Member Survey Points to Government Challenges

“There is more information available these days around the value of our industry and it helps that tools like the AIPC / Ipsos Economic Impact Calculator are now available for members to use in generating their own data.”

In today’s very diverse industry, where regional differences appear to be greater than ever, any issues that emerge as consensus have to be taken very seriously. Such is the case with the final conclusions of our most recent AIPC Annual Survey, which were initially presented at the Annual Conference in Cape Town but which have been subsequently finalized and posted online at www.aipc.org for member use.

These results showed that international competition and government policies toward the meetings and events area were member’s top concerns heading into a period of only gradual economic recovery where many governments at various levels are still deeply indebted and struggling to manage costs. The first of these has been well established for many years. The second should give us pause for some further thought.

Like it or not, governments are essential elements in our industry for three very good reasons:

First, and most obvious, they are big investors. Governments own (and finance) almost 80% of centres worldwide for the very simple reason that in most parts of the world industry economics just don’t support the kind of return required to attract private investment. We need them to play that role, and to do so they need to see a good return, particularly in a time when there are so many other demands on their resources.

Secondly, they are a huge factor in event participation, not only directly by virtue of attendance of conferences and conventions by government officials, but because in a sense their attitudes either legitimize or challenge attendance by others, as we saw very clearly when meetings in countries like the US were being demonized by governmental statements only a very few years ago. This role has been seriously challenged of late with travel and meetings participation being used as a cost cutting measure in various parts of the world.

And finally, they are policy-makers – and as a result, responsible for the creation of laws and regulations that may have a huge effect on the industry even though

CONTINUED ON PAGE 6

Geoff Donaghy, AIPC President
Upcoming AIPC Programming Opportunities

Planning and Budgeting Your 2014 Commitments? Now’s the time to think about:
1 | Enhancing the skills and networks of key staff  2 | Improving your operational efficiencies  3 | Getting the recognition you deserve

AIPC’s programming is directed entirely to promoting, supporting and recognizing excellence in convention centre management – all you have to do is take advantage of what’s available to you as a member. Now’s the time to plan for your centre’s participation in the wide range of program offerings coming up over the next year.

Staff skills enhancement is available in three key areas:

You can enhance operating strategies and efficiencies by:

By participation in the AIPC Academy, this year featuring a new format aimed at innovation and problem solving around the most urgent management centre issues identified by you in our recent member surveys. From organizational structure, leadership and performance enhancement to key challenges in marketing, operations and revenue generation, it’s all covered in an intensive 6 day program that will prepare your staff for whatever lies ahead.

By making sure your centre is well represented at the AIPC Sales and Marketing Summit, an ongoing success story that uses a combination of industry expertise, client insights and collective work-shopping designed to identify and address the most urgent challenges in today’s highly competitive marketplace.

By attending the AIPC Facility Operations Summit, the only event in the industry to directly address the areas of facility operations and event management, where issues of common concern are addressed and expertise brought to bear in aid of increasing revenues and enhancing operational efficiencies.

Recognition for management excellence and the benefits you generate for owners and communities are directly addressed by:

The AIPC Apex Award, now under the direction of international market research leader Ipsos, which not only provides the highest form of recognition in the industry but an exhaustive analysis of client feedback in a form that can be used to focus and direct further performance improvements in your organization.

The AIPC / Ipsos Economic Impact Calculator, a newly developed and tested tool for the estimation of all-important economic impacts arising from your centre’s operations in a consistent and credible way, and available free of charge to all AIPC members that wish to use it.

Our new Quality Brand campaign featuring AIPC membership as a symbol of commitment to excellence to key client groups, and providing particular recognition for the achievements of centres that have been audited through the AIPC Quality Standards program.

As an AIPC member, you can access all of these programs and benefits by simply accessing all the details via the AIPC web site at www.aipc.org and registering where appropriate via the AIPC Secretariat office. It’s never been easier to access the very best in support activities – and never have the rewards of participation been greater!

Registrations are limited so plan now for your annual program of participation and make the most of the opportunities available to you and your staff.

www.aipc.org
And Speaking about 2014...
A Welcome from our 2014 Annual Conference Hosts Sets the Stage for Next Year’s Big Event!

Ich bin kein Berliner! (I am not a Berliner!)

Dear AIPC Friends and Colleagues,

I am not a Berliner. I was born in Cologne, but for the last 14 years I have lived in Berlin. Why?

For me, it isn’t the mountains (the Teufelsberg, “Devil’s Mountain”, stands at 120.1 metres) or the sea (the Wannsee is actually a lake and covers 2.7 km²) which are the star attractions. Instead, it is the people of Berlin, whose in-your-face charm, optimism and endless creativity stole my heart from the very beginning.

Naturally, there is more to this city and its population of nearly 3.5 million. Since the fall of the Wall it has undergone constant change. Every day, there is a fresh influx of fascinating people from every corner of the globe. One recent “The Hollywood Reporter” headline read: “How Berlin became the coolest city on the planet!”. They no doubt had its vibrant and exciting culture and nightlife in mind. It is almost as though whole districts change virtually overnight. There are building sites everywhere, including on our premises on the Berlin Exhibition Grounds. In early 2014 the ICC Berlin (the “congress spaceship”) will close for major refurbishment, while the CityCube Berlin, our new home, nears completion in record time.

Both my team and I are delighted and honoured to welcome the AIPC family to our brand new, multi-purpose convention and event venue. This meeting will be one of the first to take place here – under your watchful eye.

I look forward to your feedback and to an outstanding, informative and lively AIPC conference inside and outside the CityCube Berlin.

Afterwards, perhaps some of you will be able to say: “Ich bin kein Berliner – I am not a Berliner, but the city still managed to steal a piece of my heart, too.”

Regards,

Ralf Kleinhenz | Vice President Messe Berlin Conventions

Welcome to Berlin

Dear AIPC Members,

We are delighted to welcome you to Berlin!

We would like to introduce Berlin as a city, fascinating visitors from all over the world with its vibrant synergy of the traditional and the modern – Berlin as a remarkable creative ambiance and architecture, a cultural diversity with modern technologies and strong networks, as a market leader in the creativity and tourism sector, pulsing with history and setting standards and trends.

It was different 20 years ago. Back then, Berlin was viewed with curiosity, even derision. Since then, Germany’s capital has risen to become one of the top three locations in the world for professional gatherings, as shown by the latest statistics from the International Congress & Convention Association (ICCA). Having hosted 172 events held by international organizations in the past year, the German capital is now the third most popular destination for conventions in the world.

Let yourself be inspired by Berlin. Enjoy the Berlin Experience Days and discover Berlin from different aspects, look behind the scenes by foot, bike, bus or boat. Explore the new convention centre, the CityCube Berlin and discover something new and out of the ordinary in every corner.

We are looking forward to host the AIPC Annual Conference 2014 and to meet you in person.

Yours sincerely,

Heike Mahmoud, CMP | Director Conventions

Save the Date!
June 29–July 2

Berlin 2014 Promises a New Approach to Annual Conference Programming:

Conference programming should always be based on the best information about what’s most current and how we can put such insights to work in addressing both present and future needs. AIPC 2014 Berlin will take a major new step in this direction in partnership with our German hosts and the GCB, based on a landmark research project just released that will help create a framework for the Conference program.

Entitled Meetings and Conventions 2030: A Study of Megatrends Shaping Our Industry, this work in fact goes well beyond the borders of its sponsoring country and has implications for centres all over the world – and as such it creates the perfect basis for a program that as always seeks to bring together the latest centre issues with those best equipped to advise on them.

Conference sessions will be built around the major themes identified in the Report and include in-depth analysis from some of the study authors as well as experts in the key areas identified. As always, the overall principles arising from the Report will be related to the challenges and opportunities to be identified in our own AIPC research leading up to the Conference.

Stay tuned to www.aipc.org to keep informed as the conference program evolves – and make your plans now for what promises to be a uniquely focussed research-based event!

www.aipc.org
AIPC WELCOME AND ACADEMY ORIENTATION

SESSION 1 | Crossroads of Culture – How to Do Business and Work Together in a Global Marketplace
Awareness of cultural differences and the development of cross-cultural competence are rapidly becoming vital for business success. But how many have the cultural insights, competencies and capabilities to successfully manage cross-cultural business interactions? A leading figure on intercultural issues will share insights in how to discover a simple yet effective framework that will transform your perspective on culture.

SESSION 2 | Faculty and Participant Introductions
Something about everyone!
Ice Breaker

SESSION 3 | Introduction to the Team Challenge
Working as a team is a necessary part of a convention centre operation and client interaction. This session will consist of a brief overview on successful teamwork followed by an introduction to the team challenge.

OPENING SESSION
Our World Today; Key Issues and Challenges
An overview of the latest AIPC research-based industry trends and the implications for convention centre managers.

THEME FOR THE DAY | Delivering, Measuring and Communicating Performance

SESSION 1 | Financial Performance and ROI
Centre managers need to demonstrate a return on owner investment. This session will cover the many aspects of measuring and reporting on performance from financial management practices and economic impact calculations to defining and implementing key performance indicators.

SESSION 2 | Convention Centre Management Standards
Centre managers must ensure they respond to both international facility standards and owner performance expectations in all areas of operations. This session will explore a variety of such standards and their implications in a combination of faculty participation and round table discussions.

SESSION 3 | Benchmarking for Performance
Demonstrating performance relative to other centres is a key requirement. This session will cover industry-specific approaches to benchmarking as a tool for managers.

SESSION 4 | Communicating Value: Sharing Results with Stakeholders
This session will discuss the importance of developing performance-related data and communicating it effectively to groups such as owners, community and local industry that are key to the success of a convention centre including such areas as media relations, Corporate Social Responsibility and both owner and community interactions.

Wrap-up | Daily Summary and Conclusions
### THEME FOR THE DAY | Addressing Current Centre Market Challenges

#### SESSION 1 | Understanding Today’s Market Realities
This research-based session will address such market-related questions as: what are the biggest issues facing the business events sector today? How do these issues translate into Centre issues? What are industry leaders doing to achieve success under these conditions?

#### SESSION 2 | Changing Client Expectations
A panel of industry leaders will address the question of what different types of clients want and need from centre managers in a time when everyone is facing intense competition and reinventing their business proposition in order to help participants understand the challenges facing clients today.

#### SESSION 3 | Bidding, Negotiating and Contracting for Business
This session will explore ways of successfully addressing the dramatic increase in client negotiations and translate the results into appropriate contract agreements as well as dealing with new variations in the client interface via risk sharing and partnerships.

#### SESSION 4 | Winning Strategies in a Competitive Market
Case studies will be used to answer the question of how best to find, create and win business today, ranging from the use of databases, promotional activities and industry events to creating innovative revenue streams and developing new events.

**Wrap-up | Daily Summary and Conclusions**

### THEME FOR THE DAY | Managing the Product: Optimizing Facilities and Services

#### SESSION 1 | Buildings in Context: the Evolution of Centre Design
Convention centres have had to adapt to changing market expectations and event formats while also addressing owner and community demands for attractive structures that are compatible with the host community. This session will explore where this evolution has taken us and where it may lead from here.

#### SESSION 2 | Delivering on the Sales Promise: From Contract to Execution
This forum discussion will review the key challenges in delivering on promises made in the sales process which must be delivered in order to meet client expectations through a streamlined interface.

#### SESSION 3 | Best Practices in Centre Operations
This session will look at key operational issues in building management and the importance of the internal operation to overall client satisfaction, including keeping the facility current and addressing new technologies that support building operations.

#### SESSION 4 | Keeping Your Customers and Staff Safe: Preventing and Handling Emergencies
Recent case studies will be used to deal with the “Emergency” side of the operation with topics to include emergency preparedness, risk management, crowd safety, security and business resumption planning.

**Team Challenge Preparation**

### THEME FOR THE DAY | Organizational Structure and Leadership in a Convention Centre Context

#### SESSION 1 | Alternative Models for a Strong Operation
A review and assessment of the various organizational models that Centres have adopted and how they affect service delivery and performance, including outsourcing, managing external suppliers, aligning goals and labour relations

#### SESSION 2 | Best Practices in Managing your Teams
This session will address team management topics including organizational development; managing/motivating successful teams; staff training and development; leadership vs management and encouraging customer service excellence.

#### SESSION 3 | Centre Staff as Resources for Managing the Bottom Line while Providing Superior Customer Service
A presentation and analysis of how centre staff can both support the need for new revenue streams and maintain or reduce management costs, including topics such as potential new revenue sources, strategies for managing overhead costs, engagement of staff in policy and practices development and managing suppliers.

**Final Team Challenge Preparation Session**

### DAY 6 | FRIDAY FEBRUARY 14

**What Did We Learn?**

The Week in Summary
Team Challenge Presentations
Awards, Feedback and Debrief

**Academy concludes**
AIPC Partner ACS Delivers for World’s Largest Cardiology Congress

This past September close to 30,000 cardiology professionals participated in the annual congress of the European Society of Cardiology – the largest medical conference in Europe and the largest cardiovascular conference in the world – at Amsterdam RAI. There are only a few European conference venues able to accommodate such a large event with the required facilities and infrastructure – but because of the extensive cooperation between ESC, the city of Amsterdam, Amsterdam RAI and partners like ACS, the event was very successful.

ACS audiovisual solutions is a trusted ESC partner for specialist knowledge and expertise in the construction of temporary lecture rooms and audio visual facilities in all locations; in their home city Amsterdam, they created a bespoke conference room infrastructure of 20 temporary lecture rooms and all audiovisual facilities in both the temporary and existing rooms. After the conference a tight dismantling schedule was required to make way for the next big event in Amsterdam RAI. In just 14 hours’ time a team of 260 took down the 20 rooms including 4,000 m truss and curtains, 22,000m² carpet, 13,000 chairs and all audio visual facilities.

Said Ben Hainsworth, Director Congresses & Meetings Division, ESC “There is a very strong element of trust and understanding in the relationship with ACS. They might make it look easy, but we are highly demanding customers and we expect ACS to innovate and raise their level of service every year. So we certainly keep them on their toes!”

ESC is already preparing for their next two congresses in Barcelona and London, and ACS will again handle the audio visual facilities and temporary rooms, where further innovations promise a totally new look and feel.

www.acsaudiovisual.com

The AIPC/Ipsos Economic Impact Model: New Program, New Incentive!

In these tough economic times for many centres, economic impact (EI) is one of the most credible and measurable values available to convince owners and communities of the broad benefits delivered by convention centres. This is because EI estimates the real benefits accruing to other parts of the local economy beyond the centre itself, as well as being a vehicle for calculating other values such as jobs that are more recognizable by the community.

With this in mind, AIPC engaged Ipsos, an international market research company with some considerable experience in this area and asked them to develop an approach that would make this calculation an easy, credible and consistent process for our members. The resulting AIPC / Ipsos program is supported by an extensive guidebook – available free to all AIPC members – that covers everything from data gathering within recognized statistical parameters to sample sizes, sources of input and categories of business to be sampled. However, Ipsos will also organize member input data, run the model and prepare an analysis to assure the credibility of the final result.

With the results of the AIPC / Ipsos Economic Impact pilot program now complete, the model is ready for general member use – and in order to ensure a solid cross section of member results to support the role of the new model as the “go-to” program for consistent and credible EI numbers, the AIPC Board has agreed to extent the support that was originally offered to pilot program participants through December 31, 2014.

This means that the first 10 members that sign up to carry out the program before this date will have 50% of the base program costs paid by AIPC – a 3,000 USD value – and the full support of the Ipsos team in organizing sampling schedules, assisting in program execution and running the final data – essentially everything you will need to deliver results short of carrying out the on-site interviews. Similarly the next 20 centres to apply in that period will be supported by having 25% of the program cost paid by AIPC – also a great deal and an added incentive to access this highly useful data.

This is a great opportunity to perform one of the most important calculations you need for performance reporting with both the guidance and credibility of Ipsos and AIPC behind you. In order to access this support, you will need to commit to completing the program within an 18 months period and to ensure that you have the necessary contacts in place within your centre to interface with the Ipsos specialists to make this possible.

Centres wishing to access this special offer should contact the AIPC Secretariat now for further details and application.

www.aipc.org

Geoff Donaghy, AIPC President
SWISSTECH CONVENTION CENTER – MEETING DIFFERENTLY

The SwissTech Convention Center (STCC) is an iconic new facility offering conference delegates from around the world an opportunity to meet differently. Located in the heart of Europe, on the shores of Lake Geneva and against a spectacular mountain backdrop, the venue is both idyllic and accessible. Characterized by its futuristic design and technology, this large, modular, ultramodern building is flexible and scalable: with a total capacity of 3,000, including a 2,205-seat conference room with a 795-seat balcony, and fully modular meeting rooms, the STCC easily meets the future needs of international congress organizers for maximum event openness and simultaneity.

GR – THE LJUBLJANA EXHIBITION AND CONVENTION CENTRE

GR – the Ljubljana Exhibition and Convention Centre is one of the leading events centres in Slovenia comprising 24 multifunctional halls that occupy a surface area of 25,277 square metres complemented by 10,194 square metres of external exhibition space. The function rooms provide a high degree of versatility and can be arranged to welcome any kind of meeting from 15 to 2,200 delegates. The largest hall can accommodate 2,200 delegates theatre-style or 1,200 for banquetting. Access is easy, as it is located in Ljubljana’s city centre, with several downtown hotels in close proximity. The GR complex was built in 1954 and completely renovated between 2001 and 2008. All the halls and conference rooms are fitted with state-of-the-art technical equipment and the majority also feature daylighting. GR is a proud member the Slovenian Convention Bureau, CEFA, ICCA, UFI and AIPC. Says Iztok Bricl, M.Sc., Managing Director: “The GR – Ljubljana Exhibition and Convention Centre is the only one in Slovenia which has joined AIPC so far, and we joined because we want to prosper from the management know-how its members have in the convention centre industry. We look forward to addressing new professional challenges and prepare for all the changes which turbulent times in Europe bring nowadays, and believe that making progress goes together with targeted, specific training for all those involved. We look forward to learning from other member’s experiences and developing solutions together with all our colleagues who value excellence in convention centre management”.

STRASBOURG CONVENTION & EXHIBITION CENTRE

A major economic and cultural centre at the heart of Europe, the Strasbourg Convention and Exhibition Centre offers the ideal setting for events of all sizes, in the heart of the city known as “the Europtimist” with multipurpose function spaces managed by experts, technical equipment and integrated services. The City of Strasbourg is now investing in the modernization and extension of the Convention Centre and the creation of a new-generation Exhibition Park. Close to the European institutions, the two structures will form a unique multipurpose complex, placing Strasbourg in the Top 10 of Meetings, Incentive, Conventions, and Events destinations. The future complex will offer: • 3 auditoriums – Erasme (1,800 seats), Schweitzer (1,200 seats) and Munch (520 seats) • 25 committee rooms – from 20 to 500 seats, fully equipped and with natural light • A network of fixed and mobile interpreting booths • A fully adaptable 2,000m² catering space with pantries, kitchens and caterers’ spaces • 10,000m² of adaptable space for exhibitions, catering and conferences • 4 exhibition spaces with a total area of 30,000m², directly connected to the convention centre, and • 2,500 parking spaces, all within a preserved natural setting

Says Managing Director Claude Feurer: “In 2017 we will have a highly flexible 90,000m² centre – a new concept with integrated and high-tech spaces – and with the opportunities that this new tool will bring, we are refocusing our development strategy around three axes: our role as an international reception complex, our expertise in events and our leading position in the economic meetings market”. “Our active involvement in professional networks like AIPC will allow us to profit from their member’s expert knowledge of the MICE market year-round, allowing us to be proactive in the face of competition, market developments, innovations and other challenges. Being a member of the AIPC, an industry mark of quality is also a chance to exchange and share our experiences with our counterparts in complete transparency – a precious opportunity!”
An Interview with Pascal Duquesne: Managing Partner of ONETEC Group

Who is ONETEC?
OneTec is a leading Belgian Technology Provider that delivers highly flexible and customized IT and interactive solutions to the MICE industry. Established in 2002, OneTec provides a wide range of services to events organized in the Benelux, across Europe and even in the Middle East and the US. In 2012, OneTec merged with a couple of highly specialized companies: CERIX, an historical IT provider, delivering short-term computer rental and AIMS, an innovative supplier of interactive solutions and its services now spread over three main business lines: participator management (before, during and after the event), IT and AV rental (including technical setup and infrastructure) and interactivity with the audience (wireless voting system, web solutions for smartphones and tablets, communication wall, touchscreens, scanners, NFC, etc.).

What type of events does ONETEC serve? Who are your clients?
Our clients are event organizers and communication agencies but also EU institutions and governments as well as large corporations. We cover all types of events, from highly specialized forums and workshops like the EPO Online Services User Day in Madrid or the Eurobarometer Conference in Gothenburg, hosting anywhere from a few hundred attendees up to large gatherings over several days with thousands of participants, like the European Sustainable Energy Week (3,500), the ISICEM International Symposium (6,500) or the Euroskeills Championship (45,000 participants).

Whatever the size of the events, OneTec helps organizers and marketers maximize the output of their events; we make their lives easier and add value to their events with expert teams working on site to ensure everything is always ready on time, cost-effective and risk-free.

How does your technology enhance events?
Today, marketers and event organizers are looking for deeper connections with event attendees to begin engagement early and continue communication long after the event. In order to create this new all-round client experience, they need to become more efficient with their registration systems, their data collection and their interaction with the audience, and technology has changed expectations for both event attendees and event organizers, allowing event marketers to tailor the information and messaging to the attendees based on their wants and needs.

Technology also unlocks long-term and highly customized communication with attendees, based on data gathered before and during the event. Finally, data extraction and analysis fuels post-event marketing and sales pipelines.

In this digital era, events are much more than a few hours or days of face-to-face interaction. But to be perfectly efficient, technology must be seamless, non-intrusive, constantly available to create more meaningful connections between attendees and with the hosting party.

Where do you think technology will go from here?
As businesses are now increasingly web-based, so does the business of organizing meetings and events. New technologies make it cheaper, faster and easier to manage events using online tools, and cloud computing drives this trend as everything can be accessed when and where needed.

Near Field Communication (NFC) is the next game changer in event technology. Mobile ticketing, mobile payment, digital badges, voting and rating from clients’ smartphone, exchanging contacts and leads via touch points and smartphones are some of the latest trends.

The way we communicate has changed and influences the way we interact; the event is now part of an extended communication cycle, where mobile technologies and social media play an important role. Finally, the economic crisis had a significant impact on the MICE industry – organizations are now looking for cost reductions and efficiency gains everywhere, and technology is their best ally in this regard.