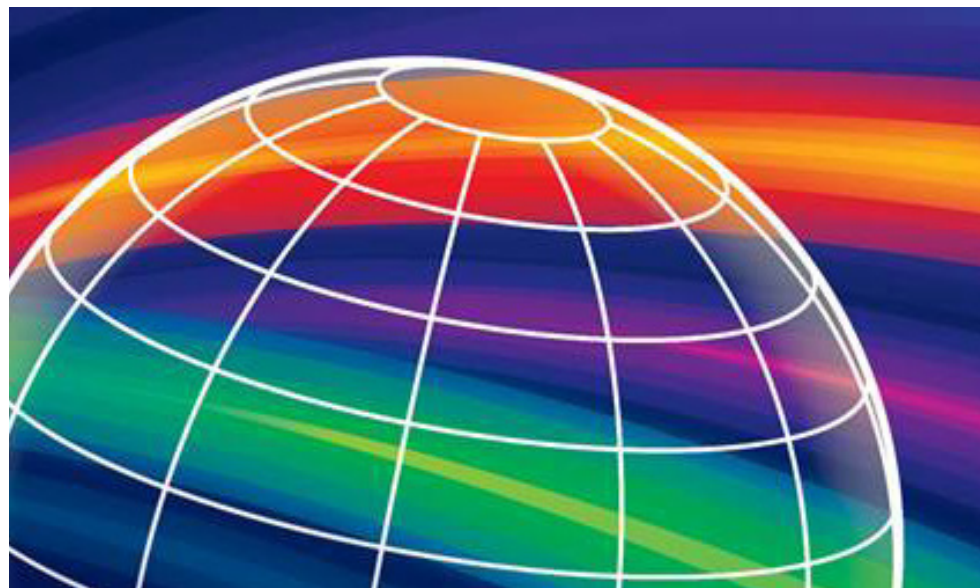


# 2014 Member Survey

## Centre Performance & Perspectives





# Centre Performance & Perspectives 2014 Member Survey

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# Introduction

AIPC conducted the fifth annual Member Survey to analyze how important trends and issues are impacting the convention and congress centre industry. This new study *Convention Centres: Performance & Perspectives* further examines industry and economic issues and the impact on venue performance and management. The data in this report provides comparative analysis of how the major regions of the world are responding to evolving industry conditions. New this year is a particular emphasis on five years of data, as well as a comparison of worldwide AIPC member revenue growth compared to global GDP tracked by the International Monetary Fund. Also new this year is information on the percentage of members that track economic impact and delegate days as well as information on total investment to build and expand various centres around the world.

As in past studies, this survey presents the voice of the AIPC membership on many key issues. In May and June 2014, AIPC conducted a survey that was sent to all members around the world. The survey received responses from 100 member venues, which represents a 57% response rate. The report covers the following key areas:

- Growth & Revenue
- New Buildings, Expansions & Renovations
- Marketing & Clients
- Economic Impact & Delegate Days

The survey and report was developed by AIPC in collaboration with Michael Hughes, Managing Director of Research & Consulting with Red 7 Media Research & Consulting. The report is developed for members to use as a resource throughout the year to find targeted, detailed industry and peer information and benchmarks.

A summary of the key findings was presented at the 2014 AIPC Annual Conference in Berlin. It is important to note that even though the total number of responses in some regions is small the survey data has high validity. A small number of responses in certain regions equates to a high proportion of AIPC members as well as the total number of venues in each of the major regions of the world.

AIPC and Red 7 Media Research & Consulting thank all of the member respondents for their invaluable contributions to this study.



# Executive Summary

The new AIPC Member Survey data is showing continued clear signs of industry stabilization and optimism. Total revenue increased worldwide by 3.1% in 2013 and the membership is expecting a solid increase of 4.7% in 2014. Another reflection of this optimism is that the number of major capital investment projects such as expansions and renovations are increasing worldwide. Another side of the business upswing is that AIPC members say that major International and National corporate meetings are the strongest client segment expected over the near term, followed by association conventions and conferences.

While there are many issues, challenges and opportunities impacting AIPC members and the convention and congress centre industry worldwide, five of the most important insights found in the new survey are summarized here.

## **1.) Centre Revenue Growth Worldwide Has Exceeded Global GDP From 2010 to 2013 and is Expected to Increase Much Faster in 2014**

AIPC members collectively had been increasing revenue much faster than worldwide GDP growth until last year, when centre revenue increased by 3.1% just above the 3.0% GDP growth tracked by the IMF. Centre revenue growth has slowed but this reflects industry stabilization. The faster industry and GDP growth rates in 2010 to 2012 were a result of the rebound following the deep recession. The AIPC membership outlook is for strong 4.7% revenue growth in 2014 compared to 3.4% worldwide GDP forecast.

## **2.) Africa is the Fastest Growing Region of the World**

African members collectively expanded gross centre revenues by 9.2% in 2013, well above all other regions of the world, according to the new survey data. Africa is also forecasting the highest rate of revenue growth in 2014.

## **3.) There Has Been a Significant Increase in the Percentage of Members Seeing Strong or Moderate Growth**

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.

#### 4.) Strong Revenue Growth Momentum in Core Areas

Also in a reversal from the 2013 survey, an increasing percentage of members 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. In short, the trend is towards increasing revenue from the industry's key service areas.

#### 5.) Expansions and Investments Continue to Increase

Another clear sign of growth and confidence is the continued increase in the percentage of AIPC members with major capital investment projects including expansions and renovations underway or in planning stages. Seventy-one percent of members indicate they are planning or developing an expansion, renovation or other significant investment in their facilities currently. This is up from 62% found in the 2013 survey.

*Additional key findings and more information on some of the five primary insights are provided in the remainder of the Executive Summary.*



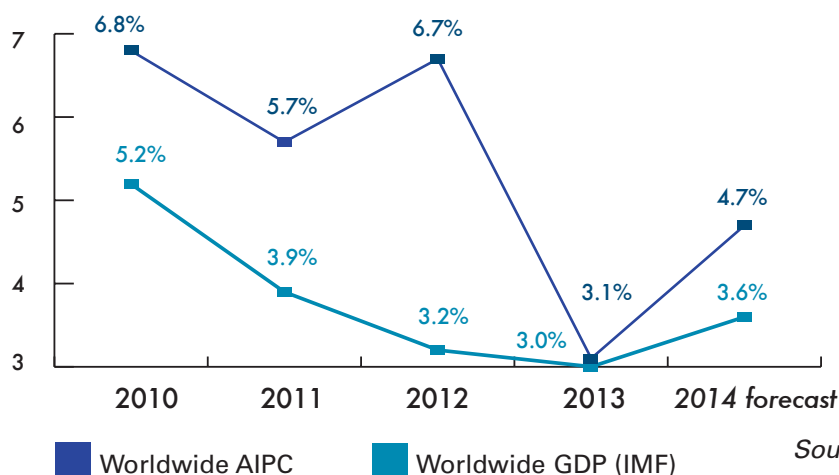
AIPC members collectively experienced good growth in 2013 although in each region of the world the rate of growth slowed compared to 2012. This likely reflects industry stabilization as well as the fact that the economic recovery is still weak to moderate in many areas and sectors. Strong overall worldwide revenue growth of 4.7% is forecast for 2014, according to the member survey findings. North America was the only region of the world to see negative growth last year, although this was only a slight decline of -0.3%. The fastest growing region in 2013 was Africa with a 9.2% collective membership revenue increase.

### 2010 to 2013 Revenue Growth with 2014 Forecast

	2010 Gross Revenue Growth Actual	2011 Gross Revenue Growth Actual	2012 Gross Revenue Growth Actual	2013 Gross Revenue Growth Actual	2014 Gross Revenue Growth Expected
Worldwide All Regions	6.8%	5.7%	6.7%	3.1%	4.7%
Europe	3.9%	5.2%	3.0%	2.8%	5.1%
North America	2.2%	5.3%	1.1%	-0.3%	4.8%
Asia	26.1%	2.4%	17.8%	1.4%	3.2%
Australia	9.3%	9.1%	10.1%	3.3%	5.1%
Africa	—	7.8%	36.7%	9.2%	7.1%

### Centre Revenue Growth 2010 to 2013 Compared to World GDP and Forecasts

AIPC members had been increasing revenue much faster than worldwide GDP until last year. Growth has slowed but this reflects stabilization and industry normalization following the significant downturn. Other indicators are also increasing as the survey shows.



Source: AIPC, R7M, IMF

## 2010 to 2013 Attendance Growth & 2013 Forecast

In 2013 attendance at member centres increased by 2.7% around the world. The strongest growth was seen in Asia and Africa. For 2014 members are forecasting total attendance worldwide to increase by 2.3%. Recent and forecast attendance growth in the 2% to 3% range may seem low, but similar to the revenue growth rate trends above, this also suggests industry stabilization.

	2010 Attendance Growth Actual	2011 Attendance Growth Actual	2012 Attendance Growth Actual	2013 Attendance Growth Actual	2014 Attendance Growth Expected
Worldwide All Regions	1.0%	5.4%	2.0%	2.7%	2.3%
Europe	-0.8%	5.2%	0.3%	0.9%	3.2%
North America	-6.3%	6.8%	0.1%	-1.1%	1.6%
Asia	15.5%	2.8%	12.8%	13.0%	4.8%
Australia	6.7%	4.3%	-3.5%	0.7%	0.9%
Africa	—	22.0%	10.0%	11.7%	-6.7%

## Strength of Economic Recovery

Today a total of 79% of members say they consider the strength of the economic recovery to be moderate or strong. This is up from only 52% of members indicating they saw moderate to strong growth in 2013. The regions seeing the strongest recovery are Africa, Asia and Australia.

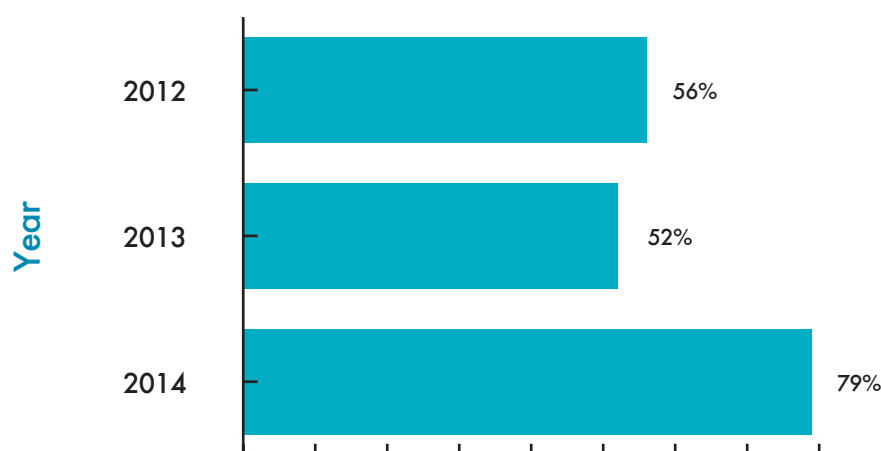
	All Regions	Europe	North America	Asia	Australia	Africa
Strong growth/activity	23%	13%	17%	40%	19%	55%
Moderate	56%	53%	61%	60%	75%	36%
Weak	21%	32%	22%	0%	6%	9%
Very weak, flat to no growth	1%	2%	0%	0%	0%	0%
Negative growth, recession	0%	0%	0%	0%	0%	0%

## Multi-Year Trends:

### Centres with Strong or Moderate Growth 2012 to 2014

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.

#### Strong & Moderate Recover Combined



## Risks to Recovery

The survey asked what could derail sustained economic recovery. The top risks are considered to be government policy changes including reduced spending according to 59% of members, followed by the slow economic recovery (52%), and unemployment (31%).

A more specific follow-up question was *What are the remaining perceived risks to the recovery specifically to your centre business?* The top responses were:

- Growing competition from other centres / regions, 83%
- Economic recovery, 48%
- Hotel availability and pricing, 38% (tie)
- Air travel issues (pricing, availability, airlift, route access, etc.), 38% (tie)



An increasing percentage of members say they expect to see revenue growth in 2014 in most of the industry's core revenue categories including exhibit hall and room rental and food and beverage. This is a good sign suggesting clients are spending more on core venue services and areas.

### Good Growth Expected in Key Revenue Areas: Revenue "Movement" 2013 to 2014 – Percentage of Centres Seeing Increasing Revenue

	2013 Members with Increase	2014 Expecting Increase	% <i>Change</i>
Exhibit hall and meeting room rent	51%	58%	<b>7%</b>
Food/beverage sales or concessions	43%	59%	<b>16%</b>
Other vendor commissions/revenue share	23%	36%	<b>13%</b>
Event services include equipment rental, AV	48%	58%	<b>10%</b>
Telecom, internet and technology services	54%	51%	<b>-3%</b>
Parking revenues	29%	33%	<b>4%</b>
Signage and/or advertising	20%	33%	<b>13%</b>
Events owned/produced by the venue	18%	23%	<b>5%</b>
Portion of hotel occupancy tax	5%	3%	<b>-2%</b>
Direct government funding	2%	1%	<b>-1%</b>
Naming rights	5%	7%	<b>2%</b>
Public/private partnerships	5%	7%	<b>2%</b>

Major capital investment projects including expansions and renovations are increasing worldwide. Seventy-one percent of members indicate they are planning or developing an expansion, renovation or other significant investment in their facilities. This is up from 62% found in the 2013 survey. In 2014, 39% of members have a renovation project underway or in the planning stages, and 28% are expanding or studying the expansion opportunity.

### 2014 AIPC Members in Europe, North America, Asia, Australia and Africa Planning or Currently Developing/Constructing a New Build, Expansion or Renovation Project

	All Regions	Europe	North America	Asia	Australia	Africa
New build	20%	20%	21%	0%	30%	20%
Expansion	28%	18%	36%	40%	40%	40%
Renovation	39%	54%	21%	20%	20%	20%
No development plans currently	29%	28%	29%	40%	20%	40%

### Member Survey Response by Region

Over half of the survey responses were from European members and 15% were from North America and 10% from Australia.

Region	%
Europe	54%
North America	15%
Australia	10%
Asia	9%
Africa	7%
Middle East	3%
Latin America	2%

# I.) Growth & Revenue

## Worldwide Gross Revenue Growth Over the Past Few Years & Expected for 2014

AIPC members collectively experienced good growth in 2013 although in each region of the world the rate of growth slowed compared to 2012 statistics. This likely reflects industry stabilization as well as the fact that the economic recovery is still weak to moderate in many areas and sectors. Still, strong overall worldwide revenue growth of 4.7% is forecast for 2014, according to the member survey findings. North America was the only region of the world to see negative growth last year, although this was only a slight decline of -0.3%. By far, the fastest growing region in 2013 was Africa with a 9.2% collective membership revenue increase.

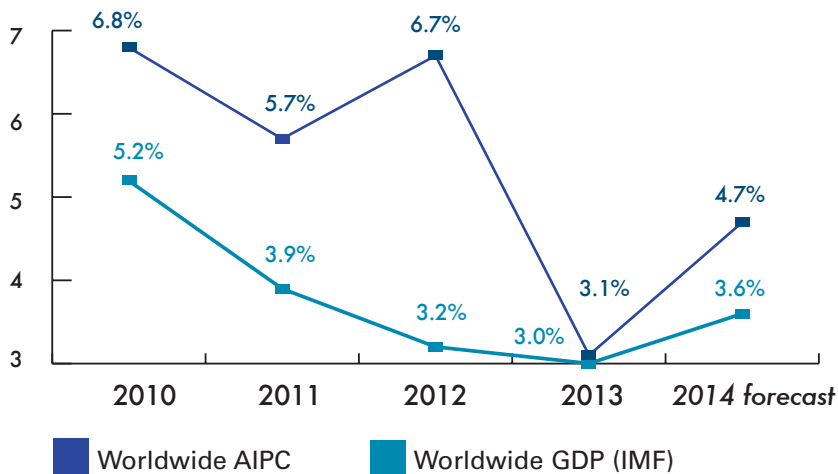
### 2010 to 2013 Revenue Growth with 2014 Forecast

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Europe	3.9%	5.2%	3.0%	2.8%	5.1%
North America	2.2%	5.3%	1.1%	-0.3%	4.8%
Asia	26.1%	2.4%	17.8%	1.4%	3.2%
Australia	9.3%	9.1%	10.1%	3.3%	5.1%
Africa	—	7.8%	36.7%	9.2%	7.1%

## Multi-Year Trends:

### Centre Revenue Growth 2010 to 2013 with World GDP

AIPC members had been increasing revenue much faster than worldwide GDP until last year. Growth has slowed but this reflects stabilization.



Source: AIPC, R7M, IMF

### Worldwide Attendance Growth 2010 to 2013 with Forecast

Recent and forecast attendance growth in the 2% to 3% range may seem low, but this also suggests industry stabilization and normalization following the economic downturn.

Year	Growth Rate
2010	1.0%
2011	5.4%
2012	2.0%
2013	2.7%
2014 Forecast	2.3%

In 2013 attendance at member centres increased by 2.7% around the world. The strongest growth was seen in Asia and Africa. For 2014 members are forecasting total attendance worldwide to increase by 2.3%. Recent and forecast attendance growth in the 2% to 3% range may seem low, but this also suggests industry stabilization.

## 2010 to 2013 Attendance Growth & 2014 Forecast

	2010 Attendance Growth Actual	2011 Attendance Growth Actual	2012 Attendance Growth Actual	2013 Attendance Growth Actual	2014 Attendance Growth Expected
Worldwide All Regions	1.0%	5.4%	2.0%	2.7%	2.3%
Europe	-0.8%	5.2%	0.3%	0.9%	3.2%
North America	-6.3%	6.8%	0.1%	-1.1%	1.6%
Asia	15.5%	2.8%	12.8%	13.0%	4.8%
Australia	6.7%	4.3%	-3.5%	0.7%	0.9%
Africa	—	22.0%	10.0%	11.7%	-6.7%

A very high percentage of members use existing bookings to forecast. Sixty-one percent worldwide also use client inquiries and marketing activity to help project their bookings outlook, although only 36% of North American members say they use this information to forecast.

## Metrics Used to Forecast Growth Outlook

The survey question was: *Overall, which of the following indicators do you use when forecasting your facility business and attendance outlook?*

	All Regions	Europe	North America	Asia	Australia	Africa
Existing event and client bookings	94%	92%	100%	90%	100%	80%
Event and client inquiries, marketing activity	61%	72%	36%	60%	40%	80%
Event and client booking pace	55%	48%	100%	70%	30%	40%
Overall economic growth	43%	40%	50%	50%	30%	20%
Destination marketing organization / tourism bureau information / expectations	31%	32%	36%	30%	20%	20%
Hotel bookings	6%	10%	7%	0%	0%	0%
Other	9%	8%	14%	0%	20%	0%



An increasing percentage of members say they expect to see revenue growth in 2014 in most of the industry's core revenue categories including exhibit hall and meeting room rental, food and beverage and event services.

### Good Growth Expected in Key Revenue Areas: Revenue "Movement" 2013 to 2014 – Percentage of Centres Seeing Increasing Revenue

	2013 Increase	2014 Expecting Increase	% Change
Exhibit hall and meeting room rent	51%	58%	7%
Food/beverage sales or concessions	43%	59%	16%
Other vendor commissions/revenue share	23%	36%	13%
Event services include equipment rental, AV	48%	58%	10%
Telecom, internet and technology services	54%	51%	-3%
Parking revenues	29%	33%	4%
Signage and/or advertising	20%	33%	13%
Events owned/produced by the venue	18%	23%	5%
Portion of hotel occupancy tax	5%	3%	-2%
Direct government funding	2%	1%	-1%
Naming rights	5%	7%	2%
Public/private partnerships	5%	7%	2%

Thirty-nine percent of members say they instituted a new revenue source in 2013 or 2014. Africa had the highest percentage of members with a new revenue source and Australia had the smallest percentage.

### New Revenue Sources

Survey Question: *Have you added any new revenue sources (facilities, services or events) in the past year?*

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	39%	46%	29%	30%	20%	80%
No	61%	54%	71%	70%	80%	20%

Common examples of new revenue streams include:

- Consumer and entertainment events
- Events in joint ventures
- Event management services
- Other new services, enhancements
- Expanded F&B
- Naming rights, advertising/sponsorship

Other new revenue streams found in the survey:

- E-commerce and e-marketing services
- New communication/marketing tools
- Training and development consultancy

The Appendix at the end of the report has full detailed verbatim responses broken-out by the key regions of the world for this new revenue stream question as well as a few others

## Multi-Year Trends:

### Centres that Added New Revenue Stream 2010 to 2014

The table below provides the percentage of members that added a new revenue stream in each of the last few years. This data suggests the question: Is innovation slowing – or are growth trends reducing the pressure for new revenue streams?

Year	%
2010	61%
2011	27%
2012	45%
2013	45%
2014	39%

## Strength of Economic Recovery

The survey asked AIPC members: *How do you characterize the strength of the overall economy, business growth and activity in your region?* Today a total of 79% of members say they consider the strength of the economic recovery to be moderate or strong. This is up from only 52% of members indicating they saw moderate to strong growth in 2013.

### Members Characterize the Strength of Overall Economic and Business Recovery in Their Region

	All Regions	Europe	North America	Asia	Australia	Africa
Strong growth/activity	23%	13%	17%	40%	19%	55%
Moderate	56%	53%	61%	60%	75%	36%
Weak	21%	32%	22%	0%	6%	9%
Very weak, flat to no growth	1%	2%	0%	0%	0%	0%
Negative growth, recession	0%	0%	0%	0%	0%	0%
Hotel bookings	6%	10%	7%	0%	0%	0%
Other	9%	8%	14%	0%	0%	0%

### Remaining Perceived Risks to the Recovery in Your Regional Economy

The global economy is considered to be growing and recovering from the significant economic downturn in many areas, although each region of the world and market is responding at different rates. The survey posed this question: *What are the remaining perceived risks to the recovery in your regional economy?*

	All Regions	Europe	North America	Asia	Australia	Africa
Government policies including reduced spending	59%	54%	67%	40%	94%	55%
Economic recovery	52%	58%	78%	20%	44%	36%
Unemployment	31%	41%	39%	0%	0%	55%
Energy costs	30%	20%	39%	50%	38%	55%
Changing government priorities	30%	19%	22%	20%	69%	55%
Political changes, instability	20%	17%	17%	20%	25%	27%
Other	7%	7%	11%	10%	0%	0%

## Remaining Perceived Risks to the Recovery Specifically to Centre Business

A follow-up question asked: *What are the remaining perceived risks to the recovery to your specific centre business?* North American members are concerned about the economy and government cut-backs. Africa and Asia are focused on energy costs. Australia is concerned about changing government priorities

	All Regions	Europe	North America	Asia	Australia	Africa
Growing competition from other centres / regions	83%	85%	89%	81%	88%	74%
Economic recovery	48%	59%	72%	9%	25%	36%
Hotel availability and pricing	38%	39%	50%	18%	44%	27%
Air travel issues (pricing, availability, airlift, route access, etc.)	38%	24%	61%	18%	44%	73%
Government / corporate restrictions on meetings	32%	27%	33%	36%	19%	73%
Overall health or weakness in the event and group market	24%	29%	22%	27%	25%	0%
Changing government priorities	22%	10%	28%	18%	56%	36%
Increases of corporations and individuals using digital media and communications	11%	10%	11%	9%	0%	18%
Immigration or visa requirements limiting access	5%	5%	6%	9%	0%	9%
Replacement of events with online alternatives	3%	5%	6%	0%	0%	0%
Sustainability concerns	3%	2%	0%	0%	0%	18%
Other	8%	3%	17%	27%	0%	9%

## Impact of Government Policy Changes or Cut-Backs

A key challenge in many parts of the world is that various government entities have significantly cut back or cancelled their own events as well as participation in association and other events, conferences and conventions. The survey asked: *Have you seen changes in government policies or cut-backs that have negatively impacted event attendance at your centre?* The impact of these cut-backs has been most significant in North America, Africa and Australia.

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	37%	23%	63%	22%	53%	54%
No	63%	77%	37%	78%	47%	46%



## II.) New Buildings, Expansions & Renovations

Major capital investment projects including expansions and renovations are increasing worldwide. Seventy-one percent of members indicate they are planning or developing an expansion, renovation or other significant investment in their facilities. This is up from 62% found in the 2013 survey. Today in 2014, 39% of members have a renovation project underway or in the planning stages, and 28% are expanding or studying the expansion opportunity.

### 2014 AIPC Members in Europe, North America, Asia, Australia and Africa Planning or Currently Developing/Constructing a New Build, Expansion or Renovation Project

	All Regions	Europe	North America	Asia	Australia	Africa
New build	20%	20%	21%	0%	30%	20%
Expansion	28%	18%	36%	40%	40%	40%
Renovation	39%	54%	21%	20%	20%	20%
No development plans currently	29%	28%	29%	40%	20%	40%

### Multi-Year Trends:

#### AIPC Members Worldwide Planning or Currently Developing/Constructing a New Build, Expansion or Renovation Project 2010 to 2014 - All Regions

	2010	2011	2012	2013	2014
New build	17%	12%	16%	15%	20%
Expansion	32%	25%	20%	31%	28%
Renovation	17%	23%	36%	33%	39%
No development plans currently	35%	40%	36%	38%	29%

## Spaces and Areas in Most Need of Enhancement or Investment

The venue spaces and areas in the most need of enhancement or investment, according to the members, are technology infrastructure or services, meeting rooms and exhibit halls. Meeting rooms look to be in most need of attention in North America based on the survey results, while exhibit halls need attention, presumably expansions, in Asia and Africa.

	All Regions	Europe	North America	Asia	Australia	Africa
Technology infrastructure or services	56%	55%	54%	50%	60%	40%
Meeting rooms	54%	51%	69%	40%	60%	40%
Exhibit halls	46%	37%	54%	60%	50%	60%
Signage	33%	35%	46%	30%	20%	20%
Client-facing food service areas and restaurants	32%	33%	38%	20%	30%	40%
Pre-function spaces	29%	20%	54%	0%	70%	20%
Kitchen(s)	28%	18%	38%	30%	20%	60%
Ballroom(s)	25%	16%	38%	20%	40%	40%
Outdoor, outside areas	18%	10%	23%	20%	50%	20%
Loading dock and related areas	14%	10%	15%	10%	40%	0%
Venue connections and links to hotels or other key buildings	13%	8%	46%	0%	0%	40%
Venue connections and links to transportation, such as shuttle bus and taxi areas	12%	14%	15%	0%	0%	20%
Business centre	11%	8%	15%	10%	10%	40%
Other concession areas and store-fronts	10%	6%	31%	10%	10%	0%
Other	12%	12%	15%	10%	10%	20%

Some of the key regional findings include:

- North American members particularly see a need to update meeting rooms, as well as improve connections and links to transportation areas outside the venue.
- Asia and Africa indicate a need to focus on exhibit halls. Seventy percent of Australia members indicate they need to enhancement or invest in improving pre-function spaces.

## AIPC Members Total Investment Cost to Build and Upgrade Facilities

To help AIPC develop an estimate of the total investment in centre facility development by the membership worldwide, the survey asked members to provide the total original cost to build their centre complex as well as any cost of subsequent major expansions, renovations, technology infrastructure projects and other capital investments. The investment figures in the table below have been converted to Euros.

The total of all the venues reporting, not including any inflation over the years, is €19,519,127,726. The equivalent in US Dollars is \$25,637,086,858. Two venues in the Middle East reported their development costs and the total is €887.8 billion.

	All Regions	Europe	North America
Total	€19,519,127,726	€5,035,469,258	€6,320,166,530
Average	€361,465,328	€209,811,219	€526,680,544

	Asia	Australia	Africa (2 responses)
Total	€3,737,165,650	€3,084,248,877	€454,218,550
Average	€747,433,130	€342,694,320	€227,109,275

This data is based on 55 member venue responses and does not include the total membership. , A significant amount of capital has been invested, and continues to be put to work, in the convention and congress centre industry around the world.

## III.) Marketing & Client Trends

This section of the report analyzes convention centre marketing and how event producers and clients are changing.

### How Sales & Marketing Has Changed

The survey asked: *How have you changed your sales and marketing in response to changing market conditions?* Key regional differences include North America and Asia are focused on pursuing new markets and local alliances. Europe is investing more and changing tactics and messaging.

	All Regions	Europe	North America	Asia	Australia	Africa
Started pursuing other markets	50%	52%	57%	60%	30%	40%
More marketing investment	46%	48%	36%	40%	30%	80%
Pursued local business alliances	44%	40%	57%	50%	40%	40%
Switched tactics	40%	52%	7%	30%	50%	20%
Changed messaging	30%	42%	14%	10%	20%	40%
Changed CVB relations	23%	26%	7%	40%	20%	20%
Developed an "Ambassador" program	21%	22%	21%	20%	20%	40%
Joined a marketing alliance	17%	18%	14%	10%	20%	40%
Other	7%	10%	0%	0%	10%	0%

## How Events Are Changing

Events are getting shorter in terms of the total number of days held, according to 64% of respondents. Interestingly, 81% of European members indicate they are seeing this event day compression trend. Sixty percent of members in both Asia and Africa say they are generally seeing event attendance increasing.

	All Regions	Europe	North America	Asia	Australia	Africa
Shorter events in terms of total number of days	64%	81%	50%	50%	40%	20%
Event attendance is declining	35%	43%	29%	10%	60%	20%
Event attendance is growing	35%	28%	50%	60%	0%	60%
Events are getting smaller in terms of space requirements	34%	36%	43%	30%	40%	20%
Events are getting larger in terms of space requirements	30%	21%	43%	50%	20%	40%
Shorter event day periods	26%	32%	7%	20%	40%	0%
Longer event day periods	10%	13%	14%	0%	0%	20%
Longer events in terms of total number of days	2%	2%	0%	0%	0%	0%
Other	11%	6%	21%	0%	30%	0%



## How Client Business Practices and Behavior is Changing

The need for more technology services and bandwidth has just barely out ranked client negotiations in the new survey. Some of the key regional findings include:

- European members are seeing the most client interest in more publication relations assistance.
- Africa and North America are seeing the most client interest in improved food and beverage services.
- Africa and Australia are the regions with the highest membership percentages saying their clients are increasing their negotiations.

	All Regions	Europe	North America	Asia	Australia	Africa
Requiring more technology services and/or bandwidth and related services	86%	81%	100%	100%	70%	100%
Increased negotiations	85%	88%	86%	70%	90%	100%
Shorter booking windows, they are booking closer to the event dates	78%	83%	79%	70%	90%	40%
Requiring higher-quality food and beverage	49%	46%	57%	50%	30%	80%
Asking for more Public Relations assistance and outreach to city and regional leaders	44%	54%	29%	10%	30%	40%
Requiring attendance promotion assistance	37%	38%	36%	30%	40%	40%
Focusing more on event design and ambiance	30%	31%	29%	30%	20%	60%
Longer booking windows, they are booking further from the event dates	5%	6%	0%	10%	0%	20%
Other	10%	8%	21%	0%	20%	0%

### Multi-Year Trends:

**In 2011, the top five responses to this same question were:**

- Shorter booking windows: 96%
- Increased negotiations: 90%
- More tech services/ bandwidth: 73%
- Higher quality F&B: 51%
- Event design/ ambiance: 31%

## Percentage of Venues Partnering with an Event, Group or Other Organization with Shared Gain or Risk

One-third of AIPC members have partnered with an event, group or other organization to run an event or activity in which the venue shared in the financial gains or potential risks.

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	33%	39%	29%	20%	20%	60%
No	67%	61%	71%	80%	80%	40%

Common examples of these types of partnerships include:

- Joint ventures with exhibition / conference producers
- Entertainment events
- Cultural events
- Sporting events
- Revenue off-set or revenue share

## Pricing Power: Is Published Convention and Exhibition Space / Hall Pricing Increasing or Decreasing Compared to Last Year

Overall half of members worldwide — and in contrast 67% of Australian and 64% of North American members — say their published convention and exhibition space / hall pricing has increased in 2014 compared to the previous year.

	All Regions	Europe	North America	Asia	Australia	Africa
Increasing	50%	39%	64%	60%	67%	60%
Eroding	5%	10%	0%	0%	0%	0%
Staying the same	45%	51%	36%	40%	33%	40%

Fifty-five percent of the respondents say they are engaging in more incentive or subvention activities such as rent reductions, added value services, cash incentives, hosted functions compared to last year.

## Percentage of Venues Engaging in More Incentive or Subvention Activities

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	55%	61%	29%	50%	50%	100%
No	45%	39%	71%	50%	50%	0%

## Event and Group Segments with the Best Current Growth or Near-Term Prospects

Another side of the business upswing is that AIPC members say that major International and National corporate meetings are the strongest client segment in the near term, followed by association conventions and conferences.

	All Regions	Europe	North America	Asia	Australia	Africa
National or International corporate meetings	78%	78%	79%	80%	80%	80%
Association conventions with exhibits	71%	74%	64%	80%	90%	60%
Association conferences and meetings	64%	66%	36%	60%	90%	80%
Local corporate meetings	45%	48%	21%	40%	50%	60%
Entertainment events	44%	50%	36%	10%	80%	20%
For-profit trade shows, trade fairs, exhibitions	35%	26%	43%	50%	40%	40%
Consumer and public shows	34%	26%	21%	70%	60%	20%
Governmental events and meetings	33%	38%	0%	50%	20%	40%
Sporting events	17%	20%	7%	0%	30%	20%
Other	4%	4%	7%	0%	0%	0%

Fifty percent of AIPC members around the world are seeing more clients incorporating hybrid technology elements at their events, and this is up from 42% that said this in 2013. A majority (63%) see this as a positive for the industry.

### Are More Event and Group Clients Incorporating Hybrid Events that Combine Face-to-Face and Virtual/Online Elements

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	50%	54%	64%	50%	20%	40%
No	39%	40%	29%	50%	60%	20%
Don't Know	11%	6%	7%	0%	20%	40%

### Impact of Hybrid and Digital Events on Centres

	All Regions	Europe	North America	Asia	Australia	Africa
Positive	63%	65%	64%	60%	50%	60%
Negative	8%	8%	7%	10%	0%	20%
Unsure	29%	27%	29%	30%	50%	20%



## IV.) Economic Impact & Delegate Days

### Percentage of Members that Estimate Economic Impact

For the first time, the member survey asked if total economic impact from event and group activity related to the centre is tracked. Sixty-five percent of members develop economic impact estimates. All of the North American and African members indicate they track economic impact while only 30% of Asian centres do this.

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	65%	60%	100%	30%	60%	100%
No	35%	40%	0%	70%	40%	0%

### Average Economic Impact Estimate by Region

The survey asked a follow-up question: *If you estimate total economic impact, please provide the most recent total impact figure (and the currency you use).* The total economic impact from the reporting members converted to Euros is €23,042,479,569. This equals \$30,262,515,465 U.S. Dollars.

	All Regions	Europe	North America
Total	€23,042,479,569	€14,221,354,522	€7,310,133,821
Average	€490,265,523	€568,854,181	€522,152,416

	Asia	Australia	Africa (2 responses)
Total	NA	€440,334,226	€593,885,400
Average	NA	€88,066,845	€296,942,700

One venue in the Middle East reported an economic impact equivalent to €476,771,600.

## Are Delegate Days Calculated?

Also for the first time, the survey asked members: *Do you calculate the total number of delegate days (event participants) for your centre?* In the survey the definition of Delegate Days was provided as the number of days attendees were at events at the centre multiplied by the total number of attendees/delegates at each major event. For example, an event with 5,000 attendees held over three days could conceivably generate a total of 15,000 Attendee/Delegate Days.

Sixty-three percent of members track delegate days, with the highest percentage of members tracking this in Australia.

	All Regions	Europe	North America	Asia	Australia	Africa
Yes	63%	64%	40%	50%	83%	78%
No	37%	36%	60%	50%	17%	22%

## Are Delegate Days Separated by Resident/Local vs. Non-Resident Categories?

Only thirty-five percent of members that track delegate days separate these into resident (i.e., local) and non-resident (i.e., accommodation required) categories. This is most often done by Australian members.

	All Regions	Europe	North America	Asia	Australia	Africa
Yes, we separate resident/local and non-resident/accommodation required	35%	21%	50%	40%	60%	43%
No	65%	79%	50%	60%	40%	57%

# Conclusion

Over five years after the severe economic downturn in many regions of the world, overall the industry has rebounded well. It can even be said that the years following the 2008 and 2009 period did not turn out quite as challenging as feared. Yet there have been some key changes that may be long-lasting. These include:

- Government event cut-backs and cancellations. A mixture of government austerity programs, lower tax receipts as well as the real or perceived political concern about “lavish” spending at events has significantly curtailed various governmental agency event and meeting programs.
- Smaller exhibit space rental by certain events, and exhibitions in particular. Some events impacted by the downturn are still rebounding, or have been impacted by industry or sector specific trends.
- Spending on certain types of food and beverage events and entertainment may not have rebounded to pre-downturn levels, although this sentiment is more anecdotal. This ties into the sense that more subdued spending is still the prerogative of certain types of client groups, corporations and associations.
- Increased focus by event organizers and their exhibitors and sponsors as well as attendees on ROI. There is more focus on ensuring there is quantifiable value when managing and participating in events, meetings and functions.
- The AIPC member surveys as well as surveys of event producers show more interest in providing – and receiving if clients – more venue-provided services as well as a willingness to partner and share risk to run new events.

But probably the biggest change over the past few years has been the mobile technology explosion, although this is not directly tied to the aftereffects of the recession. There is a major focus throughout the event and venue sectors – and in nearly all segments and areas of business and society – on telecommunications bandwidth and technology services to handle the content, information, data and social sharing explosion. Yet, the event industry arguably is still in the early stages of this trend. Increased investment and focus on this area will be required by centres, technology providers and event clients.

*So what has not changed over the past few years?* Probably the most important industry aspect that has not changed is that associations are still the anchor client base in many regions of the world and for many centres. A number of other trends may have been exacerbated and have continued over the past few years, but the following were issues before the downturn and these continue to impact the industry.

- Clients continue to negotiate in more depth; in many ways there is still a buyer’s market for convention centre space.
- Increasing competition with other venues and hotels.
- Higher quality education and content provided by event producers and meeting planners, which requires the increasing focus on both meeting room capacities and services as well as technology.

- Clients booking venues later in the cycle, closer to event days.
- Lack of major new exhibitions. It is simply difficult to launch major new events with large exhibit space requirements in many established markets and developed economies.

## Social Mega-Trends Seen by Members to Most Impact the Industry Over Five to Ten Years

With an eye to the industry outlook, and in keeping with one of the key themes of the Berlin Conference, the survey asked a new question this year: *What social megatrends do you think will significantly impact the venue, events and meetings industry over the next five to ten years?*

Technology and mobile communications and expanding information and social networks are by far considered the most important trends to impact centres and events over the next five to ten years. A significant 85% of members believe mobile technology and communications is the key mega-trend, while 73% selected the related area of networked digital communications and social media. The impact of these trends has already been seen over the past few years. The third ranked trend is the degree to which events, associations and groups will be able to innovate and increase the value of their events and meetings to clients, attendees and industries. This was selected by 55% of AIPC members. In a way, these findings can be said to say that centres can provide the investment in technology and telecommunications infrastructure and services but it is up to event producers, associations and other key clients to use this effectively to add value to their clients, members, attendees, exhibitors and industries.

	All Respondents
Mobile technology and communications	85%
Networked digital communications, social media	73%
Level of innovation and value provided by event producers, associations and groups (centre clients)	55%
Rapid growth in emerging and developing markets	44%
Travel and transportation network function and development	43%
Globalization	40%
Information and data security	36%
Slowing growth in developed markets	32%
Environmental sustainability	32%
Demographic change	23%
Urbanization, how cities are changing	22%
Energy and natural resource availability and cost	21%
Personal and group security and safety	19%
Architecture, engineering and design advancements and trends	18%
Other	2%



The response to the various trends in the table above, as well as a number of the key questions in the survey, reiterates one of the main issues impacting centres. This is the complexity inherent in managing convention and congress centres which are very unique facilities and businesses. Centres hold the most diverse range of events, meetings and activities of any type of venue in the world, from addresses from major world leaders, Presidents and Prime Ministers to local swap meets and festivals. Government-owned centres are also unique in that they are municipally owned but foster and help generate such a significant amount of commercial activity.

Running centres requires being able to manage large teams, capital project management skills, sales and marketing expertise, and political savvy to navigate a range of government and community owners and stakeholders. And there is also the critical relationship with the destination marketing organization and hotels – and labor unions and service providers as well.

The survey data shows that the centre industry worldwide is growing but the growth has slowed as the event industry has stabilized. This should actually be seen as a good sign. The industry is getting back to a more “normal” modestly growing phase. It may not feel like it as many regional economies and sectors are still weak or growing slowly, and competition (as always) is increasing, but the near-term outlook for the convention and congress centre industry is positive.



# Appendix: Verbatim Survey Responses

The write-in, verbatim survey responses for a number of questions are provided in this appendix. In the main survey findings section of the report an edited version of this information is provided.

## **Survey Question: If you have added new revenue sources in the past year, what are they?**

### Africa

- New convention centre
- New Jazz festival, 30-day Dinosaur exhibition
- Partnership revenue
- Weddings, cocktail parties, banquets, meetings and conventions

### Asia

- Training & Development Consultancy
- Established an in-house event management division
- Selling services

### Australia

- Rigging services

### Europe

- 5-star hotel, two new restaurants, a spa and relax department,
- Catering outlets
- Connectivity
- Exhibition coordination for association congress
- Full service provider partnership with Serves Ferial
- Insourced catering
- Introduced new e-commerce and e-marketing opportunities
- More hotel rooms, more meeting rooms, more restaurants

- Naming rights
- Naming rights advertising income
- New communication and marketing tools
- New events in joint venture More entertainment events B2C events/exhibitions
- New Services from partners
- New/renovated facility
- Offer a true one stop shop to our clients with our 'At Your Service initiative' encompassing anything from Production, IT, to signage and transportation.
- Own events like: Exhibitions, Conference, Clubbing, etc.
- Private events
- Running conferences and events at another venue (contractor at another venue)
- Sponsoring creation of own events
- Venue upgrades in technology and infrastructure

#### Latin America

- Restaurant open to the public

#### North America

- Exclusive online ticket sales through outside supplier Digital services (mobile app and signage)
- Facility owned events
- Permanent Leased Rental Space to American Express Open VIP Lounge
- We now take some entertainment events we didn't in the past. We now take new financial risk on start up events that wouldn't proceed without a financial incentive.

## **Survey Question: What is the single most important new management approach, service, project, development or industry trend impacting your business this year?**

### Africa

- Direct marketing.
- Rapid Result Initiative
- Stiff competition for local meetings
- Yield management. A stricter approach to event confirmations/deposit payments and fees on cancellations.

### Asia

- A project to rejuvenate and renovation to some guests facilities
- Austerity measures imposed by central government on our major client base
- Providing quality service
- Strategic pricing
- Sustainability
- Technology infrastructure
- This year we are in the process of electing new Government (election new President and Vice President) business effected significantly.

### Australia

- Designing and construction new venue. establishing new market identity and awareness
- Expanding and we are seeing more new venues coming on line - this is impacting as they are cheaper alternatives.
- Expansion project
- Increasing international competition
- Restructure of Sales team to become more strategic and proactive then previously - to address manner of selling, and focus on attracting volume over individual spend and profit margin
- Technology Investment
- Whole of business strategic meetings once a month for new initiatives

## Europe

- Announcing the official overall renovation of CCH for 2017/2018 by the City of Hamburg
- Associations and corporate business tend to book within shorter timeframes. You have to be more flexible.
- Attract all kinds of events
- Clients expecting destination incentives
- Corporate and entertainment business recovery
- Expanding our market into new event streams
- Fidelity programme for the most important national player and PCOs
- Focus on It and e-business
- Increased WIFI Capacity
- Insourced catering services increases our revenue significantly
- Integral services from exhibitions and conventions
- International business development - new market like new type of events
- Internet
- IT
- IT & AV
- Key business decision to take on a contract to be an outsourced provider of catering and event management.
- Label of quality
- Last minutes meetings for international governmental issues.
- More focus on sales and marketing.
- More focus on technology
- Moving from a transactional venue/organizer role to a collaborative/consultative relationship with both venue/organizer totally focused on the overall visitor/exhibitor/attendee experience
- Need for plenary spaces close to meeting rooms.
- New image and new restaurant world
- New partner negotiations and better contract with subcontractors e.g. cleaning, security, maintenance, event services
- Other venues reducing their rental fees which impacts all venues
- Our offering with regards to the Production element that will increase the additional income generation for the business. Additionally we will be opening a new facility which will attract larger events and stand alone exhibitions on a larger scale than we are currently able to accommodate.

- Owned/risk shared events, exhibition & catering space project, new food and beverage outlets
- Pharmacodex online technologies
- Pricing
- Re-branding
- Reduced funding
- Smaller events than in past
- Speedier bespoke response
- The fact that we are opening a green building,
- The good news about the economic growth.
- Universities other facilities and houses.

#### Latin America

- Integral services for our clients.

#### Middle East

- Development and new project
- We are a new build opening in 2016 and the team is currently being put together.

#### North America

- Client rebate/complimentary expectations on rental charges as well as on a wide range of products and services while owner of the centre (government) is eliminating subsidies.
- Even greater flexibility on move-in and move-out options
- Growing to full occupancy with the right business mix.
- ICT - comp wi-fi
- Increase in local DMO funding.
- Launch our own event development business
- Need for flexibility
- Not new but continuing our front line training to engage team members creating leaders at all levels in the organization. Increasing internet capabilities within building.
- Technology
- Venue co-promotion or ownership of annual and/or special events



## **If you have partnered to run an event or activity in which your venue shared in any financial gains or risks, please briefly describe?**

### Africa

- Flat rate & Commission on Bar Services and Revenue Share of Profits after costs
- Miss tourism travel Kenya is an example.
- Received a percentage of door sales for a comedy show

### Asia

- Provided professional event management services for one or two association events

### Europe

- Cultural event - decision of owners - financial disaster
- Developed Renewable Energy trade Event, in partnership with Event organizer. Event was sold in 2010
- Entertainment event (musical)
- Financing of the first 4 years and buyout option if successful.
- For the Sundance Electronic Festival we charged at the services and we get a percentage of the tickets sold
- In-house exhibition organizer.
- It was the Conference of Ministers of Foreign Affairs of the Caspian states
- Joint ventures with Reed exhibition Spain.
- Local central district association; opening new railway station in front of our venue.
- Production of new scientific event on nutritional supplements and pharmacology, in partnership with a national PCO
- The bid process of an international congress, where the financial risk is carried By the venue, if the congress is elected to our destination.
- We produce a lot of concerts and cultural events with our own or shared risk with our partners

### Latin America

- Since the first three months of the year are usually of low occupancy in our CC, as a strategy to increase our income during this period, we have developed a business model of alliance with producers of shows, social events and fairs. We agreed with the producer on a minimum fee that should be paid for renting our

areas, and according to the success of the event (measure in almost all of the cases through the number of people coming to the event), we establish a variable fee. We also negotiate with the producers the possibility of sharing income from F&B. This year only in January we expect a 40% increase in our income regarding January of 2013. One of our team members works very closely with the producers on getting sponsorships for events and coordinates the communication of the event throughout our social media resources.

#### North America

- New Years Eve Dinner Dance
- Produced an exhibition to run in conjunction to an existing event
- Sporting events; presently investigating consumer events.
- We have worked with private show producers on alternative financial arrangements where the money we receive is a function of the show's success.

### **Survey Question: Approximately five years after the severe economic downturn in many regions of the world, what have been the most significant changes in the convention centre and major events industry?**

#### Africa

- Association business is recession proof
- Business levels are high again, signaled by the return of large banks for their staff events. A general increase in evening events.

#### Asia

- Budget constraints, greater focus on risk management, change in procurement processes, more reliance on subvention support, far greater emphasis on ROI (return on investment) by organizers.
- Events are more geared towards Confex model. Increase expectations of centres to have good technology infrastructure, services and connectivity (hotels & airport)
- More events moving from Europe and USA to Asia.
- Our domestic market are getting stronger
- Technology Globalization
- There was not a severe economic downturn in China, the country has been through a period of double digit growth

### Australia

- Clients have become more ROI oriented, minimize risk by confirming later, spend less on food and beverage
- Competition and pricing pressure
- Extremely cost conscious clients - wanting more for less - harder contract negotiations taking longer to secure.
- More competition, requiring more funding and lower delegate numbers.
- No but in Australia I believe we are still recovering. Other Countries have invested large amount of monies increasing their focus on Business Events particularly in Asia and China. Australia is still not supporting this market financially.
- Uplift in use of mobile technology and centre capacity required to service this

### Europe

- A focus on organizers choosing safe-option first tier cities as opposed to untried destinations. Organizers cannot risk event failure and are therefore taking safer options.
- Business decreased in turnover and benefits with no easy return to past, regarding service level a kind of "low cost" trend in place.
- Clients are more sensitive to prices
- Clients cost awareness. they always want the value for money.
- Clients wanting a more partnership approach to assist with the event - marketing, finance etc Technology - what should and shouldn't be included in a standard package - what level Trade Shows with more educational content Exhibitions - organizations still want to attend but take smaller stands Clients using the areas differently as under pressure to upgrade the content of the event and offer a wide range of activities or content to be delivered differently
- Events became more technological
- Events decrease in terms of quantity
- I think there is more Focus on the result of an Event, the outcome, the Goal ...
- Impact on our clients appetite for risk
- Less events like convention, festive night, organizer take into account the image of the venue, congress is not really touched by the economic crisis, less space rental in exhibition, but number of exhibitors and visitors stable
- Less profit
- Lower sponsors' investments, smaller exhibition areas, fewer delegates
- Many non specialist spaces opening as venues
- Meetings are organized "more last minute" more negotiation more competition meetings are shorter
- More concentration on value, customer service and high quality technology availability

- More negotiations clients more demanding
- More negotiations, more focus on ROI, more international partnerships.
- Nothing significant happened
- Organizers and delegates expected more value for money and are more challenging in negotiations. Increased competition at local, national and international level, value of conferencing is more wider acknowledged.
- Pharmacode Compliance
- Price consciousness
- Price sensitivity, global growing conference space and extended competition
- Price stability, more open to negotiation
- Redesigning (cost) efficiency
- Reduced consume of food and beverage, AMD extra services, cancellations of events.
- Reduced rental fees Client expectations increasing Expectation of value for money - clients want more for the same price Expansion of social media Increased subvention from Far East countries
- Reduction n° event days and delegates. Reduction of the budget for additional services.
- Service level : value for your money
- Sharp focus on costs.
- Shorter booking time
- Tough competition and procurement, better cost monitoring, reduction in rates, create new revenue streams and added value services
- We have to diversify more and more our business

#### Latin America

- More negotiation, no intermediaries
- We have not had many impacts so far

#### Middle East

- Price sensitivity and the need for all inclusive proposals.

#### North America

- Declining budgets, more incentives
- Demand is flat and the growth of dedicated conventions centers has slowed but not stopped. The supply/demand imbalance remains very evident. While hotel occupancy has created more of a balanced market this has not translated into the



convention centers in Canada. Secondly the rate of new show creation has slowed considerably. Less risk taking means less new start up events.

- Disappearance of the government convention
- Funding and revenue model
- Infrastructure investment. A return of the US convention market.
- Looking to prove ROI on event More educational content with greater engagement and participation of attendees into programming and during presentations, more hands on sessions, more technology in play, everyone carries a hand held smart phone, corporate meetings are coming back, best service team ever as more people available in hiring pool, packaging pricing
- Shorter booking windows and smaller gross square footage requirements
- Spending on F&B and ancillary services is more conservative; lavish spending is out.
- The end of real growth in exhibit space use and related ancillary exhibit revenues.

**Survey Question: Are there any other critical issues, concerns, trends or opportunities impacting the convention centre business that this survey has not covered that AIPC membership and management should be aware of?**

- Association rotations to areas where membership can be increased, Technology, Pharma legislation, intensified competition, subvention, more public (cash) catering, F&B and contractual customization.
- Attractions at destinations and how they impact, e.g., historical buildings, wildlife, beaches, etc.
- Either you are a strong “branded” destination or you should heavily invest in sales activities. Globalization leaves no space for cozy little places.
- Government entity financial challenges impacting available funding for facilities and events.
- Growth in African economies offers opportunities for more conferences
- Having Russia as our neighboring country - the situation in Ukrainia, will it affect also our country?
- Increased need of self supporting without any public contribution
- Political situation
- Smaller numbers mean differing requirements and a possible shift to other types of venues
- That generation Z is coming into prominence and that we have to understand that this generation are highly connected (constantly), having had lifelong use of communication and media technology and expect the same sort of experience at venues as in their living room at home.
- The vast number of new build convention centers in second and third tier cities that are being constructed without effective feasibility studies
- Wi-Fi





**AIPPC**

EXCELLENCE IN  
CONVENTION CENTRE  
MANAGEMENT

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