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**SKÅL INTERNATIONAL
WORLD CONGRESS 2026**

 29 SEPTEMBER - 02 OCTOBER



NELSON MANDELA BAY | SOUTH AFRICA



JUNE 2026

Leading Tomorrow for Tourism
Through Friendship and Leadership



T N E T N O C



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MAGAZINE

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Skål International
World Congress
2026

NELSON MANDELA BAY, SOUTH AFRICA

EDITORIAL



Andrés O. Hayes

Skål International President

LEADING TOMORROW FOR TOURISM THROUGH FRIENDSHIP AND LEADERSHIP

It is hard to believe that we are already six months into 2026. Since the beginning of the year, your Executive Board has been working diligently to implement the **Shaping Tomorrow strategy**—an ambitious initiative designed to strengthen our organization, ensure its long-term sustainability, and position Skål International for future growth and success.

As we continue this journey, I would like to encourage each of you to join us at the **2026 Skål International World Congress** in the beautiful city of **Nelson Mandela Bay, South Africa**. The World Congress is much more than an annual gathering; it is an opportunity to reconnect with friends from around the world, expand your professional network, learn from industry leaders, and actively participate in shaping the future of our organization.

This year's Congress promises an outstanding program filled with educational sessions, inspiring speakers, cultural experiences, exciting adventures, and, most importantly, the friendship that makes Skål International unique. It will also provide an opportunity to gain

a deeper understanding of the direction we are taking as an organization and the initiatives that will help us remain relevant and successful for generations to come.

I encourage you to take advantage of the discounted airfare available through our partnership with **AirFrance** and **KLM Royal Dutch Airlines** and register as soon as possible. Registrations are progressing rapidly, and we would love to welcome as many Skålleagues as possible to this exceptional event.

In the coming weeks, we will host a series of webinars by Regions focused on the implementation of the **Shaping Tomorrow Strategy**, as well as **Statutes** and **By-Laws updates**. These sessions are designed to provide transparency, answer your questions, and explain the rationale behind the changes. While change can sometimes be challenging, it is often necessary to ensure that our organization remains agile, effective, and prepared to meet the evolving needs of our members and the global tourism industry.

Thank you for your continued support, engagement, and commitment to Skål International. Together, we are building a stronger organization and creating new opportunities for future generations of Skålleagues.

I look forward to seeing many of you in Nelson Mandela Bay.

United in Friendship, We Grow Together!

Georges Koch

Tourism Now Editor & Skål International Director



GLOBAL TEMPERATURES RISE IN DRIVING DEMAND FOR COOLING HIGHER

COOL DOWN YOUR COSTS: WHY AIR CONDITIONING SHOULD BE HOTELS' NEXT BIG FOCUS

2026 is virtually certain to rank among the top 5 warmest years on record, in most hotels around the world, air conditioning and heating are often the largest — and most overlooked — drivers of energy costs. While many properties proudly highlight eco-friendly measures such as reducing plastic use or composting, the silent “elephant in the guest room” is the AC system. Its continuous operation constantly drives up electricity bills.

For years, four- and five-star hotels have embraced LED lighting, low-consumption TVs, and efficient appliances. Yet, according to resort engineers, air conditioning and heating accounts for 60–65% of total energy use in all properties. Inside guest rooms, where lights and mini-fridges consume little power, AC units run for long hours, often around the clock, in both guest and back-of-house areas.

Fewer than 1% of hotels use micro switches

that shut off the AC when a window is left open. That's nice, but this system doesn't save electricity when the AC is on! The real potential for significant energy savings obviously lies in addressing the cool air in every guest room when the air conditioning is on.

A Proven Japanese Solution.

On the market exists a multi-patented Japanese technology which reduces AC electricity consumption by up to 25%, working in both cooling and heating modes. It is simple to retrofit into existing HVAC systems, and the first to adopt it has been 15 ITC hotels across India, including ITC Maurya and ITC Royal Bengal.



Photo: Claudio Cerquetti

Why some Hotels Hesitate
Despite clear savings potential, many hotels delay upgrades, either due to lack of awareness or because they prioritize more visible “green” investments such as solar panels.

However, solar installations face corrosion risks, require periodically costly battery replacements, occupy rooftop space, require engineers’ overtime for reparations and maintenance, and only generate power during daylight hours. AC efficiency improvements, by contrast, deliver savings 24/7 with minimal maintenance making more effective and economic to save energy then... producing it!

Steps to Cooler Savings

The first recommended step is to audit your

property’s energy use to quantify AC’s share of the load. Then, evaluate technologies that can boost efficiency without major system overhauls. Consulting HVAC specialists ensures projects are prioritized for the fastest return on investment.

Improving AC efficiency isn’t just a good operational sense, it’s both an economic and environmental necessity. By tackling their largest energy consumer, hotels can reduce costs, lower emissions, and attract sustainability-minded guests to be a true win-win for your occupancy, profits, and the planet.



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is half a
customer
costing
you?**

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Skål International World Congress 2026

Where Global Tourism Leaders Gather to Shape the Future

29 SEPTEMBER - 2 OCTOBER
NELSON MANDELA BAY
SOUTH AFRICA



From 29 September to 2 October 2026, the global tourism industry will converge in Nelson Mandela Bay, South Africa, for the Skål International World Congress 2026. Under the theme, “Leading Tomorrow for Tourism Through Friendship and Leadership,” the Congress promises to be one of the most significant gatherings of tourism professionals, business

leaders, destination marketers, hospitality executives and travel innovators from around the world. Hosted in one of Africa’s most dynamic coastal destinations gqeberha, the Congress offers an unparalleled opportunity to connect with influential decision-makers, exchange ideas, forge new partnerships and explore emerging trends shaping the future of tourism.

A Global Platform for Tourism Leadership

As the world’s largest network of tourism professionals, Skål International champions friendship, collaboration and sustainable tourism. The 2026 World Congress will bring together delegates from around the globe for discussions on tourism leadership, innovation and industry growth, while providing exceptional networking opportunities, destination showcases and cultural experiences across the global travel and tourism sector.

For exhibitors and sponsors, the Congress presents direct access to a highly targeted audience of tourism buyers, suppliers, destination representatives, travel associations and industry influencers, making it a powerful platform for business development and international exposure.



A Skål International World Congress is about far more than business sessions and networking. It is about experiencing the destination, embracing its culture and connecting with the people who make it unique.

In 2026, delegates will have the opportunity to discover the remarkable region of Nelson Mandela Bay and the Eastern Cape — one of South Africa’s most diverse and authentic tourism destinations.

From pristine coastlines and rich cultural heritage to extraordinary wildlife encounters and world-class hospitality, the region offers an unforgettable introduction to the very best of Africa.

A highlight of the Congress will be a programme of complimentary excursions on 2 October 2026, giving delegates the chance to explore the destination’s unique landscapes, wildlife and communities, find out more below or by checking out them [here](#).

Wildlife enthusiasts can choose between a safari at a leading private game reserve or a visit to the renowned Addo Elephant National Park, with opportunities to encounter Africa’s iconic Big Five and experience traditional Xhosa culture.

For nature lovers, the Addo River Cruise and Alexandra Dune. Fields showcase spectacular waterways and coastal landscapes, while marine adventures in Algoa Bay offer close encounters with African penguins, dolphins and other wildlife in one of South Africa’s most important conservation areas.



The coastline takes centre stage in this spectacular region, offering a diverse range of ocean-inspired experiences. In the legendary Jeffreys Bay, renowned as one of the world’s premier surfing destinations, visitors can enjoy everything from surfing

and seaside dining to professional surf lessons suitable for beginners and advanced surfers alike. Local schools provide expert coaching, equipment rental and guided surf experiences, making it the perfect place to learn or refine your skills. Beyond the waves, explore ocean safaris and discover the charm of Cape St Francis, home to the region’s famous chokka (calamari) industry and its iconic lighthouse. With warm hospitality, safe beaches and breathtaking coastal scenery, this stretch of coastline promises unforgettable experiences both on and off the water.

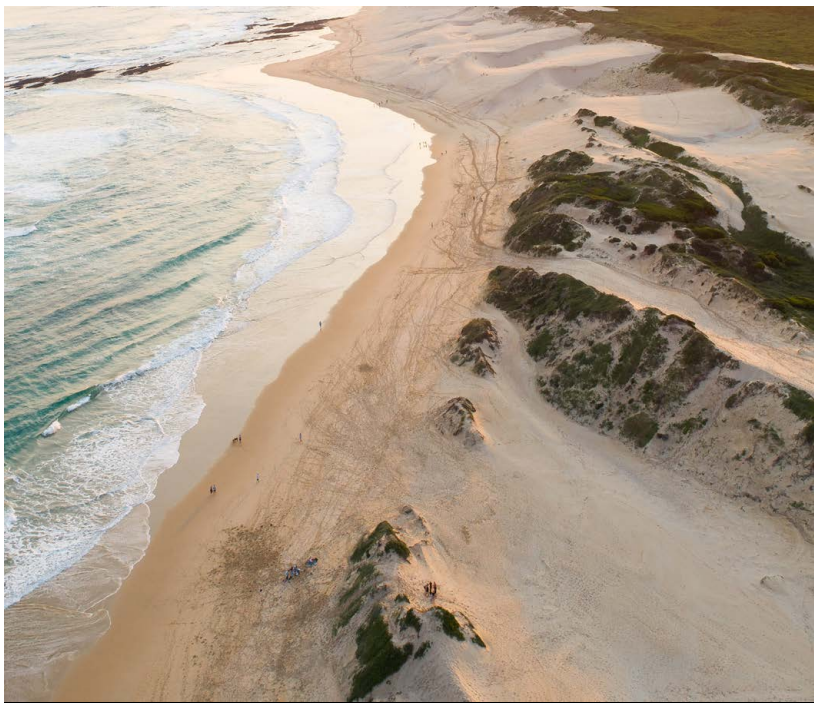


Golf enthusiasts can experience one of South Africa’s premier golfing destinations at St Francis Links, a championship links-style course designed by renowned golfer Jack Nicklaus and consistently ranked among the country’s finest. Combining spectacular coastal views,



immaculate fairways and a challenging yet rewarding layout, the course offers an unforgettable experience for players of all skill levels. For those with an interest in conservation, the region also provides valuable opportunities to learn about wildlife protection and environmental sustainability through visits to SANCCOB and Cape Recife, where important work is being carried out in seabird rehabilitation and coastal conservation.

Whether exploring the bush, the ocean or the local culture, delegates will discover why the Eastern Cape is fast emerging as one of Africa’s most compelling tourism destinations. Beyond the conference programme, delegates will experience one of South Africa’s most diverse and authentic tourism destinations.



Situated along the country’s spectacular southeastern coastline, Nelson Mandela Bay offers pristine beaches, rich cultural heritage, exceptional wildlife experiences and renowned South African hospitality.

MORE THAN A CONGRESS

As the gateway to the Eastern Cape, the destination combines world-class tourism infrastructure with unforgettable experiences that showcase the very best of Africa.

From Big Five safaris and marine adventures to championship golf courses and coastal escapes, delegates will discover why the Eastern Cape is increasingly recognised as one of Africa's premier tourism destinations.



Bringing together industry leaders, professionals and friends from across the world, the Congress will create opportunities to connect, share ideas, build partnerships and explore new opportunities for the future of tourism.

Alongside a stimulating business programme, delegates will experience the warmth, culture and hospitality of Nelson Mandela Bay and the Eastern Cape. From meaningful discussions and valuable networking to unforgettable destination experiences, the Congress offers the perfect balance of business and discovery.

As our industry continues to evolve, Nelson Mandela Bay provides an inspiring setting to exchange ideas, strengthen international relationships and celebrate the power of tourism to connect people, communities and cultures.

EXTEND YOUR SOUTH AFRICAN ADVENTURE

The connections, experiences and discoveries do not end when the Congress concludes on 2 October.

Our trusted partner, Destination Africa, has curated an exciting range of pre- and post-Congress journeys, giving delegates the opportunity to explore even more of South Africa's spectacular landscapes, wildlife, culture and people.



Take the opportunity to extend your stay, discover more of this remarkable country and contribute to a conservation initiative that is making a real difference.

Explore the available journeys [here](#).

JOIN THE GLOBAL TOURISM COMMUNITY

Tourism professionals, destination leaders, exhibitors, sponsors and industry stakeholders are invited to secure their place at this landmark international event.

The future of tourism will be discussed, debated and shaped in Nelson Mandela Bay. The question is: will you be part of the conversation?

LEADING TOMORROW FOR TOURISM THROUGH FRIENDSHIP AND LEADERSHIP.

WEBSITE >

SKÅL INTERNATIONAL WORLD CONGRESS 2026

NELSON MANDELA BAY
29 SEPTEMBER - 2 OCTOBER 2026



MEET PHILIP SCHAETZ

**WE CAUGHT UP WITH PHILIP
FOR AN UPDATE ON HIS
BUSINESS AND THE INDUSTRY**



Philip Schaetz
Founder and Managing Director | CUBE
Hospitality

Philip Schaetz has been a member of Skål International Thailand since 2019 and is an active supporter of the organisation through his talks and advisory work with CUBE, the hospitality consultancy he founded in Asia.

**AS AN EXPERIENCED
HOTEL MARKETING
PROFESSIONAL WITH
SOME OF THE WORLD'S
LEADING BRANDS, HOW
HAVE YOU TRANSITIONED
FROM THE CORPORATE
WORLD INTO THE ROLE OF
ENTREPRENEUR?**

The biggest shift was moving from an inside out mindset to an outside in one.

Corporate experience gives you structure, but it also shows how often strategies are built around the organisation rather than the traveller.

With CUBE, the focus is simple. Start with the guest and work backwards. Not just campaigns, but the full commercial ecosystem and how marketing, sales, revenue, and distribution connect.

A big part of our role is enabling change, often through education. Helping teams understand what is changing and why it matters. Once that clarity is there, confidence follows and so does action.

**HOW DOES CUBE HELP
COMPANIES TO DEVELOP
THEIR BUSINESS IN THIS AGE
OF AI?**

We bring clarity and direction.

AI is changing how travellers discover and decide, but it does not invent, it summarizes what already exists. If your story, your data, and your positioning are not clear, AI will not fix that.

Our role is to help organisations get this foundation right. From positioning and messaging to CRM and demand activation, and how teams work together across silos.

Ultimately, it is about moving from reacting to the market to actively shaping demand.

**HOW IMPORTANT ARE
PERSONAL CONNECTIONS
AND NETWORKING TO YOUR
BUSINESS IN THIS AGE OF
ONLINE COMMUNICATIONS?**

More important than ever.

Technology makes it easier to connect, but harder to build

real relationships. Trust is still built between people.

Many of our collaborations and client relationships come from conversations, not outreach, often in environments like Skål where people share a genuine passion for the industry.

Digital creates scale. Personal connections create depth.

**ANY THOUGHTS ON SKÅL
AND THE FUTURE?**

Relevance comes from value, not tradition.

Skål has a strong foundation. The opportunity now is to build on that with more purposeful engagement.

That means real conversations around what is changing, from AI to distribution and commercial strategy, and creating space for the next generation to contribute and grow.

If Skål continues to evolve in that direction, it will remain not just relevant, but essential.

IN MEMORY OF TRYGVE SØDRING 1938 - 2026

SKÅL INTERNATIONAL PRESIDENT 1992-1993

Our great Skålleague and Past World President, Trygve Sørdring, passed away on 6 May, just two days before he would have turned 88.

Trygve was a member of Skål International Oslo since 1969. From day on, he was actively involved and held several offices in Skål Oslo throughout the 1970s. He served as Skål Councillor for Norway for several years and was elected to the Executive Committee in 1987 as Protocol Director, in 1989 as Extension Director, and in 1991 as Vice President. He was International President in 1992-1993. Finally, from 2004 to 2012, he served for four years as a Trustee of the Florimond Volckaert Fund and for a further four years as Coordinating Trustee.

Trygve worked most of his time in the Norwegian airline Widerøe and in the travel and tourism industry in Norway he was known as Mr. Widerøe. He worked there from 1973 to 2010. He was a great person in the business in Norway, and he knew everybody in tourism. He was highly respected and was also an entertainer. He was a member of the Norwegian Students' Singing Society (DNS) from 1959 until his death. 20 men attended the funeral and sang. He was also a member of a singing society in Finland, and he was active in several organisations in Norway. Many of us remember when Trygve and Birger (Bäckman) were singing in different Skål events around the world.

Trygve was a gentleman and he was popular because of his way of treating colleagues, Skål members, friends, clients and everybody he met on his way through life. He was a wholehearted and genuine Skålleague.



When our King Harald got married, he was chairman of Norwegian Students' Singing Society and had the Crown Prince Harald at the table in a **"Gentlemen's Seat"**, just to have something to talk about – he said he had also recently got married and that he brought flowers to his wife every week! – then the Crown Prince Harald looked at him and said the winged words: **"You'll forget that quickly!"** – and he probably did. His wife Anne Sofie told me this story.

Trygve will be missed in Skål and in large circles within the travel industry and most of all by his family. It was never boring when Trygve was around. We will also remember him for his cigars. He was a true Skålleague, and a great Skålleague, and he often said: **"There is nothing as past as a Past President"**. Trygve was a great PP.

Trygve, we will miss you. Rest in peace and hope you will have a cigar with you.

SKÅL INTERNATIONAL SUSTAINABLE TOURISM AWARDS

MORE THAN TWO DECADES
ADVANCING RESPONSIBLE
TOURISM



Since its **creation in 2002**, these awards have established themselves as a global benchmark in recognising responsible practices within the **tourism sector**.

As an Affiliated Member of UN Tourism, Skål International launched this initiative, initially under the name EcoTourism Awards, in line with the declaration of the International Year of Ecotourism. Today, the programme has not only evolved into an international reference, but has also been once again included in the UN Tourism Affiliate Members Department programme for the 2026–2027 agenda, reinforcing its position as a key initiative in promoting more sustainable tourism worldwide.

A GLOBAL STANDARD IN CONSTANT EVOLUTION

Over more than two decades, the awards have evolved alongside the sector, adapting their categories to its changing needs.

The evaluation process, led by an independent panel from leading international organisations, ensures the rigour, transparency, and prestige of the awards.

Today, the awards represent a call to action for the sector to drive excellence and inspire change, towards a more balanced, inclusive, and environmentally responsible tourism model.

STRATEGIC ALLIANCES FOR REAL IMPACT

The programme is supported by key partners that strengthen its credibility and reach. Among them, [UN Tourism](#) stands out, whose institutional support and strategic alignment reinforce the programme's global relevance.

In addition, collaboration with [Biosphere Tourism](#) and the [Responsible Tourism Institute](#) strengthens the programme's technical approach and expands its global impact by promoting best practices in sustainability.

Since 2018, **the Skål – ITR Special Award** has recognised outstanding initiatives for their contribution to international sustainability principles. As an independent entity responsible for the development of the Biosphere conformity assessment scheme, the Responsible Tourism Institute grants this honorary recognition to highlight leading practices in the tourism sector worldwide, without implying any certification process.

CATEGORIES

In its 24th edition, the awards have reached record levels of participation, with candidates from multiple countries competing in five key categories:

- Accessible Tourism
- Accommodation, Food and Hospitality Services
- Biodiversity Development by Communities and Governments
- Communications and Innovative Sustainable Solutions
- Tour Operators and Travel Agencies

Explore the full list of 2026 entrants and their outstanding sustainable initiatives [here](#).

The awards ceremony will take place on 30 September in Nelson Mandela Bay (South Africa), during the opening of the 85th Skål World Congress.

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INSIDE THE ORGANISATION

LATEST HIGHLIGHTS

FLORIMOND VOLCKAERT FUND MONTH SHOWCASES SKÅL SOLIDARITY

Skål Clubs around the world came together throughout April to support the Florimond Volckaert Fund (FVF), reaffirming the spirit of friendship, solidarity, and generosity that defines Skål International. Thanks to the enthusiasm and commitment of Skål Clubs worldwide, a total of **€13,018 and US\$3,910** was raised through a variety of fundraising initiatives, highlighting the strength of the Skål network and its unwavering support for fellow Skålleagues in need through one of the organisation’s most meaningful programmes.

EXPANDING THE GLOBAL SKÅL NETWORK

Skål International is delighted to announce the official formation of two new Skål Clubs, further strengthening our global network of tourism professionals committed to friendship, business, and collaboration around the world.

We warmly welcome **Skål International IDA Ayvalik, Türkiye**, founded with **15 members**, and **Skål International Bhopal, India**, established with **19 founding members**.

The creation of these new Clubs reflects the continued growth and vitality of Skål International across diverse regions and

Skål International is also pleased to announce that **Skål International Santa Fe (U.S.A.)** is the recipient of the complimentary single Congress Only package for the 2026 Skål International Nelson Mandela Bay World Congress, in recognition of its outstanding fundraising efforts relative to Club size. Congratulations to Skål International Santa Fe, and sincere thanks to all Skål Clubs and members who contributed to the success of FVF April Month 2026. **Together we make a difference. Together we are Skål.**

reinforces our shared commitment to building strong connections within the tourism industry. We extend our sincere congratulations to all founding members and look forward to their active participation in the global Skål community.

Welcome to Skål International!

BOARD & COMMITTEE UPDATES AND INITIATIVES

The Skål International Executive Board and Committees continue driving forward a broad range of initiatives focused on governance, membership growth, sustainability, communications, training, partnerships, and long-term organisational development.

Important progress has been achieved within **Governance** through the preparation of proposed streamlined Statutes, Board governance recommendations and decision-making frameworks, as part of the ongoing Shaping Tomorrow strategy.

Within **Membership Development**, emphasis has been placed on a review of the organisation’s current membership position, identifying key opportunities and challenges relating to growth, retention, engagement, and long-term sustainability. Other initiatives include strengthening mentoring and leadership development and increasing awareness of both the Membership Development Fund and the Florimond Volckaert Fund.

In the area of **Media, Public Relations, Branding & Marketing**, collaboration with the new communications and marketing company is underway to strengthen Skål International’s visibility and expand its social media presence globally.

In **Technology**, the current platform continues to operate smoothly and reliably, while preparations advance for the launch of the new Networking App.

Sustainability remains a major focus, particularly with preparations for the Sustainability Tourism Awards to be presented during the World Congress. Continued efforts are also supporting the “*One Skålleague, One New Tree*” initiative and the promotion of sustainability champions among Clubs worldwide.

The **Sponsorship** portfolio has continued advancing strategic partnerships, destination marketing opportunities, and the promotion of successful stories from Clubs and countries across the Skål network.

Meanwhile, the **Training** Committee is implementing a more structured global engagement strategy, including a pilot online programme on the role and responsibilities of Club Presidents, together with expanded regional outreach, interactive learning sessions, and leadership support initiatives.

Finance oversight remains solid, with completion of the external and internal audits, implementation of the updated Travel & Expense Policy, and ongoing work focused on long-term financial sustainability and strengthened governance practices.

Preparations for the 2026 Skål International World **Congress** in Nelson Mandela Bay continue to progress positively following a successful site inspection. In addition, new measures regarding future Congress bid timelines and geographic rotation have been approved to further strengthen planning and sustainability.

Finally, the **Trade Shows, Global Partnerships & Advocacy** area continues advancing collaboration opportunities with Skål International’s global partners, while also progressing initiatives related to ethical tourism practices, including an industry pledge addressing modern-day slavery and updated sustainability guidelines for trade show participation.

Together, these initiatives demonstrate Skål International’s continued commitment to innovation, collaboration, transparency, sustainability, and delivering greater value to members around the world.

RIGHT BALANCE BETWEEN AI AND HUMAN-CENTRIC APPROACH IN LEADERSHIP

AS TECHNOLOGIES SUCH AS GENERATIVE AI, MACHINE LEARNING, AND DATA SCIENCE CONTINUE TO RESHAPE THE WORKPLACE, LEADERSHIP MUST EVOLVE TO BALANCE TECHNOLOGICAL CAPABILITIES WITH HUMAN VALUES.

AI offers significant advantages in analysing data, identifying trends, improving efficiency, and supporting strategic decision-making.

LEADERS CAN USE AI-DRIVEN INSIGHTS TO BETTER UNDERSTAND MARKETS, CUSTOMER BEHAVIOUR, AND ORGANIZATIONAL PERFORMANCE WHILE REDUCING RISKS AND UNCOVERING OPPORTUNITIES.

However, effective leadership depends on uniquely human qualities. Emotional intelligence, empathy, ethical judgment, and the ability to inspire teams remain essential. While AI can support decision-making, human leaders provide context, manage relationships, and navigate complex social and ethical challenges.

AI can also strengthen talent development by identifying skill gaps, recommending personalized learning, and automating routine support tasks. At the same time, leaders are responsible for fostering collaboration, mentoring employees, and creating a positive work culture.

The most successful organizations combine AI's analytical power with human creativity and intuition. Leaders must ensure AI is used responsibly, establish ethical standards, and encourage continuous learning and adaptability across their teams.

Ultimately, strong leadership in the AI era requires integrating technology with human-centered leadership. By balancing innovation, ethics, and empathy, organizations can improve decision-making, empower employees, and achieve sustainable success.



Text and photo by Alain Najar, Skål International Lausanne
Najar Hospitality Consulting

CASAREYNA

THE ART OF HOSPITALITY AND AUTHENTIC PUEBLA CUISINE

IN THE HEART OF PUEBLA'S HISTORIC CENTER LIES CASAREYNA, A BOUTIQUE HOTEL THAT MASTERFULLY TRANSFORMS TRADITION, HOSPITALITY, AND PUEBLA'S RICH CULINARY HERITAGE INTO AN AUTHENTICALLY MEXICAN LUXURY EXPERIENCE.

Far more than a place to stay, Casareyna embodies a holistic concept where history, contemporary design, and exceptional service coexist in perfect harmony.



Set within beautifully restored walls dating back to the 16th and 17th centuries, this exclusive property offers a sophisticated yet inviting atmosphere that enchants both domestic and international travelers. Its luxurious suites are thoughtfully designed for comfort and relaxation, featuring elegant details, spacious interiors, and a warm ambiance that invites relaxation and enjoyment.

One of Casareyna's most celebrated features is its renowned culinary offering. Its restaurant has become an icon of authentic Puebla gastronomy and a must-visit destination for anyone exploring the city. The dining experience showcases traditional regional recipes prepared with premium ingredients and refined presentation, honoring Mexico's extraordinary culinary heritage. Casareyna Restaurant has been recognized in the MICHELIN Guide 2026 with the prestigious Bib Gourmand distinction.

The hotel also stands for delivering a comprehensive experience centered on wellness, comfort, and cultural appreciation.

Casareyna is also recognised as a premier venue for social and corporate events. Its elegant courtyards and refined ballrooms, framed by remarkable architectural details, provide an exceptional setting for executive meetings and memorable celebrations with a distinctive touch.

In a city as historic and vibrant as Puebla, Casareyna stands out as a unique space where luxury, tradition, and culture come together seamlessly. It is an ideal retreat for travellers seeking an intimate and sophisticated experience deeply connected to the essence of Mexico.

In 2022, Casareyna celebrated its 15th anniversary, marking a journey of transformation and adaptation to the contemporary world while always remaining faithful to its original concept and essence. Today, it stands as an icon of traditional Puebla cuisine and a benchmark in the hospitality industry at both national and international levels.



ENJOY A LUXURIOUS EXPERIENCE

CASAREYNA is a comprehensive concept nestled in the heart of Puebla's historic center, yet set in a tranquil oasis of its own, offering a variety of experiences for guests and visitors, always striving to provide truly unforgettable moments.

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Biosphere

WHY SUSTAINABILITY FAILS WITHOUT GOVERNANCE

Sustainability has become a strategic priority for companies, tourism destinations, and institutions around the world. However, as environmental and social commitments grow, a question is becoming increasingly relevant across the tourism industry: why do many sustainable initiatives fail to generate real and lasting transformations?

The answer is often found in a less visible aspect, but one that is essential for the success of any sustainability strategy: governance.

This is because, in a context marked by global challenges such as climate change, biodiversity loss, and growing demands for transparency, organizations need more than good intentions. They need structures capable of turning commitments into decisions, decisions into actions, and actions into verifiable results.

For this reason, sustainability cannot rely solely on one-off projects or communication campaigns. To generate real impact, it must be integrated into strategy, organizational culture, and decision-making processes.

This is precisely where governance plays a fundamental role. Through policies, procedures, and control mechanisms, it ensures that sustainability objectives become part of daily management rather than remaining isolated initiatives.

When this structure is absent, recurring problems tend to arise, such as a lack of measurable objectives, limited coordination between departments, actions disconnected from the overall

strategy, or difficulties in maintaining results over the long term. In addition, the risk increases that sustainability commitments are perceived as mere statements of intent, affecting the organization's credibility among clients, investors, and local communities.

By contrast, organizations that incorporate sustainability into their governance models are able to build more resilient, responsible, and competitive structures.

In fact, it is no coincidence that governance is one of the fundamental pillars of ESG criteria, which are increasingly present in the evaluation of business performance.

In this regard, although environmental aspects often attract most of the attention, it is governance that brings coherence to the whole and ensures that social and environmental actions respond to a shared strategic vision.

This reality is particularly relevant in the tourism sector. Travelers are demanding more responsible experiences, while destinations are seeking development models capable of generating prosperity without compromising the natural, cultural, and social resources on which they depend. In this scenario, sustainability can no longer be limited to specific environmental actions; it requires comprehensive management that facilitates stakeholder participation, enables impact measurement, and promotes continuous improvement, aligned with the United Nations Sustainable Development Goals (SDGs) and ESG criteria.

In practice, tourism destinations and companies that move in this direction tend to share common characteristics. These include stronger planning, more efficient resource management, greater stakeholder engagement, and a higher capacity to generate lasting benefits, both for the local communities in which they operate and for visitors themselves.

For this reason, more and more organizations are turning to tools that allow them to structure and verify their progress. The Biosphere methodology responds to this need, supported by the framework developed by the Responsible Tourism Institute (RTI), through a management model that integrates sustainability and governance under internationally recognized criteria.

Through Biosphere Certification, companies and destinations can measure their performance, identify opportunities for improvement, and transparently demonstrate their sustainability commitments.

Ultimately, real sustainability is not built solely on ambitious goals. It requires leadership, planning, monitoring, and accountability. In short, it requires strong governance to ensure that every decision contributes to generating a positive and lasting impact. Only then does sustainability cease to be an aspiration and become a true strategy for the future.

■ By Biosphere.



BIOSPHERE SUSTAINABLE

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IMEX achieves top 10 place in Sunday Times Best Places to Work 2025—for second time

IMEX, organizer of the world’s leading meetings and events trade shows, has achieved a top 10 place in the prestigious UK Sunday Times Best Places to Work Awards 2025 for the second year running, following a top 25 placing in 2024.



IMEX Frankfurt 2026

The achievement reflects the sustained strength of the workplace culture built by the IMEX Group across its 82-strong team, based at purpose-built offices in Brighton, UK. It follows record-breaking editions of both IMEX America and more recently IMEX Frankfurt.

Founded in 2001, IMEX runs two annual trade shows—**IMEX Frankfurt and IMEX America in Las Vegas**—that unite the global events community to do business, learn and drive positive change. The Sunday Times recognition reinforces the

company’s commitment to putting its values into practice: Put people first; Achieve together and Lead the way. The numbers behind this year’s achievement speak for themselves. In IMEX’s most recent employee

engagement survey, 97% of staff said they would recommend IMEX as a great place to work, 97% feel proud to work there, and 100% believe the company is well-positioned to succeed over the next three years.

IMEX CEO Carina Bauer said: *“Placing on this respected list for the third year running means a great deal to us, not because we’re chasing awards, but because it demonstrates how important culture is as a tool for growth and sustained business success.*

In an industry that’s working hard to attract and retain the best people, we think that matters beyond our own four walls. The global events industry offers extraordinary careers, and

we hope that being visible in rankings like this helps make the case to talented young people who might not have considered it before.

“This recognition feels especially poignant as we’re marking 25 years of IMEX this year. We’ve come a long way from a tiny little office in Hove and a handful of hard-working staff,” says Carina.

The Sunday Times Best Places to Work Awards,

powered by WorkL, are based on independently collected employee data measuring engagement, wellbeing, autonomy, and sense of purpose, making the recognition a direct reflection of staff experience, not company self-reporting.



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