Uncertainty Should be No Obstacle to Action!

With variable economic conditions starting to look like an ongoing reality in most parts of the world today, waiting for a full and conclusive recovery is being replaced by thoughts about what the future of business might look like under these conditions and where the best opportunities may lie. Whatever we may think about this future, one thing is pretty much agreed amongst business analysts; it won’t be a return to the past. That means we need new strategies and tactics appropriate to new conditions – but what exactly will these be, and how are we supposed to figure them out?

Whatever else you can say about the future, it doesn’t lend itself well to accurate predictions. So as we try to position ourselves for what’s coming, we need to take a very flexible approach. How? Three ways come to mind:

First, we can look at the big trends and consider how they will influence our specific areas of concern going forward. Some of these trends – Megatrends as they have been called – are driven by factors already in play, like demographics and resource supplies, so aren’t likely to turn on a dime. This is the approach taken by the German Convention Bureau (GCB) in its recent research study, and which we will be hearing more about at our upcoming Conference in Berlin; it offers the benefit of being able, if not to exactly predict the future, to at least be able to anticipate a range of possibilities that can be taken into consideration for future planning;

Secondly, we can try to influence events that will impact us – things like government policies and attitudes, which have often come about because of actions (or a lack of action) on our part, which suggests there are things that can be done to change them in the future. Demonstrating ROI is a big factor in this respect, including doing a better job of demonstrating how centres deliver much more than just hotel room nights and other spending-related benefits, which in turn requires better and more consistent value measurement and a solid plan for influencing attitudes and opinions. But the third one is my personal favorite – accepting that we will never really know what the future holds but can still plan and design for the kind of flexibility that will enable us to respond and adapt when conditions and expectations change.

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But the third one is my personal favorite – accepting that we will never really know what the future holds but can still plan and design for the kind of flexibility that will enable us to respond and adapt when conditions and expectations change. This is certainly a big issue in terms of facility design, and one that’s getting a lot of attention amongst designers, managers and centre architects today. But it applies equally to things that inherently have a lot more adaptability, such as the provision of services, technology and capacity in areas like communications.

We’ll be looking at all of these areas in some detail at this year’s AIPC Annual Conference in Berlin, and seeing as well how other industries have addressed similar challenges with resulting lessons that can benefit us by example.

No, we’ll never be able to predict the future with anything like pinpoint accuracy – but that doesn’t mean we can’t take actions to make our lives a lot easier as that future unfolds.

Geoff Donaghy, AIPC President
AIPC’s aim for Annual Conference programming is always to incorporate the best and most relevant information about current industry issues and how we can best put such insights to work in addressing both present and future centre needs.

AIPC 2014 Berlin will take a major new step in this direction in partnership with our German hosts and the German Convention Bureau (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 interpret and react to them.

AIPC 2014 Annual Conference sessions will be built around a number of 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.

While many of these are topics that have been addressed individually in previous conferences, the theme this year will be to look at them in an integrative way, and both session design and speaker selection will be carried out using this approach.

Stay tuned for an exciting array of sessions and guest presenters who will help us explore these important strategic topics in Berlin!

Amongst the megatrends explored in the GCB study are:

- Globalization / internationalization
- “Peak Everything” – resource shortages
- Urbanization
- Demographic change
- Technology in work and life
- Sustainable development
- Mobility in the future
- Security / safety

www.aipc.org
And Between the Sessions...

AIPC members are all about helping create unique experiences – so it's only appropriate that this year's AIPC Annual Conference social program will take full advantage of the very best that the historic and exciting city of Berlin has to offer, and provide important insights into the cultural, recreational and entertainment elements that are supporting the meetings and conventions business. Here are some of the options that will be included in the program:

SATURDAY, JUNE 28 | PRE-CONFERENCE DAY

OPTIONAL A Saturday morning of Golf at Stolper Heide begins at 08.00
OPTIONAL Berlin City Tours will be available from 10:00, enabling delegates to experience all of Berlin's main sights on a two hour traditional Berlin City Tour, including "musts" like Brandenburg Gate, KaDeWe, Checkpoint Charlie and the TV Tower. You can hop-on and off the busses from 10:00-18:00 with 16 bus stops all around the city and multi-language guide information on board. The ultimate Berlin ticket – the Berlin WelcomeCard – will offer discounts on many key attractions throughout the city.
OPTIONAL Discover Berlin from the Water, where you can take a break and relax during a one hour city cruise on the waterways of Berlin with "Reederei Winkler" from station Friedrichstrasse / Am Weidendamm direct to Berlin Cathedral, Museum Island, Seat of the German Government, Government Quarter and House of World Cultures and return. Relax on the sunny upper deck or through one of the large picture windows on the steamer from 10.00 onward.

ALL DELEGATES AND GUESTS
Informal Welcome Reception with Drinks and Cocktail Snacks at the "Méliá tapas" bar in the Meliá Berlin hotel from 17.00 to 19.00 where you will get into conference mode at an informal get-together with colleagues.

SUNDAY JUNE 29 | WELCOME DAY

OPTIONAL Berlin Experience! Our Berlin hosts have prepared 4 different Berlin Experience programs with limited participation for each. They include:
World Heritage Site Museum Island
From Ancient History to the 19th Century
Get to know the five museums by walking museum island, an UNESCO world heritage site since 1999: the Pergamon museum, the Old Museum (Altes Museum), the Old National Gallery (Alte Nationalgalerie), the Bode Museum (former Emperor-Friedrich-Museum) and the New Museum (Neues Museum).
At the same time you will learn more about the constructional development of this unique building complex – the so-called "masterplan" for the area (which will be finished in 2025) connecting the dots between ancient history and 19th century.
Architecture and Lifestyle in the City West: From the stars and writers of the 1920's to contemporary art, architecture and fashion design of the 21st century, the Kurfürstendamm (known locally as the Ku'damm) is one of the most famous avenues in Berlin, with its large bourgeois mansions and avant-garde buildings by star architects. Then and now, you can find cafés and bistros, antique stores and fashion labels in the area.
Urban Art – Part of the Scene! Berlin is one of the most vivid centers for young street art in Europe, and you can experience trendy new neighbourhoods such as Prenzlauer Berg, Mitte, Kreuzberg or Friedrichshain by bike as you take a close look at works by Alias, XOOOOX or Vhils and visit galleries where experts can explain techniques and how urban art attracts young collectors.
A Guided Bike Tour Along the Berlin Wall: A symbol for the misery and the struggle between two systems, this 160-kilometer-long, so-called "death strip" cut through the city and the lives of its people for almost 30 years. The 15 km bike tour follows the obvious as well as the hidden remnants of the "Anti-Fascist Protection Rampart" including Checkpoint Charlie, Mauer Park, now a vibrant part of the new Berlin, and the official Berlin Wall Memorial Museum area where the last intact portion of the Berlin Wall and a guard tower can be seen.

FIRST TIME ATTENDEES AND NEW MEMBERS
WELCOME AND ORIENTATION
Come meet the AIPC Board of Directors and management team and get a quick orientation to AIPC and its programs in order to make the most of your Conference experience.

ALL DELEGATES
Welcome Reception and Dinner at Beach Mitte hosted by the visitBerlin Convention Office: Blue sky flanked by green spaces, and golden sand as far as your eyes can see, all situated in the heart of Berlin where you'll grab a cool drink and enjoy the great view from Mount Mitte, where you'll find the exclusive Kalawao Lounge with its panorama terrace and the rustically cozy Hawaii Bar. With Caribbean BBQ buffets and a camp fire ambiance it's a great start in to the exiting conference ahead.

MONDAY, JUNE 30 | CONFERENCE DAY I

This is your evening at leisure: an opportunity to explore Berlin with colleagues and AIPC Partners with the advice and recommendations of our Conference hosts as your guide!

TUESDAY, JULY 1 | CONFERENCE DAY II

Award Dinner at the AXICA.
The AIPC Award Dinner, a traditional high point of the Annual Conference, is where we will announce the winner of the 2014 AIPC Apex Award in recognition of the highest client rating received by a convention centre.
This year's dinner will be an exclusive buffet-style dining experience at the AXICA, a unique conference and convention centre in the DZ BANK and an architectural masterpiece by the renowned architect Frank Gehry. The Pariser Platz dates back to 1734, and situated in the heart of the revitalized government quarter. For centuries, it has been the city's historic hub, straddling the divide between Eastern and Western Europe next to the Brandenburg Gate and Reichstag. Here, you can experience Berlin's lively past, present and future at once.
This year’s AIPC Academy represented a turning point for an eight year old institution that over this time has established itself as the most important global professional development program devoted exclusively to convention centre managers.

With a re-orientation to an “issues-based” curriculum it has moved from its original premise of being a broad-based program for centre managers looking to expand their view of the industry into one focused on addressing today’s key centre issues and challenges and developing practical solutions to them.

Part of this re-orientation involved creating interactions between presenters representing important client groups and centre representatives in a process of collectively addressing the top concerns of both groups. Emerging from these interactions were some basic principles that promise to serve everyone better, including the importance of developing partnerships, a greater effort to better understand each other’s objectives and challenges and an openness on both sides to the more flexible and innovative ideas that come not only from the wonderful and inspiring presenters, but also from colleagues from all over the world. We have shared experiences, points of view and even clients hints. I highly recommend to other managers to enjoy this educational experience.

Kristin Lucht | Sales Manager, CCH – Congress Center Hamburg Hamburg

“Coming to the AIPC Academy has been a very enriching experience - the long trip has been absolutely rewarded with relevant content, and innovative ideas that come not only from the wonderful and inspiring presenters, but also from colleagues from all over the world. We have shared experiences, points of view and even clients hints. I highly recommend to other managers to enjoy this educational experience.”

Juliana Lopez | General Director, Cartagena de Indias Convention Centre

“I was encouraged by my General Manager to come, and I accepted immediately. I was exchanging all the time how other colleagues do procedures, how they are managing, how other companies are structured and how they negotiate with clients. The big idea I will be taking back is the importance of listening carefully to clients and creating partnerships with them so we are one team with the same objective, which is the success of the event. It has been a whole experience itself, I would strongly recommend for colleagues to participate in future editions”.

Mayte Pinto | Head of Project Managers, CCIB – Centre de Convencions Internacional de Barcelona

This very intensive 6 day workshop really beat my objectives - a wide range of interesting topics were the basis for stimulating discussions. I cannot say what benefited me the most - it is the mixture between the networking opportunity and the general exchange of experiences, but by thinking out of the box I will arrive back in my office with a load of new ideas. The challenge now for me is to organize these, share my ideas within the team and to inspire them as well. The “big idea” I came away with is to stop struggling on your own and try to find your own solutions. We all face the same challenges, and the easiest way to get an answer is – ask your colleagues around the world and share your experiences!

The AIPC Academy provides the perfect opportunity to address key management issues of today as well as broaden our knowledge of the industry. It also provides a platform to meet with other centre professionals and to work with Academy Faculty and colleagues on developing strategies to meet pressing management challenges. Based on the broad spectrum of speakers and their expertise, I feel I have gained more knowledge and am better equipped to handle the issues that my organisation is faced with.

Marlene Govender | Marketing & Sales Manager, Durban International Convention Centre

“I came to the Academy because I wanted to challenge myself in being able to participate in every topic and to compare my work and input to my Convention centre with the work and input of others. Am I doing well and right? Where can I get ideas from? My key objective was to learn at least one key thing per session, from very simple inputs (mind the client point of view) to giant concepts (pitching and bidding). What benefited me the most was getting one another’s point of view - from my peers and senior presenters to clients like Luc Hendrickx, Alessandro Cortese, Hilde Severyns. What I’d tell colleagues is that it is challenging - questioning your inner certitudes about business - but also very reassuring that we all feel the same facing our industry’s reality. You have to go there if you want to feel inspired and get new, refreshing ideas for the job!”

Loic van Innis | Sales Manager, SQUARE-BRUSSELS MEETING CENTRE

“Did it work? That’s best answered by some of this year’s participants:

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And this Year’s Academy Challenge Winner is….

In a year when identifying and responding to current industry issues took on a new focus, the Team Challenge – an exercise designed to demonstrate how participants could apply learned principles to practical centre problems – was hotly contested. As always, the competing teams developed well-conceived and excitingly presented responses to their assigned challenge but one emerged as having the highest ratings from a panel of faculty judges. The team was comprised of:

- **Juliana López** | General Director, Cartagena de Indias Convention Center
- **Marlene Govender** | Marketing & Sales Manager, Durban International Convention Center
- **Katja Berger** | Project Manager Business Events, CCD Congress Center Düsseldorf
- **Heta Ilenius** | Congress Hostess, DIPOLI Congress Centre
- **Raelene Barry** | Marketing & Sales Manager, Durban International Convention Center
- **Ryan Huang Yan Xiang** | Manager Event Services, Singapore EXPO Convention and Exhibition Centre

While this team got the laurels, faculty agreed that this year’s Academy generated one of the best arrays of Team Challenge responses in the eight year history of the Academy and that every response contained unique adaptations of Academy learnings – a demonstration of the range of creativity available amongst centre management today!

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**Boston Pursues Strategies to Leverage Value**

20th century during the trade show boom when events expanded dramatically in the U.S. At that time, destinations decided that economic impact alone was reward enough for building, maintaining and upgrading facilities. The “loss leaders” status of convention centers became the model around the world, with few in the industry pushing the envelope away from economic impact to revenue generation.

However, between the recent economic downturn, a saturation of new convention facilities and the strains of subsidizing some operations, that old model is now being called into question. In Boston and throughout the world, if meetings and conventions are to ingrain themselves into their city, state or country’s economic engines and push towards self-sufficiency, changes needed to be made.

At the Massachusetts Convention Center Authority, we are working to make this change by optimizing our space and finding unique ways to increase revenue.

Our first step in this direction was the formation of the MCCA’s Strategy and Product Development Team, a team dedicated to analyzing and eventually selling services that will both help generate additional revenue and help Boston events thrive.

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Jim Rooney  
CEO  
Massachusetts Convention Center Authority

Many convention centers and the people who run them have long relied on the old measurements of “heads on beds” and other economic impacts to measure the worth of the work they do. This model was created during the second half of the
AIPC Quality Standards Accreditation Continues to Grow

Why did you decide to pursue AIPC Quality Standards qualification?

Jan van den Bosch, Executive Vice President – Amsterdam RAI Convention Centre: Amsterdam RAI is a prominent member of the AIPC association. The RAI is ISO-9001 and ISO-14001 certified since 2011. Our AIPC Gold certification is another independent and professional confirmation of Amsterdam RAI’s commitment in being a front runner in sustainability amongst Convention Centres in Europe and delivering world class quality in the event industry.

Lori Da Silva, CEO & General Manager – London Convention Centre: The London Convention Centre team elected to pursue the AIPC Quality Standards qualification to measure LCC standards with the best in the world. As an organization, we talk about being “world class” and this qualification validates that our standards compete on the world stage.

What benefits came out of the exercise?

RAI: The major benefit which the QS-team achieved from this exercise was a solid confirmation that our strategy in improving quality and sustainability resulted in belonging to ‘best in class’ in the event industry. It strengthens our focus to offer our customers and visitors improved and repeated quality in service and products.

LCC: Our standards team identified several opportunities for improvement that were immediately tackled and planning is underway for future improvements to several additional standards. The collection of all standards into one electronic document makes for a comprehensive record and was recognized as an added benefit of the process. The program also provides an ongoing benchmark for all departments, and reminded all team members of the importance of focusing on the quality standard particularly for new team members.

What benefits do you think your accreditation will provide in terms of marketing and community relations?

RAI: Our accreditation as an AIPC Gold Quality Standard facility confirms that Amsterdam RAI can benchmark itself against the highest available international quality and sustainable standards in the event industry in our striving to offer world class quality. It is an independent recognition of our high level on quality and sustainability to our customers, our visitors and to the event industry.

LCC: I would agree. The AIPC Quality Standards logo will be proudly displayed on the London Convention Centre website, letterhead and sales proposals. Our Quality team unveiled the recognition certificate at a property team luncheon, sharing the success with all team members and reinforcing why the London Convention Centre team members are so very proud of their facility. In our view, the AIPC Quality Standards Gold achievement validates the daily work conducted by each and every team member of the London Convention Centre.

Boston Pursues Strategies to Leverage Value

The creation of this new team and the work they will do is instrumental to the future of the Massachusetts Convention Center Authority, and we also view this effort as a bellwether moment for the meeting and convention industry, as for all of us to continue to do the important work we do, we must begin to change the way we operate.

The team, led by Chief Strategy Officer Johanna Storella, began by taking a deep look at the performance of the MCCA’s current products and services to try and understand the value to the customer, and to centralize the sales and marketing of those services. From marketing and selling a state-of-the-art event management system developed in-house by the MCCA, to running rather than simply hosting events, the MCCA is out to break the mold.

Though still early in the process, the team has developed a new evaluation metric to determine if new ideas are a good fit for the MCCA while analyzing revenue potential. For example, the group is looking at how they might be able to help smaller events with registration, without competing with other registration suppliers that assist larger events.

To better optimize space in its two convention centers in Boston, the MCCA also repurposed 20,000 square feet of underutilized meeting space at the Hynes Convention Center and converted it into restaurant space that now generates additional revenues and resulted in two amazing restaurant spaces inside the convention center. And through a new video wall and outdoor marquee at the Boston Convention & Exhibition Center, advertising and sponsorship revenues are now being generated.

In addition, the Strategy and Product Development team is in the midst of creating or co-sponsoring events that fill unique niches and can grow and generate revenue based on their success.

Two new events have already been announced. Working with Intelligence Summits LLC, the MCCA announced the launch of Culinary Intelligence Summit, a full-day conference focused on solutions for larger-scale food service operations working to implement and manage gluten free/allergy meal solutions to meet consumer demand. The event will take place June 10, 2014, at the Hynes Convention Center in Boston.

The MCCA and Sitarian™ Corporation also announced the launch of the Advanced Audio + Applications Exchange™ (A3E™) www.A3Exchange.com, an international tradeshow, conference and social network exchange focused on the exploration of new technologies that are transforming the music industry and the creative processes of musicians and audio professionals. The inaugural event will take place September 23-24, 2014, also the Hynes.

These and all future events are created to avoid competing with existing clients while filling a strong need. If successful, the events can travel independently of their Boston roots, taking place anywhere there is demand.

When looking toward the future, you cannot help but analyze it from where you stand now – and in our view, where we stand now is not sustainable. We realize not everyone has the ability or option to try this approach, but we’re happy to share our thoughts with other industry members to encourage the industry to grow and flourish. Meetings and conventions are not going away – but we have to find better ways to grow their benefits.
SKYCITY AUCKLAND CONVENTION CENTRE

SkyCity Auckland Convention Centre is ideally situated in the heart of New Zealand’s largest city’s CBD and recognised as a premier event destination for both local and international events alike. This custom-built convention facility houses over 21 flexible spaces that can collectively accommodate up to 1700 persons as well as two hotels with 600+ rooms; a 10 room day-spa; an entertainment complex housing more than 26 bars and restaurants; a world-class casino and an iconic sky tower. As a coming addition to the existing facility, The New Zealand International Convention Centre (also under SkyCity management), is slated to open in early 2018 after an estimated three-year build. This NZD $400 million dollar development will incorporate a uniquely New Zealand design and help deliver New Zealand as a leading destination for conference and exhibitions. Situated within walking distance of 4700 hotel rooms, the central shopping precinct, and Auckland’s stunning harbour it will offer a full suite of convention facilities for hosting conference programs of up to 3,300 delegates or a combination of multiple concurrent events. Says Gillian Officer, Director of Sales – Conventions & Outcatering “We have joined AIPC as we recognise that AIPC is the leading global standards organisation for Convention Facilities, and we feel that the opportunity to become a part of this network, and to learn and improve on our own operational standards is invaluable, and that setting our facility within the AIPC family of centre’s can only be a worthwhile exercise for our organisation.”

CARTAGENA DE INDIAS CONVENTION CENTER

The Cartagena de Indias Convention Center is an emblematic venue at the heart of Cartagena’s historic core and situated on of the world’s most beautiful bays. With an unparalleled setting for successful meetings and events in Colombia, it has been host to the country’s most important international events since opening in 1982. Privately managed since 2010, this recently renovated venue has seating for meetings of up to 2.000 people, together with plenty of breakout rooms for simultaneous sessions. It also offers a wide range of complementary services such as food and beverage, including the gourmet restaurant Marea by Rausch, state of the art audio-visual equipment, and other technological capabilities all on site. General Manager Juliana López says: “Our objective is to reach high standards of service with efficient and effective processes that not only produce satisfaction amongst our clients and guests, but are also sustainable and profitable for our shareholders. We have joined AIPC in order to share experiences with our peers, identify best practices that we can then replicate in our operations and enjoy the benefits of its global network. We expect to be able to gain the sector specific knowledge that will allow us to implement processes with real international standards as well as to share experiences that have been positive in our development with colleagues from other parts of the world”.

AUSTRIA CENTER VIENNA

With the slogan “See the world through your delegate’s eyes!” the Austria Center Vienna is located in the international heart of contemporary Vienna right next door to a UN headquarters. It is Austria’s largest conference center, offering 17 halls for between 100 and 4,320 participants, 180 offices and meeting rooms, 5 suites, 9 foyer restaurants and 22,000 sqm of exhibition space, offering a total capacity for 15,000 people. Service is the center of attention also when it comes to external services; clients of the Austria Center Vienna can expect detailed breakdown of all costs, a recommendation about technical equipment and catering options including decoration as well as social offers such as childcare and the offer of a 2D and 3D visualization for each client’s event. In 2015 an upgrade of the digital visitor orientation signage system featuring 130 screens is planned as well as a new event app representing additional tools for clients to optimize their events. Digital progress and continuous development are main key features in the new strategy CEO Susanne Baumann-Söllner intends to lead the convention center into a sustainable future. “We are not just in the business of letting out rooms and halls; we see ourselves as a reliable partner that is able to think on its feet, provide support and advice and work with other service providers to ensure that every event at the Austria Center Vienna shines. We believe this will make us stand out as an unforgettable experience, and our goal is the complete fulfillment of all the needs and demands of event organizers, exhibitors and sponsors.”
Mark Haley shares Smart City’s vision for today and the future:

**What are your primary products for convention centers?**
Smart City’s mission is to make connections for our customers, whether to the internet, to each other via phone lines, or by connecting exhibitors to attendees via our digital signage solutions. Some of our products that do that are complete telephone services (single line, multi-line, dedicated line, advanced features); high-speed Internet access, Point-to-Point Networking, webcasting (Internet Broadcasting); Internet/Email stations/"Cyber Cafes"; Wi-Fi (Instant Wireless Internet) for Convention/Meeting Venues; custom security solutions, dedicated network performance monitoring, Audio Visual services; electrical and utility services, network design and engineering solutions; Neutral Host Distributed Antenna Systems (DAS); digital signage solutions and charging stations.

**How have your products evolved in recent years?**
When Smart City Networks was founded in 1984, our primary product was telephone services. Today, telephones make up less than 3% of our overall business and our products and services continue to evolve at a rapid rate as event requirements increase. The demand for wireless technology solutions is evolving at an explosive rate, and to meet the industry demands for WiFi we have built wireless systems that are accessible to many users simultaneously while also supporting multiple devices.

**What advantages do your product lines offer over the alternatives?**
Smart City provides a “tried and true” solution to facilities and event planners; our products and services are field-tested every day in multiple facilities for a wide-ranging variety of events and this experience provides a level of trust and security to clients in knowing that these products and services are not only cutting-edge, but are fully supported and reliable. A permanent infrastructure and equipment that is continually upgraded and maintained offers a strategic advantage over trying to utilize 3G or other temporary solutions.

**What is the value argument you make to potential clients?**
We maintain a thorough working knowledge of all our venues’ infrastructure and systems to ensure they have the best possible service during events. Our networks are designed to be redundant, which means our customers would not experience a network outage if the primary circuit were to be cut. Smart City’s “Always Up” policy ensures that spare equipment is configured, tested and ready to be deployed if a component was to fail. In addition to our technical expertise, Smart City also provides facility clients with a financial investment that an in-house provider cannot match; we absorb all costs and investments required to enhance the building’s technology and in turn provide revenue to the facility. Our on-site customer service and technical teams provide support for each and every event. Additionally, our Advanced Exhibitor Sales team reaches out to all exhibitors and show managers to assist in marketing the correct product to support their technology needs during the tradeshow and conference.

**Where do you see your product lines going from here?**
The increased utilization of iPads and smart phones that integrate with WiFi systems provides the opportunity for location-based services. Smart City is working to incorporate this new technology into our future service offerings. Event planners are looking for ways to utilize data information to assist them in planning events and maximizing the event attendee experience. We go beyond simply moving the data efficiently but also begin collecting and helping customers utilize the data that is generated at an event. The advent of smart devices will enable new and better ways of collecting critical demographics on events that will improve the customer experience even further.