Meeting Expectations: Think About the “Three R’s”

When we talk about aligning expectations between international convention centres and their clients or potential clients from different parts of the world, it occurred to me that while there are in fact a lot of different considerations to be made, we can also risk making things too complicated, both for the centres and the organizers. In practical terms, a wide range of factors really come down to three basic principles – and in the interest of making it as simple as possible, I'm going to call them “the three Rs”!

The first “R” is research – basically, doing one's homework to learn as much as possible about what differences exist and where the challenges may lie. Everyone has a role to play in this regard, because each party have their own concerns and questions on the line and can't rely on someone else doing all the work for them! Good research may not provide all the answers – but it certainly helps identify the right questions, which in turn makes for a much more valuable exchange when we get down to actual discussions.

The second “R” is relationships – important in any situation, and a foundation for our entire industry, but particularly important when exploring what may be an entirely new experience for an organizer. This doesn't just mean the interface with the venue or even a local host committee if such exists at the time – it also means making an effort to link in with CVB’s, tourism boards, local members (even if these are not necessarily constituted as a formal host committee) and any other groups that may have something to contribute to a better understanding of the situation. For example, groups of local professionals may be the best possible source of information for a national or international professional association, whether or not they are directly engaged with an upcoming event, just because they are most likely to be familiar with local conditions, issues and even terminology than anyone else.

The third is perhaps the most important of all and that is to be realistic in terms of expectations – understanding that there will always be significant differences between individual countries and their cultures, practices, values and even legal systems, but that is just part of the trade-off to be made against the broader benefits to be achieved by reaching out into a wider world of opportunity. The whole point of taking an event into new surroundings is that this will deliver new experiences and opportunities, so efforts to make everything the same as might be experienced at home are somewhat self-defeating!

When it all works, the result is yet a fourth “R” – and that is the rewards which will flow from a successful interaction. For an organizer, these will include a broader and potentially enlivened membership, higher corporate or association profile, refreshed conference content, access to wider range of ideas and approaches and all the other things that a broader level of engagement supports. And surely that's worth the effort!

Geoff Donaghy, AIPC President

Boston Awaits Us in 2015!

An historic city with a remarkable combination of culture, academia and business – and with one of the most progressive approaches to the integration of its convention centres with the life of the community. This is what awaits delegates to AIPC’s 2015 Annual Conference in Boston, USA.

A wide range of sessions and events will take full advantage of both the industry credentials and the destination attributes of an exciting city and surroundings. Our conference theme will be “Engagement” in order to take advantage of the lessons to be learned from how Boston’s facilities are taking full advantage of it being a center of excellence for the medical, academic, professional and business communities with all the business opportunities that accompany such a distinction.

Many conference details are already on line and more will be rolling out over the weeks ahead – so keep watching the 2015 conference web site. In the meantime, take a look at the invitation on the next page from our conference hosts – and make your plans now to attend our landmark event in 2015!
Dear AIPC Members,

I cannot wait to welcome you, my AIPC colleagues and friends, to my hometown, the wonderful city of Boston.

Boston is a city that has always been celebrated for its role in American history, particularly as the birthplace of the American Revolution. And you will get a true taste of Boston’s American spirit next summer when you visit us over the Fourth of July holiday. In fact, the Hynes Convention Center is just blocks away from the beautiful and revered Charles River where Boston’s annual Fourth of July celebration takes place.

Today, Boston is still shaping history by playing a major role in our knowledge-based world economy as a hub of ideas, innovation and entrepreneurship. The mix of renowned educational and research institutions, leading medical centers, the growing Innovation District and massive amounts of culture make Boston a vibrant and fun place to live, visit and do business. I’m confident you’re going to enjoy every minute you spend here.

While you’re here at the Hynes Convention Center in Boston’s bustling Back Bay neighborhood, you’re just steps away from our beloved Newbury Street, the Shops at the Prudential Center, and Copley Square, offering hundreds of dining and shopping options. And since Boston is home to two AIPC gold standard facilities, I am excited that you’ll also have a chance to experience the Boston Convention & Exhibition Center and the emerging South Boston Waterfront.

In Boston, we pride ourselves on unbeatable meetings technology and exceptional customer service. Delivering remarkable events is not just something we aim to do—it is our signature. This is why we recently adopted the brand identity Signature Boston. Unique and personal, a signature represents who a person is and what they stand for. In Boston, you’ll find creativity, attention to detail and a highly knowledgeable staff at our convention centers. And this signature level of service runs throughout Boston’s hospitality culture from our restaurants to our hotels to our tour guides and beyond. Our dedication to exceeding visitors’ expectations is what has made Boston a top North American destination for meetings and conventions for the last eight years in a row, and ICCA’s number one U.S. destination in 2014 for international association meetings.

As we say here in Boston, we are wicked excited to host the AIPC Annual Conference in 2015. On behalf of my entire Signature Boston team, we are ready to wow you with all Boston has to offer.

Sincerely,

James E. Rooney | Executive Director, Massachusetts Convention Center Authority
In May of this year, AIPC members identified government policy issues as their number one concern impacting their regional economies and future business. In that same month, the meetings industry as a whole, via the Joint Meetings Industry Council, signed a joint statement reflecting an agreement for cooperation with WTTC (the World Travel and Tourism Council) and UNWTO (the World Travel Organization), the two most important global travel and tourism organizations.

As separate as these issues may appear, they are in fact closely linked – and reflect a growing need to re-define our industry and its benefits to one of our most important audiences and, much more often than not, our major investors. As the detail in the AIPC survey showed, the concerns around government policy were based on two areas; first, investment in centre facilities (in a time when continuing investment is needed to enable centres to compete in an increasingly competitive market) and secondly policies impacting the participation of government staff in relevant meetings and conferences.

Take the investment angle first. Over 80% of centres worldwide are owned either directly or indirectly by some level of government – and we know why. Industry economics are such that very few centres can be self-financing when capital investment is taken into account, so they are not of much interest to private investors looking for any kind of reasonable return. But governments need a return too – and that is the ability to demonstrate how such an investment on their part delivers a return to taxpayers who actually foot the bill. And that's where increasingly we need to be able to advance – and substantiate – that a centre delivers a broader range of benefits than just a break-even bottom line.

Certainly, a good estimate of the broader economic impact generated by a centre helps in that regard – the reason that so many centres perform this calculation on a regular basis and why AIPC has invested in the development of a standardized EI Calculator tool in order to make this calculation more consistent and the results more credible.

But often even that isn't enough. Particularly in tough economic times, even EI numbers may not be enough to convince a government owner of the value of an investment. However, every government in the world today recognizes the importance of growing and stabilizing their economy – and by making a better case as to how convention centres can do that through the events they host we can deliver the kind of justification required to ensure ongoing government support.

But government employees or those receiving government funding are also a major source of attendance at meetings and conventions – often a very important component, without whom the event might not survive. So government restrictions on the participation of this group – a phenomenon occurring increasingly in many parts of the world – is at least a big concern, and again based on how governments regard such events relative to their key policy objectives.

And so back to the Joint Statement. This agreement recognized the respective roles and priorities of the signatories and identified three areas (communications / advocacy, research and sustainable development) for future collaboration. But beyond those specifics, it was an important step toward ensuring that key government audiences were getting the same value message from the various travel-related agencies with whom many interact on a regular basis.

At first blush, this hardly looks unique. Agreements of this nature are regularly trotted out amongst many different organizations and even within the Meetings Industry itself, this is a common occurrence. But this one is different, and here’s why:

First, because it is historic – difficult as it may be to believe, there has never been an agreement of this type between the meetings industry and the Travel and Tourism sector, largely because there were many in the tourism establishment who refused to acknowledge that the Meetings Industry actually existed as a distinct sector and instead maintained it was just a form of tourism. This demonstrates an understanding of the distinction between the two, and in particular their very different value propositions, paving the way for a much more productive form of interaction in areas where our interests actually do overlap.

Secondly, because it recognizes the legitimacy of the Meetings Industry as a key element in the overall global economy, and that its incremental values are all about factors such as knowledge transfer, economic advancement, business development and professional enhancement that go beyond the already recognized benefits of tourism. Again, this facilitates a much more realistic form of cooperation in which both entities can agree on measures that will collectively advance those issues which are of common interest while at the same time retaining their individual focus on issues and priorities that are unique to each sector.

And finally, because it will generate a much higher level of collective benefit to both of our interests by facilitating a more realistic approach to areas of common concern, based on an understanding that while we have certain concerns in common, we also have many areas where we need to clearly distinguish ourselves. Not the least of these is the growing importance of being able to advance awareness that attendance at meetings and conventions is an investment in professional, economic and academic advancement, with all the policy benefits that arise from this, rather than an excuse for a taxpayer-funded holiday – a misconception that has resulted in misguided and ultimately detrimental policies in many parts of the world.

The hope and expectation is that it will allow us to cooperate more fully and profitably in those areas where we really do have a shared interest – like in broadening the overall value proposition associated with travel, removing barriers and impediments to such travel and advancing our approach to sustainable development. At the same time, cooperation in areas like travel metrics and value estimation will strengthen both the consistency and the credibility of the arguments we make to key constituents like governments.

In a time when governments are still testing the strength of economic recovery and pursuing better ways to support economic growth policies, we all need the best and most convincing arguments to support our position that centres are key factors in addressing government policy objectives, particularly in the area of economic development.

Rod Cameron, Executive Director
Recovery Research Generates Complementary Results

Notwithstanding a continuing shakiness in the global economy as reflected in the recent market corrections experienced all over the world, two different studies have independently reached similar conclusions, namely that convention business is finally on an upswing in most parts of the world and that the biggest single differentiator in any particular area is the strength of the underlying economy. However, centres see the upswing in significantly more positive terms than others in the industry, based on actual business results reported by members.

Recovery and business optimism were the two key conclusions reached in the latest annual survey carried out by AIPC between April and June 2014. Key survey findings included:

> Total revenue increased worldwide by 3.1% in 2013 and the membership is expecting an increase of 4.7% in 2014.
> This revenue growth has exceeded global GDP from 2010 to 2013, but is expected to increase much faster in 2014 relative to a 3.4% worldwide GDP forecast.
> In a clear sign of the gaining strength and optimism in the industry, the percentage of members that say they are experiencing either strong or moderate growth has increased to 79% up from only 52% in 2013.
> An increasing percentage of members also say they expect to see overall revenue growth in 2014 in most of the industry’s core revenue categories including exhibit hall and meeting room rental, food and beverage sales and concessions, as well as event services and AV.
> The number of major capital investment projects such as expansions and renovations are also increasing worldwide, with 71% of members indicate they are planning or developing an expansion, renovation or other significant investment in their facilities currently up from 62% in the 2013 survey.

Finally, we are seeing clear signs of departure from the economic uncertainty that has characterized our sector since the onset of the recent global recession” said AIPC President Geoff Donaghy. “Business results are all tending toward the positive and investment – a sign of future confidence – is picking up as well. While we need to recognize and address the fact that we are dealing in a world that has changed irreversibly in some fundamental ways, it is nevertheless clear that things are finally on the upswing.”

At the same time, as reported in International Meetings Review, the American Express Meetings & Events 2015 Global Meetings Forecast, “Meetings are expected to play a critical role in a return to business fundamentals in 2015…. following a period of economic recovery for the meetings industry as well as new budget pressures in 2014, 2015 meeting budgets are likely to show positive movement, either through growth or less of a decline than was seen previously. This is due to powerful drivers such as compliance, global expansion, and standardized processes that can help to reduce risk and elevate the visibility and strategic importance of meetings programs within companies”.

The IMR article quoted Issa Jouaneh, Vice President and General Manager, American Express Meetings & Events as saying “The meeting industry overall appears to be very much ‘back in business,’ in particular as a key component of sales and marketing strategies for many organizations. The last few years have given focus to meetings and events in a way that has driven a more disciplined approach around approvals processes, increased scrutiny on spend and a larger focus around accountability and expected outcomes for meetings.”

At the same the American Express study noted some significant regional differences in prospects. “In North America, the positive sentiment for 2014 continued with a slight 0.3 percent increase in meetings activity expected in 2015…. there is a continued push to stay close to home and host meetings where the largest number of attendees live. Attendee levels in North America seem to have stabilized, with no major changes expected next year. In Europe, meeting activity predictions from survey respondents generally mirrors the current economic situation of the individual countries. Across Europe, Germany and the United Kingdom, two regions with positive predictions in the 2014 Forecast, are expecting slight declines in attendees across the board in the coming year, while Spain and France are smaller declines predicted for 2015, compared to previous years. Meeting activity in Asia Pacific is more mixed, surging ahead in some countries and softening in others”. | CONTINUED ON PAGE 8
As part of a new initiative to support and engage in regional development activities AIPC is working with local centre members and the organizers of the Meetings Africa trade show scheduled for Sandton SA to deliver a convention centre seminar and workshop on February 23 as a program element in this key event. “We are increasingly hearing that members are looking for activities that help them with their regional development and we are now actively exploring opportunities to do that” said AIPC President Geoff Donaghy. “Our most recent centre performance and outlook survey showed Africa to now have the fastest growing revenues in the world, with African members reporting gross centre revenue increases of 9.2% in 2013 as well as forecasting the highest rate of revenue growth in 2014, which suggests this is an area that could benefit from the kind of collective strategic planning that can be facilitated by such an event”. A preliminary program includes components dealing with both global conditions and developments as well as workshops on local opportunities and issues. “This is where our collective knowledge as an organization can be put to good use, and we are considering similar events in other parts of the world where there is an expressed interest and an opportunity to make a knowledge contribution”, said Donaghy.

AIPC / ASAE Seminar Delivers Consensus Advice on “Going International”

Last year’s heavily attended joint seminar between AIPC and the American Association of Association Executives (ASAE) at IMEX America in Las Vegas addressed the questions of how organizations pursuing new business and membership opportunities through offshore events could better interact with convention centres in other parts of the world to mutual advantage. This year’s session revisited the same topic – but in terms of a more practical “How-to” approach designed to create specific categories of advice for those dealing with this kind of situation. The results: a strong consensus on key areas that need to be taken into consideration by both organizers and venues if a successful outcome is to be achieved by all.

Panelists Andre Cholewinski, Associate Director of Meetings and Events for the Meetings Management Group, Janice Lachance, CEO of the Special Libraries Association, Edgar Hirt, Senior VP Congresses and Events for Congress Center Hamburg and Prue Rogers, Assistant Director of Sales, Melbourne Convention and Exhibition Centre collectively reached some important conclusions that can offer guidance, including:

- Research, communications and transparency emerged as the three top recommendations for addressing the process of interaction. The responsibilities extend to both parties, and neither can rely entirely on the other to do the work that is required to round out a successful interaction;
- Research cuts both ways – centres need to learn more about what an organization is trying to achieve with their event in order to offer good advice, but organizers also need to make an effort to understand how conditions might vary in order to know what questions to ask;
- Cultural differences can have a significant impact on event prospects and outcomes, and the only way to deal with this is to get them onto the table early in the process to see how they can best be managed. As one panelist commented “We can deal with almost anything as long as we know what’s coming and have the time to address it properly”;
- Centres noted that RFP’s are getting increasingly complex and demanding but organizer panelists indicated that is something unlikely to change any time soon as boards and management rely on them to ensure they are limiting their exposure;
- The panel agreed that host committees can play a key role in smoothing the interface and advising on local conditions – but are less likely to become engaged in the actual administration and / or financial arrangements as these responsibilities are increasingly an important part or organizer responsibilities and accountability;
- Venue and servicing costs can be one of the most variable areas for events on rotation and so should be a topic of early discussion to ensure there are as few shocks as possible in the final outcome.

A key conclusion of the session was that while stringent RFP’s may have become a fact of life they should in fact encourage more, not less, communications to ensure that good advice and ideas don’t get buried in process. The panel unanimously agreed that organizers need and want the kind of advice centres can offer, particularly in an unfamiliar location, and providing this should be a priority for centres who want to distinguish themselves in what otherwise risks becoming a purely administrative process.
AIPC Academy 2015 Program Confirmed!

AIPC’s 2015 Academy Program has already been confirmed – and offers what is certainly the most comprehensive curriculum we have ever offered! An extensive complement of faculty and guest presenters will cover the full range of today’s most important topics, all under the highly relevant theme of “Addressing Today’s Market Challenges”.

This year’s program will revolve around four interlocking themes, each with a set of sessions to address that theme and tie it into the others. The four themes are:

> Delivering, Measuring and Communicating Performance
> Addressing Current Market Challenges
> Managing the Product: Optimizing Facilities and Services
> Organizational Structure and Leadership in a Convention Centre

Here’s how the key themes will be delivered:

**Crossroads of Culture — How to Do Business and Work Together in a Global Marketplace**

The development of cross-cultural competencies is rapidly becoming vital for business success. But how many have the cultural insights, competencies and capabilities to successfully manage such interactions? A leading figure on intercultural issues will share insights in how to develop a simple yet effective framework that will transform your perspective.

**Our World Today; Key Issues and Challenges**

An overview of the latest AIPC research-based industry trends and their implications for convention centre managers.

**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 performance, from financial management practices and economic impact calculations to defining and implementing key performance indicators.

**Benchmarking for Performance**

Demonstrating performance relative to other centres is a key reporting requirement for managers. This session will cover industry-specific approaches to benchmarking as a tool for management reporting.

**Communicating Value: Sharing Results with Stakeholders**

This session will address the importance of effectively communicating performance and broader value information to key groups such as owners, communities and local industry groups that are key to the success of a convention centre. Included are such areas as media relations, Corporate Social Responsibility, owner relations and community interactions.

**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.

**How Suppliers are Responding to Today’s New Market Realities**

This session shifts the emphasis onto how centres are and should be responding to new industry / client challenges including attracting international/national business; adapting to new program requirements; responding to evolving business practices; adapting marketing plans and sales tactics to address issues such as subventions and alignment with economic priorities and developing and maintaining a relevant brand.

**Winning Strategies in a Competitive Market: What are the key strategies to finding and winning business today?**

Case studies will be used to answer the question of how best to find, and win business today, ranging from best practices in the international bidding and RFP response processes, promotional activities and industry events to creating innovative revenue streams, developing new events and managing the contracting process.

**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 enacted through an efficient and streamlined interface in order to meet client expectations.

**Best Practices in Centre Operations**

This session will look at key operational issues in building management and the importance of facility operations to overall client satisfaction, including addressing new standards and practices and incorporating new technologies that support event business. Guidance on preparing for emergencies and risk management through case study presentations will round out the session topic.

**Buildings in Context: the Evolution of Centre Design**

Convention centre design has had to adapt to changing market expectations and event formats while also addressing owner and community demands for attractive and functional 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.

**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 maintaining good labour relations.

**Best Practices in Managing your Teams**

This session will address team management skills including organizational development; managing/motivating successful teams; staff training and development; leadership vs management and encouraging customer service excellence.

**Filling the Gaps: a Review of Outstanding Issues with Faculty and Attendees**

The program will wrap up with an opportunity to review the learning and exchange that has taken place over the course of the Academy program and provide attendees with an opportunity to obtain the collective advice and expertise of faculty and fellow attendees on the specific issues they have in their centre as well as assist them in developing their own “action plan” for implementing learning outcomes they have gained over the course of the week.
Upcoming AIPC Programming Opportunities

Planning and Budgeting Your 2015 Commitments? Now’s the time to think about how you can use the AIPC programming to: 1 | Enhance the skills and networks of key staff  2 | Improve your operational efficiencies  3 | Get the recognition you deserve from your AIPC peers!

AIPC’s programming is directed entirely to our mission, which is to promote, support and recognize excellence in convention centre management – Your job is to take best 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, which include;

Staff skills enhancement programming includes:
The AIPC Academy, which now features a new format aimed at encouraging innovation and problem solving around the most urgent centre management issues of the day. 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 (see details in this issue).
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, and
The counterpart AIPC Facility Operations Summit, the only event in the industry to directly address the areas of facility operations and event management, where an exchange of experiences and expertise focuses on increasing revenues and enhancing operational efficiencies.

Programs aimed at enhancing operating strategies and efficiencies include:
The AIPC Quality Standards program, now a well-established management audit process exclusive to convention centres that clarifies and documents key policies and procedures in a way that not only enables centres to demonstrate a comprehensive, audited management plan but engages staff in a highly beneficial process of engagement in centre advancement.
The AIPC Innovation Award, the most exclusive exchange of centre-specific innovations and program applications in the industry. This program has delivered an array of exciting new ideas in past years – and is a great way of showcasing your achievements as a leading centre (see details in this issue).
AIPC’s Seminar and Conference program, an ongoing series of in-depth issue forums that include not only the Summits as above but other events up to and including the highly focussed professional program at the AIPC Annual Conference, next year taking place in Boston USA.

Recognition for management excellence is available through:
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 next edition will be gearing up in late 2015 for a 2016 Award – not too soon to begin thinking about your winning strategy!
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 supported for a limited time by AIPC funding subsidies.
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 benefits by getting 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 secure the very best in support activities – and never have the rewards of participation been greater!

Capabilities for all these programs are set to ensure the highest quality, 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
In a demonstration of its capabilities in key areas of temporary room building, ACS proudly provided ESMO (European Society for Medical Oncology) with 7 temporary, full operational conference rooms to facilitate the ESMO 2014 congress.

This edition of the congress brought close to 20,000 participants together, and with such a high number of delegates and planned break-out sessions, IFEMA could not offer the number of rooms ESMO needed. ACS, known for their specialist knowledge and expertise in the field of constructing temporary lecture rooms and audio visual facilities, was able to offer a high quality solution, not to only accommodate all delegates but also making sure that all scientific presentations could be heard and seen adequately.

In close cooperation with IFEMA and ESMO, ACS constructed 7 temporary rooms, including one plenary room for more than 4,000 delegates and 3 overflow rooms. The results are best described by the clients themselves;

Chantal Cornu, ESMO Congress Operations Officer;
This was the first time ESMO collaborated with ACS, as in the past there was no need to build session halls due to the overall smaller size of the congresses. Nowadays, due to the considerably increased size of the ESMO congress, building rooms has become a reality. While everybody agrees that constructed rooms are not comparable (in terms of aesthetics) to existing session halls, the layout and decoration proposals by ACS achieved a professional and modern result.

ACS has definitely contributed to the success of the ESMO 2014 Congress in Madrid. We could see that serving clients and their needs is a culture at ACS, in particular in the medical field. Onsite we enjoyed good cooperation and were helped by their availability to take over part of the last-minute stress, by managing critical situations in a smooth way to avoid any discomfort for participants. In fact, we have already decided to repeat the collaboration for the next ESMO 2016 Congress at the Bella Center in Copenhagen, Denmark.

Ana Carrazon, Congress Sales Manager, Convention Centre IFEMA - Feria de Madrid;
As one of the key suppliers to the European Association Industry, IFEMA has worked together closely with ACS on most of the major congresses that have taken place at our venue in the past 10 years. Even though they are a supplier selected by our clients, I have always felt that the relationship between ACS and IFEMA is one of close collaboration and teamwork, not only onsite but especially during the preceding years and months of logistical coordination. Their attention to detail, professional and personable staff and clear excellence in executing complex AV projects are no doubt the reason they are a preferred supplier for most of their clients.

Recovery Research Generates Complementary Results
An ongoing discipline was also noted in the study; “Doing more with less is the mantra of most meeting owners, and their 2015 budgets reflect that….the reduction appears to reflect a desire to reallocate meeting budgets – companies want to be sure they’re spending their money on the right people and the right event.” While at least a portion of the upswing noted by AIPC members may be the result of a rebound from previous deeper declines, a more positive overall view of industry prospects lends support to the idea of continuing gradual improvements in the years to come.