**PRESIDENT’S MESSAGE**

**Same Industry, Different Perspectives:**

*a Formula for a Great Conference!*

Economists are now saying that we are engaged in what they call an "asymmetrical" recovery – meaning that while some parts of the world are experiencing almost explosive growth others are falling back toward or even into recession. While this isn’t big news to those of us living with the uncertainty of a shaky economic scenario, it does mean we have more than usual to offer each other as colleagues, and that’s something to keep in mind for our upcoming Annual Conference in Amsterdam.

As you will see in this edition of Communiqué, our program is packed with information on all aspects of the challenges we face, including insights from global experts, colleagues from related sectors and our own research. But in times like these, some of the most useful lessons are those we can learn from each other. With so many variations in the economic and industry picture in various parts of the world, simply comparing what’s going on in one area with what’s happening in others can bring a whole new range of ideas to bear. When you can see how people are dealing with situations you haven’t had to face yet, it’s an opportunity to prepare yourself for what may lie ahead. Similarly, it often helps to be able to see how people are dealing with the same problems under different conditions.

That’s why case studies and workshops are an important part of our program, and always will be. AIPC is the right size and composition for these kinds of exchanges, as we all have so much in common and a compact group where it’s possible to have much more detailed discussions.

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Edgar Hirt, AIPC President

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**AIPC Quality Standards**

Support Consistency, Quality for AEG Ogden

Geoff Donaghy, Group Vice President, AEG Ogden

In a time when global competition amongst convention centres and destinations is more intense than ever, centres need to be able to differentiate themselves. One way to do this is by demonstrating adherence to the highest and most relevant management standards, which not only creates an advantage amongst increasingly discerning clients but also provides owners with the confidence they need that the centre is being managed efficiently and cost-effectively. | CONTINUED ON PAGE 6
AIPC Amsterdam 2012: A Landmark Conference

With a demanding theme of “Strategies for Success and Survival: Information, Context, Action”, this year’s AIPC Annual Conference in Amsterdam will deliver a program designed to address all the areas that need to be taken into account in today’s challenging centre environment.

“In a time of ongoing business and government uncertainty combined with intense and growing competition, new strategies are required not only to succeed but often to simply survive” says AIPC President Egar Hirt. “Developing those strategies and putting them into action requires good information and analysis as well as the insights required to put them into a proper perspective. The 2012 AIPC Annual Conference will deliver all of these key elements along with a cross section of the practical experiences of industry colleagues worldwide in a program designed to help equip AIPC members for the challenges ahead”.

HIGHLY RELEVANT KEYNOTES: Centre business is impacted by both industry factors, global business factors and the strategic approach we take to developing and marketing our products. This year’s keynote presenters will together address each of these areas in order to stimulate the right kind of discussion and debate;

Stéphane Garelli is a world authority on competitiveness – has pioneered research in this field for 25 years. Professor at IMD (Institute of Management Development) Lausanne, where he heads the World Competitiveness Centre, he is also associate professor at the University of Lausanne, a former Managing Director of the World Economic Forum and director of the Davos Annual Meetings. He has also worked closely with such large global enterprises as Hewlett-Packard Europe, SGS and Nestlé and was chairman of the FF Sandoz Financial Holding; he is currently chairman of the Swiss newspaper Le Temps.

Garelli is an exciting speaker who combines content with an entertaining approach to complex issues, and his presentations on competitiveness provoke companies and individuals to think “outside the box” and to confront their strategies with recent market trends and new competitive pressures. His best-selling book “Top Class Competitors – How Nations, Firms and Individuals Succeed in the New World of Competitiveness” is published with Wiley.

Jochen Witt is President and CEO of jwc gmbh, a management consulting that provides consulting services in the areas of strategy and business development, mergers and acquisitions, venue planning and construction, market consulting and business intelligence relating to the exhibition / trade fair industry and related sectors. He is considered to be a leading authority in this area and counts amongst his clients publishing companies, trade fair and congress organizers, venue owners, private equity companies, service providers and governments in Europe, Asia, Middle East and North America.

With degrees in law and international taxation, he has been President and CEO of Koelnmesse GmbH, Chairman of the European Chapter of UFI and UFI President and is a much sought after speaker and writer in the trade fair industry and related industries.

Paul Iske is a professor at the School of Business and Economics, University Maastricht, Netherlands, focusing on Open Innovation and Business Venturing. He is also a member of the Management Team of the Service Science Factory and of the Board of the Network of Social Innovation as well as Chief Dialogues Officer and Director of the Dialogues Incubator at ABN AMRO Bank.

In all these roles he is responsible for open, radical, social and sustainable innovation, and his mission is to highlight the importance of experimentation to achieve paradigm shifts and breakthrough innovation, Paul is a frequent speaker on international conferences and workshops focusing on Innovation, Creativity, Entrepreneurship and Knowledge Management; he founded the ‘Institute of Brilliant Failures in order to highlight the importance of experimentation to achieve paradigm shifts and breakthrough innovation.
From Global to Fragmented: a Competitiveness Outlook for 2012 and Beyond

The cost of the “Great Recession” has been a fragmentation of the world economy, with some countries in recession and others overheating. In advanced economies, debt, public finance and the efficiency of government are the main causes for concern, and in some places there are disquieting unemployment rates and destabilizing consequences for societies.

This presentation will examine how these factors will impact the relationship centres have with governments, especially in time of austerity, and which management competencies and personal skills ensure success in this brave new world.

The Big Picture: Global Industry Status and Prospects

With new developments occurring on a continuing basis, the shape and timing of industry recovery remains uncertain and regional differences are striking. Beyond the state of the underlying economy there are also variations in business practices, investment, client needs and revenue sources as well as external issues such as transportation costs and government policy. This global review of industry conditions will provide an overview of what’s going on and how experiences from different parts of the world may benefit others.

The Road to Recovery: 2012 AIPC Survey Results in an Industry Context

With an “asymmetrical” recovery taking place in the global economy, this third in the series of comprehensive industry performance / outlook surveys of AIPC members will identify and assess the progress being made toward restoring industry fortunes around the world and clarify remaining issues and actions.

At the same time, a comparison with comparable data from industry sectors will help evaluate whether or not our expectations align with those of our clients.

How Are Meetings Evolving?

While much of the focus in recent years has been around the impact of global economic conditions and the financial crisis, meetings have at the same time been evolving due to other factors beyond just the new economic realities. This session will explore areas such as new technology, changing planner and delegate expectations, shifts in how meetings are financed and managed, demo-graphic changes and government policies are all influencing the structure and economics of the industry and how centres should be positioning themselves and their products in response.

Industry Partners: Status and Issues

The availability and affordability of both air travel and accommodation are critical elements in the meetings and conventions equation in today’s value-conscious world. This session will provide a broad perspective of the key challenges and opportunities facing both major air carriers and hotels today and how these are likely to impact convention centre business prospects in both the immediate and long term future.
The Value Picture: Image and Reality

As centres struggle to manage their business prospects in the face of economic challenges and an evolving industry, one factor that has emerged clearly is the importance of creating a greater sense of value amongst the governments and communities that are ultimately the largest investors in industry infrastructure. This session will combine government and media perspectives with the practical realities of developing credible performance data in a review of the range of factors required to advance our value proposition.

Centres and Technology: Challenges and Solutions

As centres struggle to manage their business strategies and prospects in the face of economic challenges and an evolving industry, a continuing issue is the need to maintain current technology in a cost-effective manner. This means not only deciding which technologies are most in demand but how they can be delivered in a way that is consistent with budget limitations and revenue expectations. This session will provide a range of perspectives on these questions based on the different views held by suppliers, clients and centres themselves.

Apex 2.0: the new Generation of Award!

This year’s AIPC Apex Award represented the first edition of an entirely new evaluation process and depth of analysis for participating centres – a reflection of the intensity of competition now associated with this prestigious award and the fact that so many centres are now performing at such a high level. This short session will outline how the selection process was analyzed and restructured as well as the key success factors that emerged – the perfect preface to the announcement of the 2012 AIPC Apex Award winner at the Award Dinner that evening!

Next-generation Convention Centres: a Pragmatic Approach to Innovating your Business Model

Innovation has become critically important to centres facing increasing competition, new client challenges and uncertain revenues, yet many owners – particularly governments – are notoriously risk-averse. This research-based session will explore what it takes to create and sustain a culture of innovation in an organization and how senior executive can both identify the opportunities and manage the risks associated with potential failures. It will give specific examples of how other sectors have addressed the need for innovation and provide delegates with a practical framework for initiating and managing the process.

Case Studies in Innovation: At the Cutting Edge

In a rapidly evolving industry, centres need to not only be aware of changing challenges and opportunities but also be prepared to initiate innovative changes to address these. This session will provide specific examples of adaptive responses to some of the major issues addressed in the Conference in such diverse areas as marketing, finances and community interactions as an encouragement for others to re-examine their programs and processes for new opportunities.
Social Program Delivers The Amsterdam Experience

The extensive social program organized by Annual Conference hosts the Amsterdam RAI Convention Center will ensure everyone has a variety of opportunities to experience the unique flavour of this exciting city. Here are the highlights:

SATURDAY JUNE 30
Informal Reception: Sorel's Midtown Bar and Lounge, Amsterdam Marriott
Start your Amsterdam experience off and get into conference mode relaxing in Sorel’s with a view on the Leidseplein! This is your chance for an informal get-together with colleagues where you can catch up on industry news and enjoy the Amsterdam atmosphere.

SUNDAY JULY 1
First Time Attendees and New Members Welcome and Orientation
Come and meet the AIPC Board of Directors and management team; get a quick orientation to AIPC and its programs and find out how to make the most of your Annual Conference experience.

Canal Boat Tour to Welcome Reception and Barbecue
Take an exclusive guided cruise through Amsterdam’s legendary canals en route to the welcome reception and barbecue at the Amsterdam RAI South Beach. You’ll glide through the old centre of the city and into its harbour, passing merchant’s mansions, churches and warehouses dating from the 17th century. A signature experience not to be missed!

Arrive at South Beach for Welcome Reception by the RAI Convention Centre
We will enjoy an exclusive reception and barbecue in the unique South Beach area on the border of RAI Harbour at the edge of the canal. That evening, Amsterdam will prepare for the Euro 2012 Football Championship finals – which will be all orange if Holland is in the finals! From 20:45 onwards, there will be live broadcast on large screens – the locals will join you on the beach for a night to remember!

MONDAY JULY 2
Free evening: Explore Amsterdam
Free evening to enjoy the City of Amsterdam with colleagues or on your own! The Amsterdam Congress Bureau will be at the RAI on Monday from 13:00-17:00 hrs with a city information desk to assist you with dinner suggestions and reservations. Take full advantage of this opportunity to sample one of Europe’s most exciting and romantic cities.

TUESDAY JULY 3
AIPC Award Dinner at the Heineken Brewery
The Heineken Brewery in Amsterdam is a national monument and listed in the European Route of Industrial Heritage. After active production was moved to the new plant in Zoeterwoude, the brewery was renovated and turned into the Heineken Experience, which takes you on an interactive journey through the history of the company, and introduces the evolution of the world’s most famous beer and the family that created it.

This year’s AIPC Award dinner will be an informal buffet-style event on the top floor of this historical building with a breath taking view over the heart of Amsterdam! The highlight of the evening will be the announcement of AIPC’s 2012 World’s Best Convention Centre!

In addition to the social activities for all attendees, there will be an optional Accompanying Persons Program:

MONDAY JULY 2
Dutch Countryside Full Day Tour
This very complete tour covers the magnificent area of Dutch landscape north of Amsterdam, marked by windmills, polder, dikes and ditches. After a stop to taste some traditionally made products at a cheese farm, we will visit the picturesque villages of Edam and the Zaanse Schans, where you will have the opportunity to visit a windmill and wooden shoe factory. We continue to Volendam and Marken, fishermen’s villages along the former Zuiderzee.

TUESDAY JULY 3
Amsterdam City Tour including Anne Frank Museum and Diamond Factory
Enjoy a private tour through Amsterdam, passing the main highlights of the city. First stop at the Anne Frank House, the hiding place where Anne Frank wrote her famous diary during World War Two. Visiting the Anne Frank House has been a moving experience for millions of people from all over the world.

Leave the Anne Frank House and proceed with a panoramic drive through the city, weather permitting the guide can include some walking, either through the oldest part of Amsterdam, called “De Jordaan” with its quaint narrow streets, bridges and inner courtyards, or visit the beguineage on foot, or have a walk through the Jewish district. A visit to a Diamond factory is made where you get acquainted with the diamond polishing process.

Please note, this tour is exclusively operated for AIPC 2012.

AIPC CORPORATE PARTNERS PARTICIPATING IN THE ANNUAL CONFERENCE

AIPC ANNUAL CONFERENCE 2012 PROGRAM SPONSORS

AMSTERDAM EVENT SPONSOR
La Cité – Nantes Events Center Achieves AIPC Quality Standards “Gold”

Paul Billaudeau, General Manager of La Cité Nantes Events Centre puts it best: “For the past 20 years, La Cité has been committed to delivering excellent services. In 2009, our commitments were strengthened in two key areas regarded as priority issues for the ISO 26000 accreditation in 2012: Corporate Social Responsibility and Sustainable Development. In an increasingly competitive events market, these kinds of quality certifications and international awards help us to stand out from our competition and demonstrate our reactivity and high level of performance. It is also an excellent management exercise in terms of customer satisfaction and staff motivation.

From this base, Nantes went on to complete the AIPC Quality Standards audit at the Gold level. This was a logical succession and one based on a process of continuous improvement and staff involvement. “Implementing the AIPC reference framework helped us organize our internal monitoring tools with the creation of a data library in such areas as business performance, customer expectations, staff and suppliers’ expectations, environmental responsibility, relations with other stakeholders and communication strategy”, said Billaudeau.

“Achieving the AIPC QS Gold level is a fantastic award for La Cité and for the teams that have invested time and effort in this process and that work every day to further develop relations with our environment. This new label is a strong guarantee of quality and will no doubt increase the attractiveness of La Cité and its region at national and international levels”. La Cité is the first French convention centre to be awarded the AIPC Quality Standard certification.

AIPC Apex Award Finalists Confirmed

With new scoring and selection criteria and administration managed by a global research company as a result of an extensive process review of this most important industry award last year, we’ve experienced one of the most intense competitions ever, with some 1560 client references received and 739 questionnaires completed – the latter a 40% increase over the previous competition! Here are the finalists in this year’s AIPC Apex Award – and the people you’ll be wanting to watch as we announce the winner and runners up at our Awards Dinner at AIPC 2012 in Amsterdam!

AIPC Quality Standards Support Consistency, Quality for AEG Ogden

Geoff Donaghy | Group Vice President, AEG Ogden

It’s for these reasons that we have adopted the AIPC Quality Standards program for the AEG Ogden portfolio of international convention centres with four of our managed facilities in Brisbane, Cairns, Darwin and Kuala Lumpur having achieved Gold level certification over the past two years with others including the Qatar National Convention Centre (just opened) and Oman Convention & Exhibition Centre (about to commence construction) flowing suit as they come on stream. The Quality Standards designation is only achieved through an exhaustive audit of all major factors in convention centre management carried out by an independent business process auditor - a rigorous but rewarding process that challenges our managers to achieve the very best in their respective operations.

However, having identified the importance of the designation itself we’ve discovered that the process also offers a lot of other benefits which complement those we also see through our pursuit of other relevant accreditations such as ISO and various environmental standards. This has been seen in a variety of ways by our centre managers;

In Darwin, it has taken the form of increased credibility in the community and pride amongst staff with General Manager Malu Barrios noting that the QS audit’s gold certification “not only validated our venue’s capability to provide world class standards but has also inspired increasing loyalty amongst staff and the Centre being recognised as preferred employer”. At the Cairns Convention Centre, GM Ross Steele saw Quality Standards accreditation as validating their having been awarded the AIPC Apex Award for “World’s Best Convention Centre” in a visible, ongoing form. Being the first centre in Malaysia to receive such a certification and being a member of an exclusive global “club” were amongst the biggest benefits to the Kuala Lumpur Convention Centre according to the centre’s GM Datuk Peter Brokenshire. And at the Brisbane Convention & Exhibition Centre, GM Bob O’Keefe sees their AIPC Gold designation as a key element in their high level strategic plan, saying “it supports our commitment to providing a sustainable future for staff, clients and the community”.

But from our perspective as an organization with operations in different parts of the world, there is yet another benefit, which is the fact that the standards enable centres to achieve consistently high management quality while still addressing the reality and the importance of variable operating environments. We know that in order to meet the diverse interests of both clients and delegates, centres these days need to make a unique statement that reflects their destination, culture and distinguishing features – but at the same time, maintain the kind of consistency and quality that address international expectations. We have found that the AIPC Quality Standards program offers that flexibility, and that’s why it has become a key element in our strategy.
CONGRESIUM ANKARA INTERNATIONAL CONVENTION AND EXHIBITION CENTRE

The only convention and exhibition centre in the capital city of Turkey, Congresium Ankara is located in the heart of Anatolia at the crossroads of Europe, Asia and the Middle East. It is designed as a multipurpose structure combining ultramodern architecture with functionality and aesthetics built on an 80,000 m² site. Its spacious interior volumes and divisible room design gives limitless flexibility that includes the biggest auditorium, ballroom and exhibition area in Ankara. Auditorium capacity is 3,107 and the ballroom capacity is 1,530 m², while the exhibition hall offers 10,400 m² of space and the terrace 5,000 m². Two VIP meeting rooms of 400 m² each, five additional meeting rooms of 50 m² each, and a further five meeting rooms of 100 m² round out the spaces. There is parking for 900 cars and an on-site restaurant, bistro and café.

“Congresium is operated by GL events, and as a member of an integrated group we are able to give five star international services along with added value to business partners, customers and other sectors” says Congresium General Manager Hasan Bozkurt. “Our goal is to become a Centre not only for professionals attending meetings but also a place for celebrating cultural events and concerts and embracing all Ankara as the community meeting point. We believe the exclusive power of AIPC will play a key role for the awareness of Congresium as international venue, and that we will get the benefit of AIPC high level seminars and summit meetings as well.”

BEXCO (BUSAN EXHIBITION & CONVENTION CENTER)

BEXCO, a proud landmark of the world famous port city of Busan, Korea, was opened in 2001 and for 11 years has been a major contributor to raising the status of Busan as one of the top 4 convention destination in Asia. It is currently carrying out a major expansion project, due to be completed in June 2012, in its efforts to become the most competitive convention center in Asia by 2015. With the expansion, BEXCO will offer a new 4,000 seat state of the art auditorium, 49 meeting rooms in various sizes capable of hosting up to 9,400 conference attendees and over 60,000 m² of exhibition space on a total land area of over 160,000 m².

There are over 4,000 hotel rooms concentrated in the famous Haeundae Beach district, which is only 5 minute drive from BEXCO and over 9,000 hotel rooms available in greater Busan itself. The Busan area offers beautiful natural sceneries, tourist attractions, and an exciting nightlife for experienced travellers.

Soo-Ik Kim, CEO & President, says “On behalf of BEXCO and our dedicated professional staff, we are thrilled to have become a member of AIPC and anticipate enormous potential to learn and share industry knowledge and insights with our colleagues from around the globe. I firmly believe that AIPC will provide a platform for expanding our world-wide brand recognition and excellent learning opportunities for our professional staff as we take part in dealing with key industry issues of today.”

ExCeL LONDON – THE INTERNATIONAL EXHIBITION AND CONVENTION CENTRE

ExCeL London is a £500 million, international venue offering 100,000m² of flexible event space, including London’s first-ever International Convention Centre. It includes the UK’s largest auditorium (up to 5,000), London’s largest banqueting hall (3,000 guests) and a stunning, multi-function conference suite with fabulous reception and registration areas for 500 delegates, all seamlessly integrated with ExCeL London’s existing meeting and exhibition space.

Positioned in the heart of London’s ‘events district’, it is in close proximity to Canary Wharf, The O2, London City Airport and the Olympic Park and Stadium. It boasts excellent transport links for both national and international visitors with 3 onsite DLR (Docklands Light Railway) stations, easy access to London Underground, onsite parking for 3,700 cars and London City Airport just 5-minutes away. Six onsite hotels, ranging from luxury to budget, offer 1,400 rooms, with a further 10,000 hotel rooms within 20 minutes.

ExCeL London’s specialist team has vast experience of event organization, including conferences, association meetings, conventions, AGMs, sporting & cultural events, staff training, roadshows, motivational events, product launches and gala dinners. Says James Rees, Director of Conferences & Events, “The opening of our brand new, £165million International Convention Centre in May 2010 was a landmark development for London and created the possibility for major corporate and association congress planners to choose our world-class city. Since then, we have been overwhelmed by how popular the ICC has become, so we strongly feel it is the right time to join AIPC to share our knowledge and experience with that of our peers across the globe. We look forward to the educational and networking opportunities that AIPC will provide through contact with the very best international convention centres.”
Communiqué speaks with Hans Friis and Jean-Pierre Pigeon on the recent development of Dorier’s world-wide network:

**What is the Dorier Group and how was it formed?**

The Dorier Group was formed when Dorier S.A. Geneva and Perfectus AV Pte Ltd Singapore, both leading technical service and production management companies, joined forces to create a strong new group of companies which now stretches half way around the globe with offices in Brussels, Geneva, Montreux, Bangkok, Singapore, Beijing, Shanghai and Hong Kong with more offices to come over the next two years. We are expert AV suppliers and congress/ convention centre in-house specialists.

**What are your primary product offerings?**

Throughout our group we cater to all types of technical needs including staging and set design, lighting, audio visual, camera and video production, projection, large screen systems, microphone management and audience response systems, content capture, sound and professional audio systems, and simultaneous interpretation systems.

One of our specialties is our in-house technical service that we offer to conference and convention centre’s around the world. We have different models, but the concept is the same: we offer centres the opportunity to outsource all of their technical services and for us to provide or supplement existing technical equipment and provide technically skilled and experienced staff.

We turn one of your cost centres into a revenue stream.

**What kind of special offerings set you aside from your competitors?**

The Dorier Group’s latest key service offering to Convention Centres is the “Audit Service”. The Audit Service is a full range qualification of your venue as seen from the users’ point of view. Our Audit Team is a select group of experts with know-how and expertise covering, PCO, Event Management and of course the technical operation events. The Audit Team will evaluate every aspect/service of your venue and rate these accordingly, the aim is to assist you to better market your centre. With an audit/ qualification you can tell future clients that meetings professionals have rated and graded you.

**How do you deliver your services to centre clients?**

We will have one or more dedicated staff on site that will be responsible for the commercial as well as technical consulting and who will follow-up directly with your clients, but always in coordination with your logistics and event staff.

Our staff can support your sales teams with technical expertise and drawings and we commit the necessary equipment volume for your particular needs.

Our teams are highly skilled, experienced and passionate audio visual and events professionals who love to engage with clients to make their events a success. We take pride in what we do and we enjoy partnering with our clients to create amazing and memorable events.

**Any final words?**

During the AIPC Annual Conference in Amsterdam, please visit our stand and have a chat with Jean-Pierre or Hans who will be in attendance. We’d love to have the opportunity to explain exactly how we can help you address this very important area for convention centre management.

www.dorier.ch