As in so many other sectors, change is sweeping the convention centre industry. Every day it seems we face new challenges associated with everything from new client demands and expectations to changing government policies and priorities. Caught in the middle are centre managers; forever balancing the (often conflicting) demands of private sector-style competition and political agendas that may be far removed from the day to day realities of centre management.

What’s a centre to do?

First, be ready to adapt – in almost every aspect of our business, from facility spaces and services to business approaches and even our interactions with owners and their related performance expectations. And secondly, to share ideas – because however smart we may think we are individually there’s always something to learn from the experiences of colleagues. But it doesn’t end there. We also need to access the specific tools we need to keep making progress in the face of all these new demands. For that we need things like targeted, specific training for our staff in order to ensure they have all the knowledge resources they need to operate efficiently and effectively. At the same time, we need performance standards and measures with real credibility – because increasingly we will need to be able to demonstrate a high level of operating performance to owners hard-pressed for resources.

This is where your membership in AIPC comes in. Ours is the only organization management level on the issues and challenges of centre managers – which makes AIPC a highly efficient way of accessing everything you need to cope and prosper under today’s conditions.

Part of that comes from programs, again designed to meet the very specific needs of convention centres. This includes things like the AIPC Academy, which offers the only centre-specific management level training available on an international basis. But it also means measures like AIPC Quality Standards and the now-developing AIPC Economic Impact Tool that will enable you to demonstrate performance and capabilities without having to resort to costly measures and additional administrative burdens.

But above all – and we can’t say this enough – it means the opportunity to interact with a global network of colleagues in an environment that is entirely focused on areas of common interest. That is a resource that cannot be replaced by any other kind of interactions, and one that keeps renewing and refreshing itself on a daily basis.

Common challenges most often have collective solutions. By working together through our Association programs and networks, we’ll all prosper in ways that would never be possible on our own.

Edgar Hirt, AIPC President

AIPC 2013: It’s Time to Start Planning!

The 2013 AIPC Annual Conference and 55th General Assembly will take place from June 30 through July 3 in a unique and educational location – Cape Town, South Africa. As it will be an event guaranteed to produce new insights and experiences, it’s not too early to start planning your participation now – and the Annual Conference portal on the web site is already awaiting your first visit for this very purpose.
Our 2013 theme: Convention Centres in Context

Centres are more than ever needing to be seen in the context of their local and regional communities – not only as instruments of economic and educational development but as integral parts of how a destination can pursue its overall long term objectives through the events and activities it hosts. These considerations affect everything from marketing priorities to performance measures and even design and operational factors – and a good understanding of how a centre’s many interactions support this broader role is an essential element in its long term planning.

With this in mind, we will be bringing together a wide range of expertise that members will be able to use to better define their overall role - and pursue an even stronger place in their destination’s priorities.

This is a timely theme – and one that will offer something of strategic importance to every AIPC member in a time when we all need to define and redefine ourselves to ensure our on-going relevance.

Welcome to Cape Town, Welkom na Kaap Stad, Wamkekekile eKapa

Situated on the southernmost tip of Africa, against the stunning backdrop of Table Mountain – one of the seven natural wonders of the world – lies Cape Town, one of the world’s most inspiring cities.

South Africa is a multi-faceted nation. From our people, to our landscapes to our abundant wildlife we have so much to inspire and enthral. As one of the world’s top long haul international convention centers, the track record of the CTICC remains unparalleled and we are proud to be the official host of the AIPC Annual Conference 2013.

We believe that memorable events are never achieved by means of the plain and ordinary. The passion of our staff and commitment to service excellence, makes attending an event at the CTICC, a truly unforgettable experience.

South Africa and Cape Town’s desirability as a meetings destination is heightened by the fact that it is the gateway to accessing more than 1 billion African consumers. Small wonder that more than 45% of international association meetings, that take place in South Africa, choose Cape Town as their host destination.

The city’s designation as World Design Capital 2014 – which celebrates the accomplishments of cities that have used design as a tool to reinvent themselves and improve social, cultural and economic life – is further testament to the pivotal role that Cape Town plays in driving transformation.

As a convention centre committed to effecting change in terms of meetings and events, a sustainability mindset permeates the culture at the CTICC. Corporate Social Responsibility therefore lies at the core of our business, and we look forward to engaging with you to make sure that the AIPC conference leaves a legacy.

We are excited to welcome you to our beautiful city in 2013 and showcasing our destination to you first hand.

Kind regards,

Rashid Toefy | Chief Executive Officer
Cape Town – The Destination!

Cape Town is a cosmopolitan city where the unexpected is always just around the corner and the beautiful province of the Western Cape lies ready to be explored just across the city border. The city’s eclectic mix of people from all over the world represents cultures as diverse and bright as the colours of the rainbow.

For any visitor, Cape Town boasts a myriad array of top tourist attractions all within an hour’s drive from the city centre. In your free time, you can explore Table Mountain, Kirstenbosch Botanical Gardens or Robben Island, which is just a short boat ride away. The CTICC’s dedicated Hotel and Travels services department are on hand to assist you to plan the perfect route to explore the city. To find out more visit www.capetown.travel – and start making your plans now.

Cape Town – well known for its natural beauty and strategic location – is a quintessential melting pot – a city alive with creativity, colour, sounds and tastes. In walking through the city’s streets and meeting its people, visitors fall in love with its natural beauty, creative freedom and incredible spirit.

AIPC Survey Explores Centre Ownership, Governance, Management

A recent survey of the ownership, management and governance of AIPC member centres has produced an important reference document as well as a baseline against which any future changes in this area can be measured. Carried out with the participation of over 84% of members, it represents the first in-depth analysis of who owns and operates centres world-wide; how facilities are managed and governed by their owners and what expectations exist as to what they should be delivering in terms of performance. One of the most striking overall conclusions is the extent of government involvement in terms of land acquisition, facility construction and ongoing ownership and operational investment. This finding illustrates the paramount importance of building and maintaining good government relations as a primary basis for ongoing industry success.

Amongst the specific findings are:

> Over 80% of the land used for facility development is provided by government, either directly or as part of a partnership agreement. Of this, almost 60% is drawn from land already owned by government rather than being purchased.
> In the case of construction costs, governments are slightly less dominant, accounting for about 70% of the investment either alone or in partnership with private investors.
> The vast majority of ownership of land and facilities – about 80% - also remains in government hands once construction is complete.
> Expansions and / or renovations are more likely to have alternate financing, with about a third of respondents indicating they did this either out of operating revenues or debt financing.
> About half of centres reported facility operation by government, with the majority of these being via a special-purpose corporation. City governments were the most frequent operator entities, followed by regional / state governments and a small number (11%) being managed by national governments. The balance were managed by some form of private management or a public / private combination.
> Almost 90% of centres reported having a Board of Directors who were also most often the reporting vehicle to owners and had responsibilities for retaining the CEO or senior manager. In almost two thirds of cases, board members were appointed
The AIPC Academy is Coming Up – and Offers More Than Ever!

With an All-New Professional Development Program
It’s Time to Come Back!

The AIPC Professional Development program provides a comprehensive industry overview and is an efficient and effective way for centres to address the need to expand the perspectives of staff preparing for more senior management responsibilities or who need to ensure their skill set is appropriate to today’s industry conditions. It features an extensive complement of both faculty and directly related industry guest speakers who together provide the most comprehensive package of industry expertise available today.

This program has proven its value in creating a more knowledgeable, better connected and highly informed group at a time when these qualities are most needed for successful centre management. This year, along with new content and approaches to key management topic areas the program incorporates current issues and innovation in convention centre management, including new feature speakers from the corporate, association and PCO worlds and subjects ranging from case studies on benchmarking performance against the competition and regional trends to new business opportunities and dealing with cultural differences.

Every mature industry sector has a process for identifying and addressing the challenges of the day and developing strategic responses to these based on collective brainstorming. For us, this process is the AIPC Management Symposium. Collocated with the AIPC Academy in order to take full advantage of a broad based faculty and guest speakers, the Management Symposium is our opportunity to put the best brains in the industry to work in areas that are demanding attention.

This year’s Management Symposium will draw from last year’s broad-based survey approach in order to focus in on specific strategies for key issues, and will create the vision that will help not only participants but the membership as a whole come to grips with the demanding expectations facing all of us from owners, clients and delegates.

The results will be published and presented in industry media and events, and will be used in assessing current and future AIPC initiatives.

The Management Symposium this year will benefit from an enhanced facilitation process led by Prof. Dr. Paul Iske, professor at the School of Business and Economics, University Maastricht, Netherlands, and a keynote speaker on Open Innovation and Business Venturing at this year’s AIPC Annual Conference. Iske is 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 break-through innovation.

Participants will set the priorities under the guidance of the facilitator and be taken through a rigorous process to reach conclusions that will have immediate practical application.

As always, space is limited for this session with every year having been fully subscribed, so now is the time to make sure your centre is represented. All the details, along with enrolment information, is available from the AIPC Secretariat or online at www.aipc.org.
MANAGEMENT SYMPOSIUM PROGRAM

‘Hot Topics’ will be drawn from the most urgent centre issues as identified in our most recent surveys and reinforced in current industry literature and addressed by expert discussion leaders followed by team strategy development in two complementary facilitated sessions;

SESSION 1:
Visualizing the Convention Centre of the Future: Key Factors and How We Get There:
This session will focus on key areas for future development in response to current challenges, including new markets and revenue sources, new product and services and the future role and impacts of developing technology.

SESSION 2:
Making the Transition: New Models for Business and Management:
Having identified Key Factors for the Future, attendees will design the appropriate organizational, management and business models that will support the transition. Discussion topics will include relevant governance and organizational models; redefining the value proposition through new and more relevant performance measures and creating sustainable funding models.

Demanding times in turn demand leadership – and those leaders must come from amongst the ranks of our most knowledgeable and experiences members. We need you to lend your expertise to this important process – and to help shape the future strategies that will drive innovations and new programming not just for AIPC but for the industry as a whole. For details and registration, once again contact the AIPC Secretariat.

2013 AIPC Academy Management Symposium
February 3–5

2013 AIPC Professional Development Program
February 3–8

As always, space is limited for both of these sessions and with every year having been fully subscribed, now is the time to make sure your centre is represented. All the details, along with enrolment information, is available from the AIPC Secretariat or online at:

www.aipc.org

JMIC Releases Research Report on Meetings Value Models

The Joint Meetings Industry Council today released a research report commissioned to determine the state of industry value measurement and to make recommendations as to how those measurement processes might be enhanced in the future. The study was carried out in response to a series of recommendations developed by delegates to a Conference on the Value of Meetings held last year at the Royal College of Physicians in London which was attended by a cross section of industry, political, media, academic and professional representatives.

“Good and consistent measurement procedures are essential to maintaining industry credibility in the face of increasing expectations in this regard from governments, organizers and participants”, said JMIC President Philippe Fournier.

“In a time when the Meetings Industry has a great deal to contribute to global economic recovery and development, we need to be able to advance our value proposition as effectively as possible and the ability to measure our value in terms that will resonate with the broader global community is critical to doing that”.

The study was carried out by Dr. Leo Jago, Chief Economist for Tourism and General Manager of Tourism Research Australia, and involved an analysis of representative value measurement models from around the world.

Amongst the study conclusions were:

> That the calculation of national economic contribution estimates is well served by the use of an approach originally developed under the auspices of the UNWTO and applied successfully in a number of countries since;
> That the use of this model was limited by the substantial cost of collecting the necessary data and the difficulties of applying the results to local or regional situations where investment decisions relating to the industry are most often made;
> That the need for models with regional or local application requires a different approach, and a number of models have been developed in recent times to assess economic contribution at the regional or local levels;
> That the ‘beyond tourism’ or legacy value of business events is substantial but very difficult to measure in a credible fashion and may be more effectively demonstrated via case studies rather than trying to convert them to a financial equivalent;
> That acceptance of the economic contribution of business event figures is greatly enhanced by using models or approaches that are consistent with an endorsed approach.

“The completion of this report puts us in a position to provide some guidance to jurisdictions that are now looking for credible ways to document their contribution to the economy and provide JMIC with a framework for documenting and communicating the values we see as associated with our sector” said Fournier.
AIPC / Ipsos Economic Impact Pilot Program Underway

Earlier this year AIPC engaged Ipsos, an international market research company with considerable experience in this area to recommend an approach that could be of use to members who needed a credible and reliable way of generating economic impact estimates to augment their financial performance. What emerged was the idea of creating a model that centres could “plug in” dated a credible and reliable means of a gathered in a defined and consistent way which would in turn generate a total spend figure for that particular facility.

The program that was developed takes the form of a standardized “calculator” supported by an extensive guidebook that covers everything from data gathering within recognized statistical parameters to sample sizes, sources of input and categories of business to be sampled. This latter creates a sampling “grid” to ensure statistical validity and will be carried out with the support of Ipsos to assure the credibility of the final result.

The calculation is essentially one of surveying the spending patterns of organizers, delegates, exhibitors and suppliers in order to capture all the spending associated with the event. The results are entered proportionately to the event load of that facility for the relevant period to generate the final resulting total spend. The same data can then be entered into a locally maintained Input / Output model of the sort maintained by many jurisdictions in order to be able to create a locally calibrated total economic impact figure (Industry Output) which compares with other industry sectors and identifies component elements such as jobs and tax revenues that are of particular interest to governments.

Data gathered in accordance with the guidelines can then simply be entered into the spend calculator (which Ipsos will maintain under agreement with AIPC) to arrive at a number which would be both credible and consistent across all member centres. This will be a free service to members; however, the actual data gathering (according to the prescribed template and using forms provided by Ipsos) will be the responsibility of the centre itself, which it can address either by doing this work themselves or contracted it out to a third party under the direction of the program guidelines.

In order to ensure the integrity of the model before opening it up for general use, a pilot program was initiated with five AIPC member centres participating in a full run, including surveying of centre delegates. Once the pilot program has been completed and any final adjustments made, the model will be made available to all AIPC members for both their reference and use. It is anticipated that the pilot program will be completed within 8-10 months. In the meantime, members are free to review the guidebook that has been prepared for the use of the model and begin the advance preparations for their own programs.

“The key to the credibility of economic impact figures is the use of a well-structured program designed by an internationally recognized and accredited authority, applied consistently” said AIPC President Edgar Hirt. “The AIPC / Ipsos EI Calculator offers all of these benefits along with a level of ease of use that has not been available until now. It will offer centres a new way to demonstrate their value to the broader community without the challenges associated with having to formulate or access such a model individually as has been the case in the past.”
ISTANBUL CONGRESS CENTER (ICC)

Istanbul Congress Center – the biggest convention centre in Istanbul – opened on September 2009 and is managed by the Rixos Group. Located in Istanbul’s event center Harbiye district, it increased the capacity of the congress and convention facilities in the heart of Istanbul, and first hosted the 2009 Annual Meeting of the World Bank Board of Governors and the International Monetary Fund, with the participation of 15,000 delegates. ICC has a total of 120,000 m2 over eight levels and offers great meeting facilities with its state of the art technology, an auditorium with a capacity for 3,700 people and meeting rooms varying from 38 square meters to 3,028 square meters, divisible by sound proof acoustic walls to create 89 workshop rooms. It also has an exhibition area of 14,000 square meters right in the city center. A tunnel built under the exhibition halls eliminates any potential access problems and connects to a parking garage for 850 vehicles.

Says Yusuf Çavdar, ICC General Manager: “Our main objective on behalf of the entire city and industry of Istanbul is to raise the operational capabilities of our team to the maximum in order to assist clients and ensure a high return of investment for them thus earning a large group of repeat clients and ensuring a place of honour for Istanbul in the industry. We look forward to accessing networking opportunities with fellow AIPC members and being able to share our experiences and concerns on the management of a large congress centers with international colleagues.

LYON CONVENTION CENTRE

The Lyon Convention Centre is a unique place in Europe for hosting the full range of events including congresses, conferences, conventions, seminars and trade shows. It is a subsidiary of Groupe GL-events which manages a network of 30 sites worldwide and is internationally recognised for its expertise in the field of event management.

Situated in a beautiful setting between the River Rhone and the Parc de la Tête d’Or, close to the city, the Centre is a modern, newly built site, offering all the latest features in a fully modular surface area of 25,000 m2 that can accommodate up to 19,000 people. Spaces include 3 auditoriums of 300, 900 and 3,000 seats; a single level surface area of 8,400 m2 for exhibitions, conferences and gala evenings; 26 committee rooms ranging from 50 to 450 seats and three reception areas of 300 m2, 850 m2 and 1,860 m2.

The Centre has hosted over 5,000 events and 4 million delegates since opening; it is an eco-friendly site with bioclimatic monitoring, solar panels and Green Certification (ISO 14 001) and all spaces benefit from natural daylight. The infrastructure allows for many layout possibilities including plenary sessions in auditoriums but also in larger, fully adaptable spaces; meeting rooms that can be transformed into meet-and-greet reception areas or catering zones and exhibition areas that are easily transformed into spaces for gala events or conferences for up to 8,400 people.

Yusuf Çavdar
General Manager

Antoine Perragin
Managing Director

AIPC Survey Explores Centre Ownership, Governance, Management

reported they were achieving this. Deficits were most often (about 50%) covered by government with the next most frequent mechanism (25%) being to carry the debt forward on the accounts. Finally, just over half of respondents indicated that they had no formal business restrictions placed upon them, with the oft-referenced “non–compete” with local businesses cited by only 14% of centres. The most frequently cited owner expectation at 41% was that centres would supply facilities free of charge for certain kinds of community or government events, likely in response to their majority ownership.

While survey results contained few major surprises, they showed clearly that established principles such as government ownership, a board-directed management model and performance expectations based on a combination of financial and economic performance are still the dominant factors, even after a period of economic challenge.
**AIPC Partner Interview**

**Marco Noordegraaf | Manager of ACS audiovisual solutions**

**Who are ACS Audiovisual Solutions and Eventresult?**

ACS was launched in 1968 from what began as a small technical team at the RAI Exhibition and Congress Centre in Amsterdam. Through the following decades of Internet and technical advances, ACS developed new solutions to keep up with changing market demands and growing customer requirements. In 2011 we founded Eventresult, a sister company offering ICT solutions for the congress industry.

**What products do you offer?**

The ACS congress range of products and services include constructing temporary state-of-the-art lecture rooms for any venue with built-in audio visual facilities and on request simultaneous translation systems and interactive voting systems. We work closely with associations and PCO’s on all their events internationally, maintaining a consistent approach in terms of the organization’s goals and requirements. We are the preferred supplier at the RAI in Amsterdam and also have long term contracts with the FIRA Barcelona and Palexpo in Geneva. Eventresult offers a number of smart IT solutions specifically tailored to the congress market including on-line tools to upload and manage presentations before the start of the congress, an efficient presentation management system, webcasting solutions, dynamic narrowcasting and wayfinding systems and much more.

**What makes you unique?**

We are able to provide our clients with a complete range of professional congress services and solutions from audio visual to webcasting and wayfinding systems. One of our unique solutions is temporary room building for congress venues that do not have the capacity for permanent rooms. All rooms are fully equipped with state-of-the-art audio-visual facilities and customised for the number of participants. In 2011 we supplied 31 separate lecture rooms for one single congress for The European Society of Cardiology at Paris Nord Villepinte. The rooms accommodated 33,000+ delegates and facilitated more than 900 sessions in total!

**How should readers get in touch?**

Contact us now via m.noordegraaf@acsaudiovisual.com

**www.acsaudiovisual.com**

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**2012 Member Survey Final Report Now Online!**

The AIPC 2012 Member Survey The Road to Recovery is now available on www.aipc.org. This survey, based on responses from the majority of AIPC members in locations all over the world, offers both overall conclusions in key management and performance areas as well as regional break-outs of data that can be compared amongst various regions. It has proven to be a valuable tool for centre planning and performance comparisons, particularly during a time of great variability in industry performance around the globe.

**www.aipc.org**

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**Help Yourself!** See anything you’d like to use from this or any issue of Communiqué? All content is available to AIPC members for their own newsletters or presentations – and there’s even more to select from at www.aipc.org. Whether it’s articles, opinions or research results, if you want to adapt anything for your own purposes, go ahead. We’ll be flattered and it will help spread some of our key industry messages to a wider audience. **www.aipc.org**