponsors/partners
- All year round, generate a monthly report to the FFN of all communication with existing and potential sponsors and supporters including: company and contact names and contact details, with a dated résumé of all communications
 - In the lead up to Congress, report sponsor statistics in relation to budget status and other financial issues, including insurance and VAT

Participants

The PCO should:

- Coordinate mailings (online and print) of announcements and programme (after delivery of programme drafts and proof-reads by FFN), including the call for abstracts
- Create the congress website area within the general FFN Website
 - Maintain an online abstract management system in consultation with the Chair of the Scientific Committee
- Coordinate all print-, email-, web-, direct- marketing activities agreed upon
- Supply Board members with suitable slides and other promotional materials for the Congress
- Deliver registration statistics regularly to FFN from the opening of registration

Onsite Management

The PCO will be responsible for:

- Management of the congress site and the related services
 - Coordination of the conference office, on-site registration, distribution of badges and conference documentation, hotel services, social events and general information
 - Hiring, instruction and management of on-site staff

- Arrangement of signage + message centre
 - Coordination of IT, Internet Café etc
- Arrangement and planning for security- and first aid measures (policy and plan) before and during the congress
- Coordination of the slide preview centre
- Coordination of the poster exhibition, helpdesk, materials, etc.
- Staff timetable management
 - AV-technicians
 - IT-technicians
- Coordination of catering functions
- Handling of VIPs and speakers
- Handling of exhibitors and sponsors

Delegate handling

The PCO will:

- Establish registration fees by agreement with FFN
- Prepare pre-meeting notices
- Provide on-line pre-registration with the possibility to download pdf for paper registration
 - Apply pre-set registration periods (early, late and on-site etc.)
 - Apply pre-set registration types – if requested
 - Provide non-stop registration from the registration opening until the end of the congress
 - Provide a link from FFN Website to on-line registration in MCI created registration site
 - Email relevant confirmations
 - Invoice and collect the registration fees
- Compile registration statistics and all required listings
- Produce badges to a standard, approved format (for all delegates including faculty, exhibitors, staff, etc.)
 - Enable group registration and group badge pick-up
- Perform book-keeping and transparent accounting of delegate fees (follow-ups and outstanding accounts for delegate fees)

Hotel Reservation Service

The PCO will:

- Evaluate a possible FFN headquarter hotel
 - Negotiate best rates and conditions
 - Make all necessary hotel reservations for Board members and invited speakers and Chairs
- Administer hotel bookings for participants: booking of rooms, handling deposits, confirmations, changes etc.
 - Online handling of hotel reservation
 - Regular statistics on hotel bookings
 - Provide full hotel service on-site
 - Rental of meeting rooms if required
 - Onsite Hotel Management for last-minute requests

Social programme

The PCO will assist the Local Organising Committee to work within budget to:

- Research venues and suppliers
- Contract venues and suppliers
- Handle organisation pre-, on-site and post event for congress related events, such Board Dinner, Get-Together and Network Evening
- Coordinate the coffee-breaks and luncheons, among which the latter is paid by the attendees in site

Transportation

The PCO will:

- Coordinate a meet and greet service within the budget
- Coordinate signage at airport and train station within the budget
- Coordinate transport services within the budget
- Negotiate and coordinate official carrier agreements depending on size of congress

Exhibition Management

The PCO will:

- Establish an acceptable exhibition floor plan that gives easy access of delegates to all exhibitors, large and small and encourages the overall flow of delegates within the entire venue to areas of interest
 - If appropriate, investigate and plan catering areas within the exhibition plan
 - If appropriate, investigate and plan poster areas within the exhibition plan
 - Ascertain fire and building regulations and planning permits, necessary for the exhibition area
 - Negotiate an acceptable rental for the exhibition space
 - Agree arrangements for stands cleaning, general cleaning, garbage removal and security
 - Agree other matters pertaining to exhibition, e.g. water and waste
 - Agree setting-up and dismantling timetables
 - Prepare all the necessary signage
- Liaise with the Shell Scheme Company
 - Agree the floor plan and appropriate shell scheme requirements
 - Co-ordinate the set-up requirements of the shell scheme contractors with outside contractors employed by exhibiting companies
 - Monitor all electrical requirements and inform the appointed electrical contractor
 - Agree site management, set-up and dismantling schedules
- Exercise financial responsibility
 - Management of bank accounts, cash flow, taxes, preparation of accounts, etc.
 - Assist in arranging insurance coverage
 - Advise appropriate rental charges on a “per square meter” basis for the exhibiting companies
- Liaise with the Exhibiting Companies
 - Help with the design and printing of the exhibition brochure / manual, including terms and conditions of exhibiting, floor plan with stand costs, and reservation forms
 - Provide necessary information and appropriate booking forms concerning availability and setting of stands, shell scheme, electrical requirements, telephones,

hire of furniture, floral arrangements, photographers, etc. as well as any other special requirements

- Liaise with exhibiting companies' appointed interior contractors
- Agree access schedule with exhibiting companies
- Submit exhibition plans for approval in accordance with the appropriate licensing authority's fire and safety regulations
- Staffing and Security
 - Manage an exhibition office on-site throughout the exhibition
 - Appoint security staff and provide appropriate briefings
 - Manage ad hoc personnel
 - Issue exhibition passes and exhibitor badges

Lecturers' Service

The PCO will provide:

- Coordination of accommodation of invited speakers and chairs
- Coordination of AV/rehearsal/speakers ready room
- Coordination of dedicated on-site registration area
- Coordination of catering
- Technical coordination of poster session area

After the Congress

Within 1 month of the Congress, the PCO should have:

- Loaded the presentations from all speakers who have given their agreement, plus programme highlights onto the FFN website.
- Provided the FFN with contact information of all attendees and industry sponsors.
- Provided statistics on delegate participation for all conference events.
- Sent evaluation questionnaires to all attendees and industry sponsors.
- Sent thank-you letters to all speakers and chairs, in conjunction with the new President

Within 4 months of the Congress, the PCO should have:

- Paid all invoices, reimbursement claims and expenses, in close contact with FFN
- Prepared final accounts, based on the agreed budget.
- Assessed the marketing and promotion of the Congress.
- Analysed and summarised Congress attendees' and industry sponsors' evaluation questionnaires.

How to bid and the next stages

Deadline for proposals is Friday 2 June 2017

All bids received will be examined by a selection panel, consisting of the FFN ExCom plus two designated members of the FFN Board. Those considered appropriate will be asked to make a formal presentation to the selection panel in the morning of

Wednesday August 23

during the FFN Global Congress 2017 in Malmö (see <http://fragilityfracturenetwork.org/our-organisation/6th-ffn-global-congress-2017>).

Please give the names and contact details of three organisations for whom you have worked previously, who we may contact for references.

Criteria for selection

There is no application form or fixed format for proposals; they must however be written in English. Please address the following issues, giving evidence of:

1. Previous successful PCO experience and ability to manage medical conferences of a similar size and scope to the FFN Global Congress:
 - a. Ability to acquire and manage sponsors
 - b. Expertise in successfully marketing conferences to achieve optimal delegate numbers and sponsors, with samples of promotional material
 - c. Managing and controlling budgets
 - d. List of current conference commitments
 - e. Approach to risk management, legal and insurance issues
2. As an example, please provide an estimated budget for a two-day congress with 400 participants and an exhibition with 5 large sponsors and 5 additional supporters having each a small exhibition. The estimated budget should include an account of ALL estimated expenses that would be paid by the FFN with the services described.
3. Successfully providing AMC services to international medical societies
 - a. Capacity to provide management and financial reports
 - b. Experience in managing membership lists, subscriptions and facilitating growth
4. Effectiveness of organisational systems, e.g. staff experience, database capability and state of the art IT resources
5. Relationship 'fit' with the FFN and ability to work jointly as needed on a day to day basis

Please give a general outline of your company, its history, philosophy, policies and industry accreditation, together with information on your:

1. Estimated fees and costs and breakdown of cost structure
2. Description of the proposed members of the team working for FFN
 - a. CV of the person you would propose would be the project manager
 - b. Experience and proficiency in English of all involved
 - c. In-house technical team available (graphic design, web design etc) and plans for any necessary out-sourcing
3. Insurance coverage
4. Policy on termination

The FFN will be looking for financial stability in its AMC-PCO, so a copy of the latest published Report and Accounts should also be included, together with a copy of your latest terms and conditions of business.

We would be interested to hear any ideas you may have about how the FFN can increase its visibility and success in its mission, how we may attract more sponsors and how we may reduce our running costs.

Members of the selection panel are spread globally, so for this reason bids must be submitted also electronically to the FFN General Secretary. Bids received only by post will NOT be considered.

All bids received will be treated in the strictest confidence and no persons outside the FFN Board will have access to them.

More information about the FFN can be found on our website at:

<http://fragilityfracturenetwork.org/>.

Alternatively, you are welcome to liaise with the FFN President or General Secretary if you require clarification on any points prior to submitting a proposal.

President – Henrik Palm (henrikpalm01@gmail.com)

General Secretary – David Marsh (d.marsh@ucl.ac.uk)

Appendix 1: Time schedule for Congress Preparations:

JANUARY PREVIOUS YEAR (at latest)		
Congress bidding round	FFN	PCO
MARCH PREVIOUS YEAR		
First Announcement Printed	FFN (draft)	PCO
Venue negotiation		PCO
Website announcement		PCO
Agreement on sponsorship strategy, and PCO sending out sponsor invitations	FFN	PCO
JANUARY		
Scheduling of the scientific preliminary programme, invitations of speakers	FFN	
Invitations of chairs (and key speakers) incl. reimbursement rules as per budget	FFN	
FEBRUARY		
1st Budget agreement , incl reimbursement rules and possible invited speakers budget	FFN	PCO
Final decision on venue for networking dinner	FFN	
MARCH		
Composition of preliminary scientific programme / delivery of the document to PCO	FFN	
First draft of prelim. programme to be published on congress website		PCO
Start Abstract Submission		PCO
Set-up details and calculation for social programme, incl. Networking dinner		PCO
Provide detailed contact details of all invited speakers (faculty list) to PCO	FFN	
Registration invitations to be sent to speakers/chairs		PCO
Set-up room profile		PCO
2nd Budget agreement	FFN	PCO
APRIL		
Update of preliminary scientific programme / delivery of the document to PCO	FFN	
Upload of preliminary scientific programme on webpage		PCO
Follow-up with registration of chairs/speakers		PCO
Abstract deadline	FFN	PCO
Abstract sending to Scientific Committee		PCO
MAY		
Abstracts evaluation by Scientific Committee	FFN	
Information of acceptance sent to abstract submitters		PCO
JUNE		
E-mailing "Final Scientific Programme Online" to delegates (with disclosure for update)		PCO
E-mailing "Early Bird Registration Deadline" to delegates		PCO
Early Bird Deadline	FFN	PCO
Setup abstract book		PCO
Follow-up exhibitors / sponsors		PCO
Deadline for sending sponsors adverts to be included in final programme		PCO
Delivery of general information for the final programme		PCO
Delivery final programme and scientific texts for printed programme	FFN	
JULY		
Delivery of final programme incl abstracts to the publisher		PCO
Fine tuning of the social programme		PCO
Final tuning on technical equipment		PCO
Final tuning for catering on-site		PCO
Final layout plan for poster exhibition		PCO
3rd Budget update emailed to accept by FFN		PCO
Final design of small print ite (speaker signs, certificates, name badges)		PCO
Follow-up exhibitors / sponsors		PCO
AUGUST		
E-mailing "Last Chance to Register" to delegates		PCO
Closure online pre-congress registration		PCO
4th Budget update emailed to accept by FFN		PCO
Delivery speakers list to the speakers hotel		PCO
Print date of the final programme	FFN	PCO
Dispatch of sponsors flyers on-site		PCO
Dispatch of printed programme, bags, congress supplies etc. on-site		PCO
LATE AUGUST/SEPTEMBER		
FFN Global Congress	FFN	PCO
LATE SEPTEMBER		
Post-registration of participants on-site		PCO
Thank you letter to speakers and chairs	FFN	PCO
Upload of speaker presentations on FFN website	FFN	PCO
E-mailing incl. online survey to delegates		PCO
OCTOBER		
Evaluation results of online survey to FFN		PCO
DECEMBER		
Submission of financial statement and report to FFN		PCO