

2019 Member Survey



Benchmarks, Analysis and Insights

2019 Member Survey

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Introduction

The 2019 edition of the annual AIPC Member Survey report analysis continues to identify and track multi-year trends impacting the convention centre industry around the world. Similar to past reports, this study tracks member experiences and sentiment on a number of important areas and examines the impact of industry and economic issues on venue management and performance. To cover other key areas and continue to add value to the membership, new to this year's study is more in-depth analysis of how clients are changing. Also included are forecasts for client demand for venue spaces and services over the next three to five years.

The report covers the following key areas:

- Growth, Risks and Outlook
- New Revenue Streams and Innovation
- Investment in New Buildings, Expansions and Renovations
- How Clients are Changing
- Staff Recruitment and Retention

Members' repeated responses are critical to track industry changes and identify multi-year trends. Your input has enabled us to develop a powerful, multi-year planning tool for the membership.

The study has been developed by AIPC in collaboration with Michael Hughes, Managing Director of Research & Consulting with Access Intelligence. AIPC conducted the survey of all members around the world between March and April 2019. The survey received responses from 118 member venues which represents a 61% response rate.

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 and very often the total number of venues in each of the major regions of the world.

AIPC and Access Intelligence thank all of the member respondents for their invaluable contributions to this study.



Executive Summary

The 2019 AIPC Member Survey findings show continued moderate to strong growth in most regions of the world. Underlying industry conditions remain healthy, as they have been for a number of years, and the growth outlook remains moderate to strong as well. The main risks are seen originating outside of the industry – with government priorities and political changes impacting the economy seen by members as the primary risks to economic growth. While the event management business model is strong in most areas of the world, significant changes are happening. The shift to adding more technology and experiential elements to events and meetings is accelerating. Some of the key findings from the study are presented in this summary.

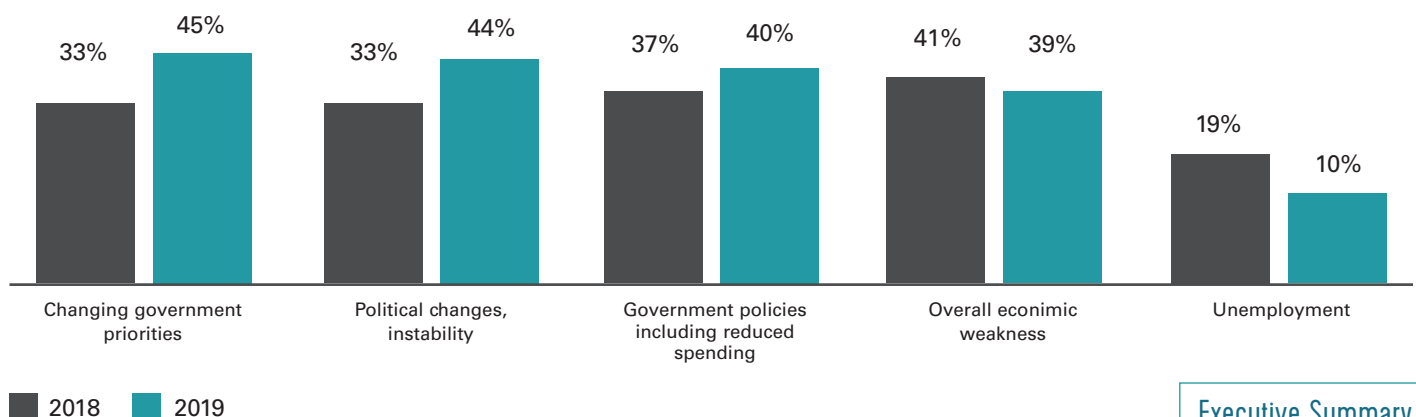
Continued Moderate to Strong Growth Has Been Experienced – and is Expected to Continue – by Most Members Worldwide

A total of 90% of AIPC members worldwide rate the strength of economic activity in their regions as either moderate (59%) or strong (31%). Looking out over the next three to five years, 78% of members expect to see top-line revenue growth each year for their centres, and 18% expect revenue growth to be flat. Only 5% forecast a decrease in revenue. The AIPC membership worldwide is collectively forecasting an average of 6.2% top-line revenue growth annually over the next three to five years.

Government Priorities and Political Changes are Seen as the Top Risks to Economic Growth

In the past year, members have seen the risk to economic growth being impacted or potentially impacted primarily by shifting government priorities and political changes. In the chart below, the top risks to economic growth in this year's survey are compared to the findings from 2018. Changing government priorities has jumped by 12% points as a concern of members, from 33% in 2018 to 45% this year. Similarly, political changes/instability is seen by 11% more members as a risk this year compared to 2018.

Risks to Economic Growth 2018 and 2019



Executive Summary

More AIPC Members are Adding New Revenue Streams

Nearly one-third of members added a new revenue stream in the past year. While this is a decrease from the 40%+ levels seen earlier in the decade, it is up from 23% of members that added a new revenue stream found in the 2018 survey. Some of the most common new revenue streams are related to advertising, centre-owned events and event partnerships, digital signage, providing event management and production services, and adding new or upgraded F&B concepts and services.

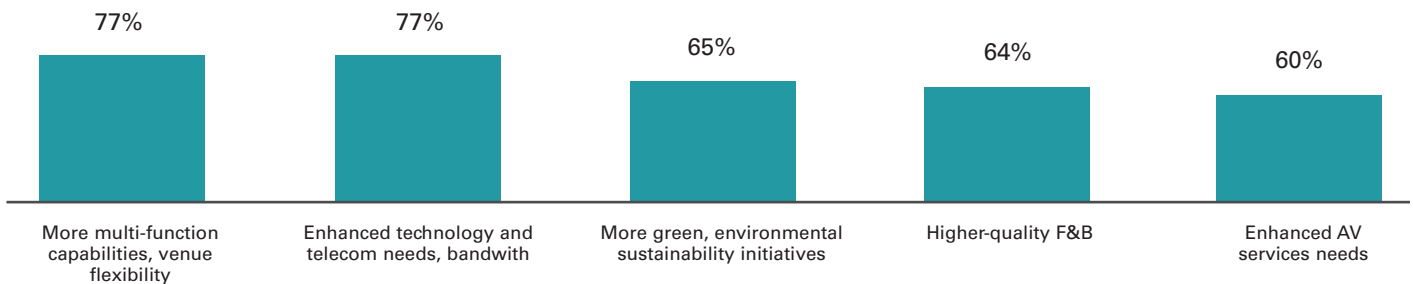
Percentage of AIPC Members that Added a New Revenue Stream in Past Year



Event Clients are Changing in a Number of Important Ways

How Top Clients' Venue Related Requirements are Expected to Change

The survey asked: **How do you expect your key clients' overall event needs related to venues to change over the next few years?** Seventy-seven percent of members indicate the top change areas are the requirement for more multi-function venue capabilities and flexibility, and enhanced technology and telecommunications needs. The new survey also finds more focus on providing green meetings and more sustainability initiatives.



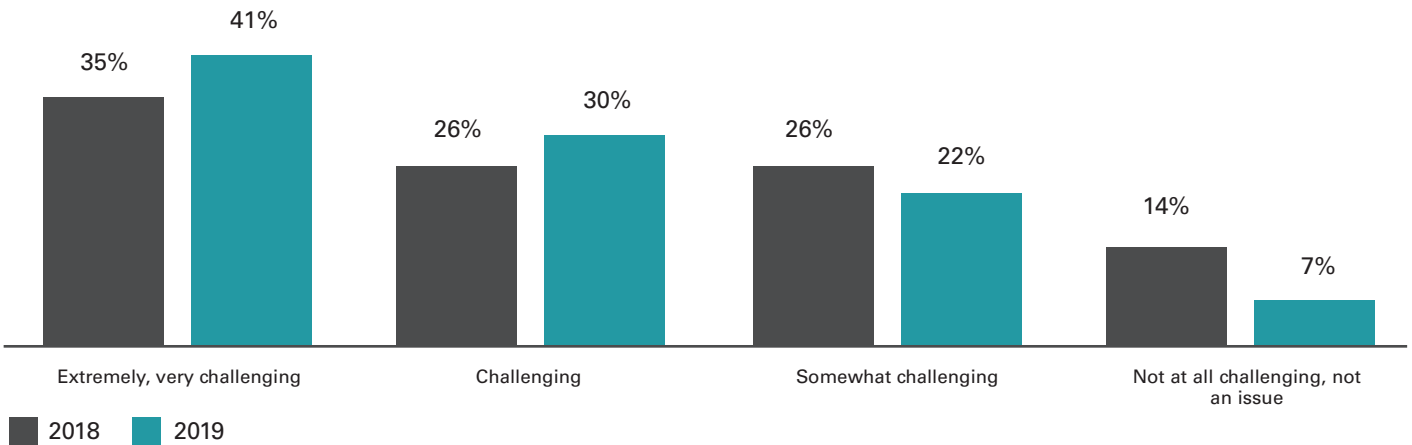
"Clients want more flexible formats and room layouts for the events. Every client wants to do it differently and be more innovative." - AIPC Member

Executive Summary

Finding Quality Staff is a Major Challenge for Many Centres Around the World

It is getting more challenging for centres to recruit and retain employees. The percentage of members facing an extremely/very challenging recruitment environment has jumped from 35% in 2018 to 41% this year. The survey report – in section V. Staff Recruitment and Retention – provides a number of specific ways members are responding to these staffing challenges.

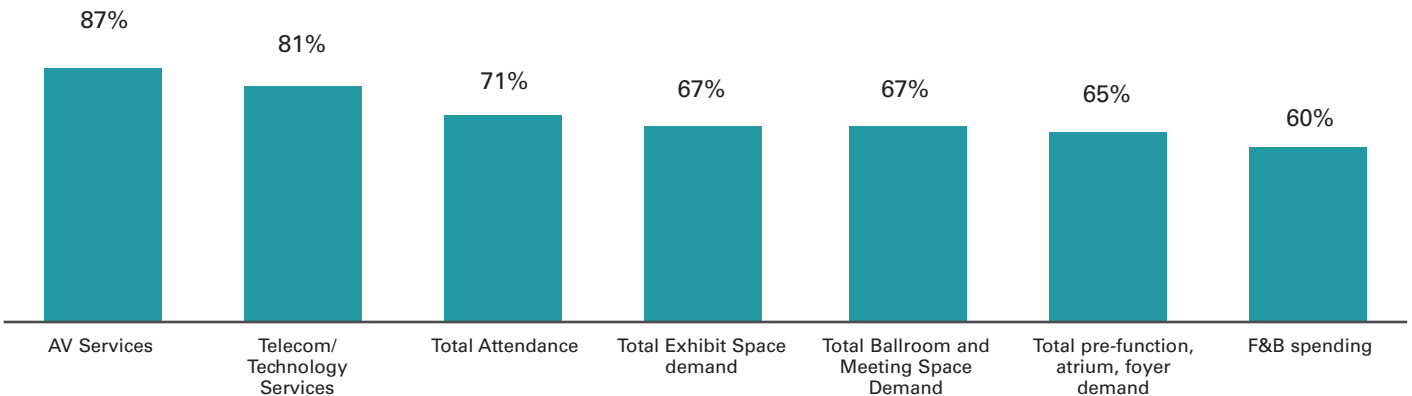
How Challenging is Recruiting and Retaining Employees – 2018 and 2019 Comparison



AV and Telecommunication/Technology Services Have Best Client Demand Outlook

The survey asked members to forecast top-line client demand and spending over the next three to five years for their primary revenue and service area categories. AV and technology services are expected to be the best performing areas over the next three to five years.

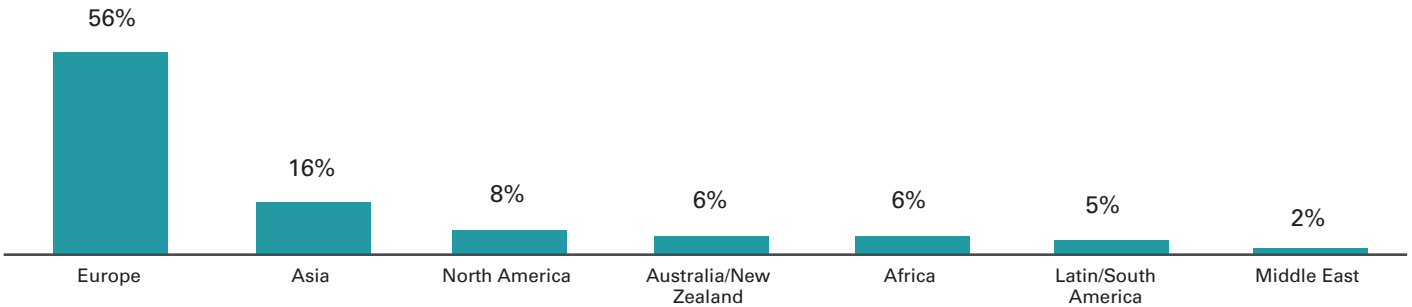
Growth Outlook Summary by Key Revenue Source – All Worldwide Members Expecting Increases Over Next Three to Five Years



[Executive Summary](#)

Member Survey Response by Region

Fifty-six percent of the survey respondents are European members, 16% are from Asia and 8% are in North America.



The findings in this summary provide only a small portion of the insights from the study. The rest of the report provides more data, analysis and benchmarks.

[Executive Summary](#)

I. Growth, Risks and Outlook

The 2019 AIPC Member Survey finds continued moderate to strong business conditions in most regions of the world. The primary risk to economic expansion is outside of the convention, meetings and events industry. The top risk factors identified by the most members throughout the world are related to government and political changes, or potential changes. This section provides the findings on growth and risks.

Strength of Overall Economic Activity and Business Growth in Your Region

Survey Question: *How do you characterize the current strength of overall economic activity and business growth in your region?*

A total of 90% of AIPC members worldwide rate the strength of economic activity in their regions as either moderate (59%) or strong (31%).

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Strong growth/activity	31%	31%	42%	29%	20%	22%
Moderate	59%	58%	50%	67%	80%	44%
Weak	9%	10%	8%	5%	0%	11%
Very weak, flat to no growth	1%	1%	0%	0%	0%	22%
Negative growth, recession	0%	0%	0%	0%	0%	0%

Multi-Year Trends: Strength of Economic Activity in Region 2015 to 2019

The chart below provides the regional economic growth sentiment for all members worldwide over the past five years. The trend has been for gradual improvement in sentiment.

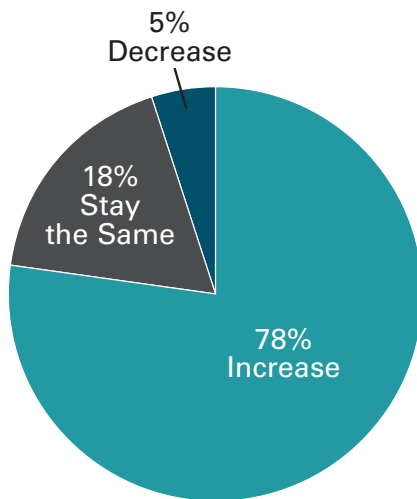
	2015	2016	2017	2018	2019
Strong growth/activity	13%	21%	30%	27%	31%
Moderate	61%	51%	57%	59%	59%
Weak, flat or recession	26%	28%	13%	14%	10%

Members Forecast Annual Gross Revenue Growth Over Next Three to Five Years

Survey Question: *By what percentage are you forecasting your facility's total gross revenues to change on an annual basis over the next three years?*

Solid top-line revenue growth trends are expected to continue over the next few years. Only 5% of members are expecting to see revenue declines. The AIPC membership worldwide is collectively forecasting an average of 6.2% top-line revenue growth annually over the next three to five years.

Top-Line Revenue Annual Growth Forecast for the Next Three to Five Years



Regional Breakout: Top-Line Revenue Annual Growth Rate Forecast for the Next Three to Five Years – 2018 and 2019 Comparison

The growth expectations looking out three to five years overall are down slightly. They are most significantly down in Asia, but up in both Australia/New Zealand and Africa.

	2018 %	2019 %
All Worldwide	6.9%	6.2%
Europe	6.3%	4.9%
North America	5.9%	4.2%
Asia	11.7%	5.8%
Australia/New Zealand	1.6%	5.8%
Africa	9.2%	13.3%

Primary Risks to Growth in Your Regional Economy

Survey Question: *What do you see as the risks to growth in your regional economy?*

By far, government priorities and policies as well as political changes are seen as the main risks to economic conditions. Members in Australia and New Zealand are most concerned about changing government priorities.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Changing government priorities	45%	37%	55%	45%	70%	56%
Political changes, instability	44%	35%	73%	55%	40%	56%
Government policies including reduced spending	40%	31%	64%	45%	40%	78%
Overall economic weakness	39%	38%	36%	45%	20%	44%
Unemployment	10%	10%	9%	5%	0%	33%
Other	11%	14%	9%	10%	10%	11%

Multi-Year Trends: Risks to Economic Growth in Region 2018 and 2019

In the past year, members have seen the risk to economic growth being impacted or potentially impacted by government priorities and political changes. In the chart below, the top risks to economic growth in this year's survey is compared to the findings in 2018. Changing government priorities has jumped by 12% points as a concern of members, from 33% in 2018 to 45% this year. Similarly, political changes/instability is seen by 11% more members as a risk this year.

	All % 2018	All % 2019	1-Year Change
Changing government priorities	33%	45%	+12%
Political changes, instability	33%	44%	+11%
Government policies including reduced spending	37%	40%	+3%
Overall economic weakness	41%	39%	-2%
Unemployment	19%	10%	-9%
Other	17%	11%	-6%

Primary Risks to Growth to Centre Business

Survey Question: *What are the risks to the growth to your specific centre business?*

The top risks to centre business have remained the same for many years: competition and hotel availability. In a way, most all other areas can be seen as secondary or tertiary. Regional differences include:

- Growing competition from other centres / regions is most of an issue to Australian/New Zealand and African Members.
- Hotel availability and pricing is a significant issue in North America, according to 82% of members in the region.
- Overall economic strength is seen as an issue for over half of African members.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Growing competition from other centres / regions	68%	61%	64%	75%	100%	89%
Hotel availability and pricing	49%	54%	82%	25%	30%	33%
Air travel issues (pricing, availability, airlift, route access, etc.)	31%	24%	55%	25%	40%	56%
Changing government priorities	29%	21%	55%	20%	60%	22%
Overall economic strength	29%	23%	27%	40%	30%	56%
Government / corporate restrictions on meetings	15%	8%	27%	20%	20%	56%
Replacement of events with online alternatives	15%	13%	27%	30%	0%	0%
Immigration or visa requirements limiting access	14%	10%	27%	15%	30%	22%
Sustainability concerns	12%	13%	9%	10%	20%	11%
Increases of corporations and individuals using digital media and communications	8%	7%	0%	25%	10%	0%
Other	10%	4%	18%	25%	30%	11%

Multi-Year Trends: Risks to Centre Business Growth 2015 to 2019

Increasing competition from other centres and regions, while still the primary risk to centre business growth, has decreased slightly from 68% of members this year compared to 72% in 2018 and a significant 78% in the 2017 survey.

	2015	2016	2017	2018	2019
Growing competition from other centres/regions	72%	68%	78%	72%	68%
Hotel availability and pricing	43%	47%	51%	54%	49%
Overall economic strength	43%	44%	42%	39%	29%

Economic or Political Issues Impacting Centre Business

Survey Question: ***Over the past year have any of the following economic or political issues significantly changed your business performance, client bookings or growth outlook – and/or do you see these as potential future threats?***

The top major economic or political issue currently impacting centres is increasing event security risks, followed by increasing global or national security risks. Brexit is seen as a potential future risk by over half of members.

	Currently Impacting	Potential Future Impact
Increasing event security risks	27%	38%
Increasing global or national security risks	21%	43%
Currency value fluctuations	20%	23%
Business disrupters i.e., AirBnB, online hotel booking	16%	13%
New US “America First” implications	13%	28%
UK Brexit	12%	53%
Increasing cyber and data security risks	12%	33%
US targeted immigration and travel restrictions	10%	20%
Threats to trade agreements, globalization	8%	41%
News about Bank/Financial institution solvency	3%	17%

Revenue Streams Expected to Grow in 2019 vs. 2018

Survey Question: *Which of the following revenue streams do you expect to see an increase, or decrease, in terms of total revenue in 2019 compared to 2018?*

Sixty-four percent of members expect total exhibit hall and meeting room rental revenue to increase in 2019, followed by event services and food and beverage.

	Increase	Decrease	Stay the Same	Not Applicable
Exhibit hall and meeting room rent	64%	13%	22%	1%
Food/beverage sales or concessions	54%	9%	35%	2%
Other vendor commissions/revenue share	20%	6%	47%	28%
Event services including equipment rental and AV	60%	7%	28%	5%
Telecommunications, internet, technology services	44%	11%	42%	4%
Parking revenues	20%	8%	38%	34%
Signage and/or advertising	39%	5%	34%	22%
Events owned/produced by the venue	39%	4%	18%	40%
Portion of hotel occupancy tax	2%	2%	14%	82%
Direct government funding	5%	12%	24%	59%
Naming rights	3%	0%	11%	87%
Public/private partnerships	11%	0%	17%	71%

Multi-Year Trends: Revenue Streams Expected to Grow in 2017 to 2019

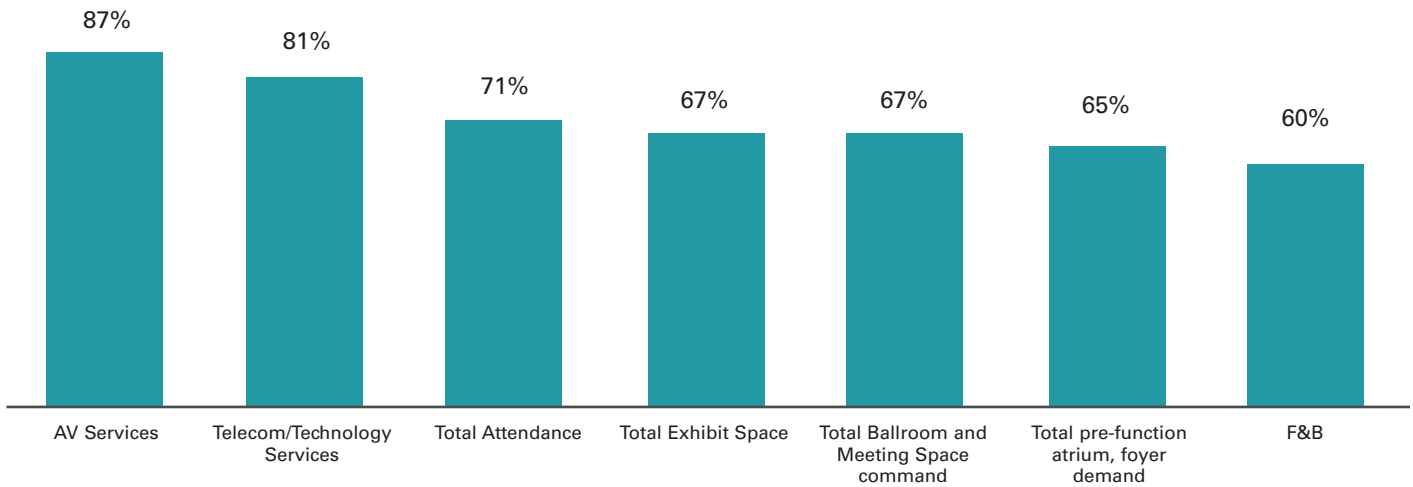
Three years of survey data are provided in the chart below. The percentage of members expecting exhibit hall and meeting room total rental revenues to grow has increased slowly but steadily over the past few years. But expectations for both food and beverage and technology services has actually fallen.

	2017	2018	2019
Exhibit hall and meeting room rent	62%	63%	64%
Event services including equipment rental and AV	57%	54%	60%
F&B	65%	71%	54%
Telecom, internet and tech services	51%	52%	44%
Signage, advertising	33%	38%	39%

Growth Outlook for Next Three to Five Years by Key Revenue Sources

New in this year's Member Survey were a series of questions that asked members to forecast top-line client demand and spending in the primary revenue and services area categories over the next three to five years. AV and technology services are expected to be the best performing areas over the next three to five years.

Growth Outlook Summary by Key Revenue Source – All Worldwide Members Expecting Increases Over Next Three to Five Years



AIPC's Survey of Event Producers

A separate survey of event producers is also being conducted by AIPC and Access Intelligence in 2019. This other study posed similar questions to this section, and others in the Member Survey report. The separate event producer survey report will compare these with the Member Survey data.

Expected Total Annual Attendance Growth Over Next 3 to 5 Years

Survey Question: *Do you anticipate overall, total attendance at all events and groups in your centre increasing or decreasing over the next three to five years?*

Worldwide 12% of members expect total attendance to increase substantially over the next three to five years, and 59% expect modest increases. Asia and Africa expect the strongest attendance growth.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	12%	7%	10%	13%	0%	14%
Increasing modestly	59%	63%	40%	60%	63%	57%
Staying the same	21%	22%	40%	20%	25%	14%
Decreasing modestly	8%	7%	10%	7%	12%	14%
Decreasing substantially	0%	0%	0%	0%	0%	0%

Expected Total Exhibit Space Demand Growth Over Next 3 to 5 Years

Survey Question: *Do you anticipate your event and group clients' total exhibit space usage in square meters/footage increasing or decreasing over the next three to five years?*

Only 7% of members expect substantial increases in total exhibit space demand, although 52% are forecasting a modest increase. An additional one-third expect flat demand over the next few years.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	7%	6%	10%	0%	0%	14%
Increasing modestly	52%	52%	10%	50%	100%	43%
Staying the same	33%	38%	50%	36%	0%	29%
Decreasing modestly	9%	4%	30%	14%	0%	14%
Decreasing substantially	0%	0%	0%	0%	0%	0%

Expected Total Ballroom and Meeting Space Usage Growth Over Next 3 to 5 Years

Survey Question: *Do you anticipate your clients' total ballroom and meeting space usage in square meters/footage increasing or decreasing over the next three to five years?*

Total ballroom and meeting space demand is expected to be a little stronger than exhibit space usage. Twelve percent of members see a substantial increase possible, while 55% expect modest demand increases.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	12%	10%	10%	14%	0%	29%
Increasing modestly	55%	56%	60%	43%	88%	57%
Staying the same	29%	31%	20%	43%	13%	0%
Decreasing modestly	4%	2%	10%	0%	0%	14%
Decreasing substantially	1%	2%	0%	0%	0%	0%

Expected Total Pre-Function/Atrium/Foyer Growth Over Next 3 to 5 Years

Survey Question: *Do you anticipate your clients' total pre-function, atrium and/or foyer space usage increasing or decreasing over the next three to five years?*

Pre-function space has become more important to event producers and groups, and the demand expectations from members shows this is expected to continue. Over twenty percent of members around the world forecast a substantial increase in demand and 42% see a modest increase. The highest demand increases are expected in North America, Australia/New Zealand and Africa.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	23%	19%	30%	21%	13%	57%
Increasing modestly	42%	40%	50%	36%	75%	29%
Staying the same	33%	38%	20%	43%	12%	14%
Decreasing modestly	1%	0%	0%	0%	0%	0%
Decreasing substantially	1%	2%	0%	0%	0%	0%

Expected Total Audio-Visual Services Spending Growth Over Next 3 to 5 Years

Survey Question: *Do you anticipate your clients' total audio-visual services spending increasing or decreasing over the next three to five years?*

AV services are expected to be the best performing major service area over the next three to five years with a total of 87% of members expecting a substantial or modest increase. The highest AV demand increases are expected by members in North America, Australia/New Zealand and Africa.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	20%	22%	20%	7%	25%	29%
Increasing modestly	67%	63%	70%	79%	75%	71%
Staying the same	10%	10%	10%	14%	0%	0%
Decreasing modestly	2%	4%	0%	0%	0%	0%
Decreasing substantially	1%	2%	0%	0%	0%	0%

Expected Telecommunications/Internet/Technology Services Spending Growth Over Next 3 to 5 Years

Survey Question: *Do you anticipate your clients' total venue telecommunications, internet and technology services spending increasing or decreasing over the next three to five years?*

Demand for venue telecommunications, internet and technology services is also expected to continue to grow at a healthy rate. Twenty-nine percent of members expect to see substantial demand growth, while over half are forecasting modest growth.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	29%	35%	10%	14%	25%	43%
Increasing modestly	52%	44%	60%	71%	75%	43%
Staying the same	14%	12%	30%	15%	0%	14%
Decreasing modestly	4%	8%	0%	0%	0%	0%
Decreasing substantially	1%	2%	0%	0%	0%	0%

"We are seeing more demands on video conferencing and live broadcast during the meeting."
-AIPC Member

Expected Total F&B Spending

Survey Question: *Do you anticipate your client's total venue food and beverage services spending increasing or decreasing over the next three to five years?*

Food and beverage services have received significant attention over the past few years and this is expected to continue as new audiences require different and often healthier options and dining formats. Twelve percent of members expect substantial total spending increases for food and beverage services, while 48% forecast modest growth. North America and Asia expect to see the strongest demand growth for food and beverage over the next few years.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Increasing substantially	12%	6%	20%	29%	0%	29%
Increasing modestly	48%	51%	50%	43%	63%	29%
Staying the same	25%	28%	20%	21%	25%	0%
Decreasing modestly	14%	13%	10%	7%	13%	43%
Decreasing substantially	1%	2%	0%	0%	0%	0%

II. New Revenue Streams and Innovation

This section covers the types of new revenue streams members are adding as well as the focus of their various innovation efforts.

New Revenue Streams Added in Past Year

Survey Question: *Have you added any new important revenue sources in the past year?*

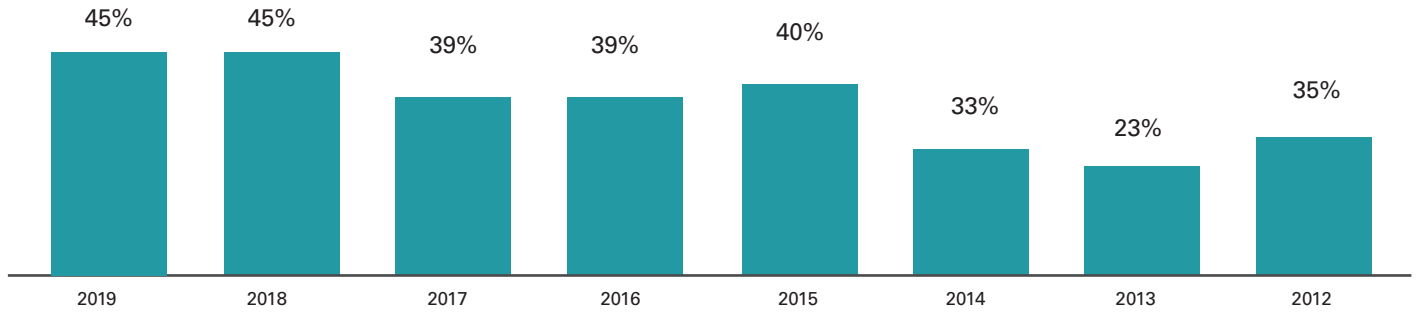
Thirty-five percent of members around the world added a new revenue stream in the past year. While this is a decrease from the 40%+ levels seen earlier in the decade, it is up from 23% found in the 2018 survey. Some of the most common new revenue streams are related to advertising, centre-owned events and event partnerships, digital signage, and enhanced event management and production services, as well as new or upgraded F&B concepts and services. Members in Asia and Africa were most likely to add a new revenue stream.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Yes	35%	30%	27%	44%	33%	50%
No	66%	70%	73%	56%	67%	50%

Examples of new revenue streams most often mentioned by members:

- Advertising
- Centre-owned events and event partnerships
- Digital signage
- Enhanced AV and technology services
- Event management services
- Event production services
- Off-site F&B and catering services
- Parking (adding capacity, pricing changes or additional services)
- Retail and non-event specific space rental

Multi-Year Trends: Centres that Added a New Revenue Stream 2012 to 2019



New Innovations Added in the Past Year

Survey Question: ***Have you implemented any important new operational, management or systems innovations in the past year?***

Thirty-nine percent of members worldwide implemented an important innovation. A significant 60% of Asian centres added an innovation in the last year.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Yes	39%	40%	18%	60%	44%	38%
No	61%	60%	82%	40%	56%	62%

Examples of new operational, management or systems innovations provided by multiple members include:

- Electronic cashless payment services
- Digital signage
- Online client management and booking software systems
- Self-service automation
- Sustainable, green initiatives
- Staff management software tools
- New F&B concepts and services

New Innovations Added in the Past Year

	All %
2019	39%
2018	38%
2017	52%

Top Innovation Areas

Survey Question: *Where are you focusing your innovation efforts and new ideas?*

The top three innovation areas focus on the in-venue experience, food and beverage services, and marketing and communications. Meaningful regional differences include:

- North American members, on a percentage basis, are more focused than other regions on the on-site/in-venue experience.
- Large percentages of Australia/New Zealand based members are innovating around a numbers of areas, including: Food and beverage, marketing and communications, telecommunications and technology services, AV, meeting rooms functionality, and strategic partnerships.
- African members are more likely to be focused on marketing and communications and strategic partnerships than most other regions.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Client, attendee and exhibitor on-site/in-venue experience	73%	73%	82%	76%	56%	63%
Food and beverage services	67%	61%	73%	71%	89%	63%
Marketing and communications	65%	58%	82%	53%	89%	88%
Telecommunications and technology services	57%	50%	64%	53%	78%	75%
Audio-Visual services	53%	60%	27%	41%	89%	25%
Meeting rooms functionality and experience	48%	52%	36%	41%	56%	38%
Strategic partnerships	45%	42%	45%	29%	78%	75%
Operations	41%	35%	36%	41%	67%	50%
Signage	39%	42%	9%	29%	56%	38%
Staff management	37%	31%	18%	47%	56%	50%
Exhibit hall functionality and experience	32%	34%	27%	29%	33%	25%
Pre-function spaces functionality and experience	30%	19%	73%	29%	56%	25%
Vendor and supplier management	25%	16%	45%	18%	44%	63%
Outdoor, outside areas functionality and experience	24%	19%	36%	12%	44%	38%
Venue connections and links to hotels or other key buildings	20%	11%	27%	12%	33%	63%
Ballroom(s) functionality and experience	18%	15%	27%	24%	33%	13%
Loading dock and related areas functionality and experience	13%	8%	18%	0%	44%	25%
Parking areas functionality and experience	12%	8%	9%	18%	22%	13%
Other concession areas and store-fronts	11%	2%	27%	12%	33%	13%
Venue connections and links to transportation, such as shuttle bus and taxi areas	11%	5%	0%	29%	11%	13%
Not Applicable	1%	2%	0%	0%	0%	0%
Other	7%	11%	0%	0%	0%	0%

Multi-Year Comparison: Top Areas of Innovation and New Ideas Focus 2018 and 2019

	All % 2018	All % 2019	1-Year Change
Client, attendee and exhibitor on-site/in-venue experience	73%	73%	–
Food and beverage services	76%	67%	-9%
Marketing and communications	59%	65%	+6%
Telecommunications and technology services	66%	57%	-9%
Audio-Visual services	61%	53%	-8%

Percentage of Members with Process for Generating New Revenue and Innovation Ideas

Survey Question: *Do you have a systemic process for generating new revenue and innovation ideas and/or rewarding or recognizing them? If so please describe.*

Four out of ten members have a systemic process for generating new revenue and innovation ideas and/or rewarding or recognizing staff.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Yes	40%	35%	20%	53%	56%	25%
No	60%	65%	80%	47%	44%	75%

Members Describe Their Process for Generating New Revenue Ideas and Innovations and Related Recognition Programs

Select Member Comments:

- “A small team working together, benchmarking and trying to find new ideas to be innovative.”
- “As part of our business planning process, innovation strategy plays a central role and this is the forum where new initiatives would be encouraged.”
- “Entrepreneurial culture with staff opportunity to contribute including regular innovation sessions and brain storms.”
- “IDEAS, a management tool to track innovative ideas and implementation.”
- “Ideas assessed shark tank style and rewarded.”
- “Innovation strategy where we decide to go with 3 to 4 ideas that get added resources in time and money to be implemented.”
- “Innovation working group.”
- “Staff are incentivized for implementing innovations which improve the delegate experience.”
- “Staff scheme in place to reward those who make any suggestions which are taken forward and implemented.”
- “We have a new business manager and have channeled innovation through that specific team in the past, however we are working this year in structuring a process that allows all areas of the organization to contribute to innovation.”
- “We have an operational excellence committee with objective to optimize activities.”
- “We have two externally led innovation events off site each year, rewards are decided based on the best innovation.”
- “We recognize our employees’ inputs each quarter of the year.”

New Revenue Streams and Innovations that Did Not Work

Survey Question: *Over the past two to three years, please describe any new revenue streams or innovations you implemented that did not work, were abandoned or significantly changed.*

Select Member Comments:

- A new app, that did not work and we cancelled it and started working on a new solution with a new company.”
- “Add a congress management.”
- “Adding a second catering partner; went back to having only one partner.”
- “Car parking fees, poor response.”
- “Commission from non-preferred suppliers.”
- “Data sharing with event organizers.”
- “Gift / Souvenir shop.”
- “Implementing a virtual promoter with gesture control. We spend a lot of money as we saw a reasonable impact but people do not use (or need) this feature as we expected.”
- “Lighting and pixel mapping the outside of the building to allow clients to market their event.”
- “Long term exhibit hall rental for travelling public exhibition.”
- “Online exhibitor order system.”
- “Own exhibition.”
- “Signage - had to reduce rates to effectively cover labor charges for set up.”
- “Streaming services in meetings proved to be far less lucrative than we expected.”
- “The use of a Catamaran as a breakaway option.”
- “Two events created by ourselves respectively with partners did not work out.”
- “Vending machines.”
- “We tried a boutique flexible pop-up Christmas event offer. We could not get the cost/pricing model to work as we included an external partner. This has been stopped and is under review for the future.”
- “Website advertising opportunities.”

III. Investment in New Buildings, Expansions and Renovations

This section covers centres’ major investments in new building projects, expansions and renovations. Also covered are the centre spaces and areas that most need enhancement or investment – and if government owners are more open to support investment compared to recent years.

New Builds, Expansions & Renovations

Survey Question: *Are you planning a new build, expansion or renovation project currently, or is one underway?*

Seventy-one percent of the membership worldwide have some type of major investment project underway or in the planning stage. A significant 41% have a renovation project on-going or being planned. Regional breakouts find that 75% of African centres and nearly half (48%) of European members have a renovation underway or in the planning stages.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
New build	21%	25%	9%	25%	25%	0%
Expansion	30%	34%	27%	31%	25%	38%
Renovation	41%	48%	9%	38%	25%	75%
No development plans	29%	23%	55%	19%	38%	13%

Multi-Year Trends: New Builds, Expansions & Renovations 2014 to 2019

The multi-year trend shows about the same level of investment in new building projects, expansions and renovations worldwide over the past few years. In a way, the industry is in a near constant state of investment and upgrades with most of the activity focused on renovation projects.

	2014 %	2015 %	2016 %	2017 %	2018 %	2019 %
New build	20%	10%	10%	22%	24%	21%
Expansion	28%	31%	27%	24%	28%	30%
Renovation	39%	41%	42%	45%	43%	41%
No development plans	29%	37%	36%	28%	27%	29%

Is Government More or Less Inclined to Invest in Centres?

Survey Question: ***Do you feel that currently your government is more or less inclined to invest in the convention and congress centre industry, especially in terms of facilities and infrastructure than a few years ago?***

Over one-third of members feel their government stakeholders are more inclined to invest in the convention centre industry than a few years ago.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
More inclined to invest	36%	33%	18%	47%	13%	63%
Less inclined to invest	22%	22%	9%	12%	63%	25%
No change	42%	45%	73%	41%	25%	12%

Multi-Year Trends: Is Government More or Less Inclined to Invest in Centres?

Comparing the findings to the results from the 2018 Member Survey, governments may be becoming less inclined to support centre investments, but they are still more supportive than they were earlier this decade.

	2012	2013	2014	2015	2016	2017	2018	2019
More inclined to invest	18%	18%	Not asked	34%	33%	30%	45%	36%
Less inclined to invest	41%	37%	Not asked	27%	30%	19%	22%	22%
No change	41%	45%	Not asked	39%	38%	51%	34%	42%

Centre Spaces and Areas in Most Need of Enhancement or Investment

Survey Question: *Looking forward, which spaces and areas in your venue do you see in most need of enhancement or investment?*

The number one area that needs enhancement or investment is technology infrastructure or services. Regional differences:

- European members are most likely to see a need to upgrade meeting rooms.
- North American centres are focused on technology, pre-function spaces and client-facing food areas and restaurants.
- In Asia, exhibit halls need attention, according to members there.
- African centres are more often seeing the need to upgrade technology infrastructure, signage, food service areas and exhibit halls.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Technology infrastructure or services	53%	51%	73%	41%	50%	100%
Meeting rooms	47%	57%	45%	18%	38%	50%
Exhibit halls	41%	39%	45%	47%	38%	50%
Signage	37%	39%	18%	24%	38%	75%
Client-facing food service areas and restaurants	29%	20%	45%	41%	13%	75%
Pre-function spaces	28%	25%	73%	18%	38%	25%
Outdoor, outside areas	28%	25%	36%	24%	38%	50%
Kitchen(s)	27%	23%	36%	35%	38%	38%
Loading dock and related areas	22%	20%	45%	12%	13%	38%
Ballroom(s)	21%	15%	45%	18%	50%	25%
Other	17%	16%	27%	12%	25%	13%
Venue connections and links to transportation, such as shuttle bus and taxi areas	14%	10%	9%	41%	0%	25%
Venue connections and links to hotels or other key buildings	14%	7%	27%	41%	0%	25%
Other concession areas and store-fronts	8%	2%	27%	12%	25%	13%
Business centre	5%	3%	0%	6%	0%	25%

Multi-Year Trends: Centre Spaces and Areas in Most Need of Investment: 2015 to 2019 Comparison

The table below shows that technology and telecommunications are still the main areas that management feels needs the most investment – along with meeting rooms.

	2015	2016	2017	2018	2019
Tech infrastructure, services	67%	54%	48%	50%	53%
Meeting rooms	53%	58%	42%	46%	47%
Exhibit halls	44%	41%	37%	44%	41%
Signage	36%	34%	35%	29%	37%
Client-facing F&B areas	24%	27%	32%	35%	29%

IV. How Clients are Changing

The most important industry changes and trends reflect the focus of both top venue clients and event producers – as well as venue management teams – to offer more experiential elements and services. These changes are being driven by today’s event attendees. This new digital-native attendee is often younger, more diverse and they engage and learn – and share their experiences differently. They want more opportunities for dialog and interaction. They want memorable experiences worth their time investment. With the explosive growth of the experiential economy, professionals and event attendees expect events to be more lively and more rewarding – and simply more enjoyable.

“Attendees at events are demanding a richer experience. They are fatigued with traditional meeting formats. They are wanting a more tailored and relevant experience at meetings and events.” - AIPC Member

Event and Group Types with Best Growth Outlook

Survey Question: **What types of events and groups do you think provide the best opportunity for current or near-term growth?**

The top client category remains national or international corporate meetings, followed by association conventions with exhibits. A number of differences are seen around the world:

- National or International corporate meetings received the highest percentage of responses from members in Australia/New Zealand and Europe.
- Association conventions with exhibits are seen as very strong in North America and Asia.
- In Asia and Africa, exhibitions and trade shows are rated higher than by members in other regions.
- Governmental meetings are rated the most promising in Australia/New Zealand.
- Association conventions without exhibits are highly rated by African members.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
National or International corporate meetings	73%	78%	72%	53%	80%	67%
Association conventions with exhibits	69%	61%	82%	82%	80%	78%
Association conferences and meetings	65%	56%	82%	59%	80%	89%
Local corporate meetings	58%	46%	45%	71%	70%	78%
Governmental events and meetings	41%	39%	9%	47%	70%	67%
Exhibitions, trade shows, trade fairs	39%	27%	27%	59%	60%	56%
Entertainment events	29%	32%	9%	29%	30%	22%
Consumer and public shows	22%	10%	27%	29%	40%	22%
Sporting events	14%	13%	36%	6%	0%	33%
Other	5%	5%	0%	6%	0%	22%

Multi-Year Trends: Types of Clients and Groups with Best Growth Outlook: 2013 and 2018 and 2019 Comparison

The table below compares the findings to the question about the client and group segments with the best growth outlook from the 2013 member survey, along with the findings from the past two surveys.

	2013	2018	2019
National and International corporate meetings	63%	77%	73%
Association conventions with exhibits	67%	57%	69%
Association conferences	61%	62%	65%
Local corporate meetings	44%	51%	58%
Government events	27%	37%	41%
Exhibitions, trade shows	31%	47%	39%
Entertainment events	32%	37%	29%
Consumer shows	35%	22%	22%

Event Formats and Requirements Changes that Require Re-Assessment of Current Facilities

Survey Question: *What changes in event formats and requirements have you seen that may require a re-assessment of the facilities and services your centre currently offers, or at other centres you are familiar with?*

Select Member Comments:

- “Accreditation and security screening for large or major conferences. This requires additional venue for better control of traffic and delegates.”
- “Cabaret-style seating which is hard to accommodate in current spaces. Cross functional spaces for delegates to conduct impromptu meetings, and dynamic signage.”
- “Changing hospitality requirements, sustainable packaging, reduction in red meat, greater focus on casual and networking eating arrangements.”
- “Clients are less keen to make compromises and seek the ideal venue for their events.”
- “Complimentary room rentals and the need to offer packages which are inclusive of all services.”
- “Due to last minute requests the lead time is shortening, also last minute decisions before or during the event require flexibility.”
- “Enhancing client experience through digital technology; flexible rooms; outdoor dining areas.”
- “Event design will play an important role in the future, to offer tailor-made function space to the clients.”
- “Flexibility of services including event management, working hours, catering services and other services. Modularity of spaces such as modular walls, retractable seats, choice of different set-up.”
- “Less rigid breakout rooms, more diverse set-up of exhibition, session and network activities.”
- “More advanced technology in audio visual.”
- “More break-out rooms. Generate capacity, dynamism and versatility. To equip the facilities with the most advanced equipment and the lasted in technology.”
- “More flexible meeting settings and more use of Island/round table seating. That require large areas, then just theatre seated rooms.”
- “More networking areas and different settings for workshops.”
- “New types of spaces, less conventional. Clients want to offer a new kind of experience, surprise the participants.”
- “PCOs delegate a large part of their previous usual job (exhibitor management).”
- “Personalization, flexibility and hence different usage of spaces and services provided by the venue.”
- “Seeing more and more conventions which have an exhibition component so more demand on flexible space. Also seeing clients requiring more smaller breakout rooms and informal discussion/meetings spaces and less of the larger ‘talked at’ seminar rooms. However opening/closing session still need the larger rooms so the flexible space needs puts more and more pressure on room turnarounds for different needs throughout the day.”
- “Smaller breakouts, need to change rooms during the day and festivalisation of events.”

Select Member Comments (cont):

- “Smaller meetings/events needing more experiential experiences, and more break out rooms and spaces.”
- “Some events with unstructured seating arrangements, use of very advanced technology like A/V equipment, larger than life or elaborate props/decor/set-ups.”
- “The development of more interactive formats/new technologies (avatar, VR/AR) .”
- “The need for flexible open space rooms is significant. Rooms or halls with fixed chairs or furniture are less interesting than others.”
- “Use of moveable tiered seating bays to create mini-theatres.”
- “Venues need to have the flexibility to adapt to different space needs with many breakout rooms, networking areas, changed catering needs, high-speed Wi-Fi with high bandwidth expected to be included in rental. Tailor-made package pricing is becoming more important.”
- “We have seen a change in the way the clients (association clients especially) deal with the catering element of the event. Whereas in the past it was very much focused on pre-paid catering there seems to be a more recent trend to provide more retail and cash catering elements. This in turn has informed us that investment will be required in order to keep the offer fresh and new to the delegates attending conferences at our venue.”

How are Top Clients' Needs Related to Venues Expected to Change Over Next Few Years

Survey Question: *How do you expect your key clients' overall event needs related to venues to change over the next few years?*

Seventy-seven percent of members indicate the top areas are more overall multi-function capabilities and venue flexibility, and enhanced technology and telecommunications needs. A wide-range of important differences are seen in the various regions of the world.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
More overall multi-function capabilities and venue flexibility	77%	74%	82%	76%	88%	75%
Enhanced technology and telecommunications needs, bandwidth	77%	76%	91%	65%	75%	88%
More green and environmental sustainability initiatives	65%	66%	64%	47%	88%	75%
Higher-quality food and beverage services	64%	60%	73%	65%	63%	63%
Enhanced audio-visual services needs	60%	58%	45%	53%	75%	63%
Improved overall event and venues experience ambience, aesthetics	58%	53%	91%	41%	75%	75%
Higher quality meeting rooms	50%	52%	55%	53%	38%	63%
Improved signage and way-finding	45%	40%	36%	41%	88%	75%
More meeting room space	41%	42%	55%	35%	38%	38%
More exhibit space required	39%	37%	27%	53%	38%	63%
More attendance promotion assistance	33%	27%	0%	29%	63%	75%
More pre-function space	28%	23%	45%	29%	50%	25%
Improvements in access to transportation at venues (taxi, shuttle buses, etc.)	20%	5%	0%	41%	0%	13%
More general session space	18%	13%	27%	24%	13%	38%
More ballroom space	12%	5%	27%	29%	38%	13%
More parking	12%	19%	0%	35%	13%	38%
More use of lecture theatre(s) with fixed seating	4%	3%	0%	6%	13%	13%
Other	8%	7%	9%	12%	0%	25%

How Event Clients are Changing

Survey Question: *How are your key event management clients changing?*

Overall, around the world, the top ways key event clients are changing include: requiring more telecommunications/internet bandwidth and related services, and increased negotiations with venues. Other changes include:

- The focus on event design and ambiance
- Requiring more meeting room spaces and breakouts
- Requiring higher-quality food and beverage
- Growing attendance
- Shorter events in terms days

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Requiring more telecommunications/internet bandwidth and related services	69%	64%	82%	69%	75%	88%
Increased negotiations with venues	68%	69%	55%	63%	88%	75%
Focusing more on event design and ambiance	54%	59%	82%	19%	50%	63%
Requiring more meeting room spaces and breakouts	54%	54%	55%	56%	75%	63%
Requiring higher-quality food and beverage	48%	48%	36%	50%	50%	50%
Event attendance is growing	47%	54%	36%	31%	50%	38%
Short events in terms of total number of days	47%	48%	27%	31%	50%	75%
Number of exhibitors is growing	39%	38%	18%	50%	38%	38%
Events are getting larger in terms of exhibit space requirements	35%	34%	9%	38%	63%	50%
Requiring attendance promotion assistance	23%	20%	18%	6%	50%	50%
Number of exhibitors is declining	18%	18%	27%	13%	13%	13%
Requiring more outdoor areas/spaces	18%	18%	0%	13%	38%	25%
Event attendance is declining	17%	11%	18%	19%	25%	50%
Requiring more ballroom and space for general sessions	17%	7%	27%	38%	25%	38%
Events are getting smaller in terms of exhibit space requirements	15%	13%	35%	6%	13%	13%
Longer events in terms of total number of days	5%	7%	0%	6%	0%	0%
Other	4%	2%	9%	0%	13%	13%

How Event Clients' Business Practices Changing

Survey Question: *How are your event management clients' business practices changing?*

By far, the top two ways members see clients' business practices changing are shorter booking windows and increased negotiations with venues, hotels and CVBs.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Shorter venue booking windows, booking closer to the event dates	78%	70%	78%	87%	100%	100%
Increased negotiations with venues, hotels and CVBs	73%	73%	89%	53%	89%	86%
Asking for more public relations assistance and outreach to city and regional leaders	46%	57%	33%	27%	63%	14%
Requiring attendance promotion assistance	30%	27%	33%	27%	50%	57%
Longer venue booking windows, booking further from the event dates	11%	11%	0%	20%	0%	0%
Other	7%	5%	33%	13%	0%	0%

How Event Clients' Operational Practices Changing

Survey Question: **How are your key event management clients' event operational practices changing?**

The top three ways are: focusing more on event experience design and ambiance aesthetics, enhanced telecommunications bandwidth, and higher-quality food and beverage. The focus on the event experience design and ambiance is most often seen in North America and Australia/New Zealand. The need for enhanced telecommunications bandwidth is most often an issue in Australia/New Zealand and Africa. Higher quality food services is more of a client need in Asia. By far, demand for enhanced AV services from clients is most of an issue in Australia/New Zealand.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Focusing more on event experience design and ambiance aesthetics	72%	77%	90%	38%	100%	63%
Enhanced telecommunications bandwidth	63%	60%	40%	56%	88%	88%
Requiring higher-quality food and beverage	61%	57%	60%	75%	63%	50%
Enhanced AV services	52%	55%	40%	31%	75%	50%
Using more space and area in venues such as atriums and outdoor space	44%	43%	50%	38%	63%	50%
Improved signage, way-finding	43%	38%	10%	50%	100%	63%
Adding more demonstration and educational activities on exhibit floors	38%	35%	50%	25%	25%	50%
On-site event activities and special events	38%	37%	30%	38%	50%	38%
Enhanced registration and attendee check-in services	28%	23%	10%	13%	50%	63%
Focusing on improving service provider/vendor management	22%	15%	10%	38%	38%	38%
Change key event operations-related service providers such as General Service Contractors or event labor providers	10%	8%	20%	6%	0%	25%
Training/preparing on-site staff and vendors/partners	8%	3%	0%	25%	0%	25%
Improved access to transportation	7%	0%	0%	25%	13%	38%
Other	3%	2%	10%	0%	13%	0%

“The biggest thing we notice are client’s and delegate’s changing expectations around experiences and the level of service delivery. With changing demographics, i.e. younger clients and delegates, there is increasingly an expectation around certain inherent standards of service, such as wi-fi and high quality AV services. Menu expectations and dietary restrictions are also changing.”

- AIPC Member

How are Attendees Changing

Survey Question: **Overall, how do you see attendees changing?**

By far, centres mainly see attendees changing by their increased use of technology and increasing interest in networking opportunities. There are many differences in how attendees are changing around the world, according to members. A few of these differences include: all of the members in North America and Australia/New Zealand indicate they see attendees using more technology on-site. In Africa, all members agree that attendees are more interested in networking opportunities. All members in Australia/New Zealand and Africa are aware of attendees registering closer to the event days. In North America, a significant 90% of members say attendees are more likely to book outside of official event hotel blocks.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Using more technology on-site	82%	74%	100%	88%	100%	88%
More interested in networking opportunities	78%	78%	80%	69%	50%	100%
Registering closer to the event days, making later decision to attend	60%	62%	30%	25%	100%	100%
Booking outside the official event hotel blocks	54%	59%	90%	19%	50%	50%
More interested in educational session and content	45%	38%	50%	44%	63%	75%
Getting harder to reach with marketing messaging	36%	41%	30%	13%	50%	50%
Not attending the event for as long	33%	33%	50%	13%	38%	38%
Are getting younger on average	31%	31%	40%	25%	0%	63%
More interested in visiting the exhibitors	18%	9%	10%	31%	0%	50%
Have more buying authority or influence	15%	14%	30%	6%	13%	25%
Less interested in educational session and content	7%	9%	0%	0%	0%	0%
Are getting older on average	3%	2%	10%	6%	0%	0%
Less interested in networking opportunities	2%	0%	0%	6%	13%	0%
Other	3%	2%	10%	6%	0%	0%

How are Exhibitors and Sponsors Changing

Survey Question: *How do you see top exhibitors and sponsors changing at the major exhibitions in your centre?*

Exhibitors and sponsors want more digital marketing opportunities tied to the event.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Want more digital marketing opportunities tied to the event	64%	59%	50%	75%	100%	63%
Looking to differentiate at event	53%	55%	70%	31%	71%	50%
Customizing sponsorship opportunities and programs	53%	54%	70%	38%	57%	38%
Want proof of ROI	50%	46%	50%	44%	71%	63%
Want higher level and more targeted leads with more information	33%	25%	20%	44%	71%	38%
Interested in more exclusivity	32%	30%	60%	19%	29%	25%
Want more audience demographic data	29%	23%	50%	25%	57%	25%
Getting more marketing savvy	19%	14%	30%	31%	14%	25%
Consolidation and M&A on exhibitor end reducing number of exhibitors or budgets	14%	18%	10%	13%	1%	13%
Other	4%	2%	0%	0%	14%	25%

Members Describe the Most Challenging Client Demands

Survey Question: *Please describe any new key client demands that you find most challenging to meet given your current resources?*

Select Member Comments:

- "A 1,000 pax plenary room in a ballroom."
- "A variety of e-payment channels, e.g. AliPay, WeChatPay. Very demanding F&B requirements, and are different from event to event. Fast changing technology, i.e. RFID, e-admission, VT, people counting, etc."
- "Clients continue to not want to pay for technology or wireless service."
- "Clients demand more space and services for less and less money or free."
- "Constant updates to technology."
- "Creative room layouts often collide with rules and regulations in this regard. This is difficult for Clients to understand."
- "Customer demands and the physical increase in the number of customers on site (more smaller events) has added enormous complexity and cost into our delivery model."
- "Expectation of free wi-fi, reduced room rental (major hotel competition)."
- "Flexibility of space, IT or AV requirements on the day."
- "Flexible meeting format and/or Davos-style event setups."
- "Free wi-fi. Free meeting space."
- "Green meetings."
- "High quality in planning, organizing and execution of congresses due to global experiences (higher demand) "
- "Increase of short lead events, increase of larger short lead events which cannot be accommodated in the space available, working with limited space in the exhibition halls, restrictions on using the available outdoor space."
- "Innovative furniture, modern and trendy set-ups."
- "More creative technical deliverables, i.e., mix of live show, video, music, lights, etc."
- "More greening efforts, more gender responsive facilities and services, more accessibility/sensitivity to people with disabilities, environment friendly practices (i.e., paperless meetings, pollution free center, use biodegradable materials), dietary requirements of different nationalities/religion or health reasons, provision for child minding/breastfeeding/diaper changing rooms/facilities."

Select Member Comments (cont):

- "Multi-year agreements."
- "Natural daylight in meeting rooms, outdoor spaces, better connection between networking areas and exhibition area."
- "One room where you can both eat and meet. Using the same space for multipurpose reasons."
- "Operational challenges in the context of increased occupation and demands for faster turnaround of move in and move out."
- "Package pricing and one-face-to-the-customer approach due to a business model using outside partner companies for different services."
- "Providing always the latest technology, e.g., 4K projectors, frameless screens, 3D or holograph technology."
- "Reduction in food services and spend with same expectations. Third-party planners wanting more involvement which means less direct contact with the real client at times."
- "Request from clients to allow external catering."
- "Requiring higher-quality food and beverage."
- "ROI and data feedback."
- "State of the art technology and flexibility in terms of space turnover."
- "Technology plug-ins into existing venue infrastructure."
- "The newest advance technology for AV or lighting performance."
- "The set ups for artistic shows are so demanding."
- "Trying to focus our client on their actual need and not simply to copy previous event they visited at our congress centre. Other client may have other needs and budget: it is often hard to keep them focused on their real behavior."
- "Vegetarian catering."
- "Venue digitalization."
- "We find most challenging to find the perfect balance between people and technology, and innovation and comfort."

V. Staff Recruitment and Retention

For the second year, the Member Survey asked questions about the important issue of staff recruitment, training and retention. The key finding is that it is getting more challenging for centres to recruit and retain employees. The percentage of members facing a combined extremely/very challenging recruitment environment has jumped from 35% in 2018 to 41% this year.

How Challenging is Recruiting and Retaining Employees Compared to a Few Years Ago

Survey Question: *How challenging is recruiting and retaining suitable employees in your centre today than a few years ago?*

A total of 71% of members feel it is challenging to recruit and retain suitable employees. This sentiment is well distributed throughout the membership worldwide.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Extremely challenging, critical	9%	14%	10%	7%	0%	0%
Very challenging	32%	26%	30%	36%	50%	43%
Challenging	30%	28%	40%	36%	38%	14%
Somewhat challenging	22%	22%	20%	21%	12%	43%
Not at all challenging	7%	10%	0%	0%	0%	0%

Is it More Challenging to Recruit and Retain Employees than Previously? – 2018 and 2019 Comparison

	All Worldwide 2018	All Worldwide 2019	1-Yr Differential
Extremely challenging, critical	11%	9%	-2%
Very challenging	24%	32%	+8%
Challenging	26%	30%	+4%
Somewhat challenging	26%	22%	-4%
Not at all challenging	14%	7%	-7%

Is it More Difficult to Get the Skills Required at Various Levels?

Survey Question: *Are you finding it more difficult to get the skills you need at various staffing levels?*

A significant 62% of members say they experience a challenge to find the right employee candidates in the mid-level management level. Members in Australia/New Zealand, Africa and North America are most challenged to find quality mid-level management candidates.

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Yes, at the senior management and executive level	27%	18%	10%	50%	50%	29%
Yes, at the mid-level management level	62%	55%	70%	64%	88%	71%
Yes, at the entry or part-time level	30%	31%	60%	21%	25%	14%
No	17%	18%	20%	14%	0%	0%

2018 and 2019 Comparison – Is it More Difficult to Get the Skills Required Various Levels?

	All Worldwide 2018	All Worldwide 2019	Differential
Yes, at the senior management and executive level	24%	27%	+3%
Yes, at the mid-level management level	51%	62%	+11%
Yes, at the entry or part-time level	35%	30%	-5%
No	21%	17%	-4%

Initiatives or Systems to Enhance the Talent Recruitment, Training or Retention Process

Survey Question: *Have you undertaken any new initiatives or implemented new systems to enhance or streamline talent recruitment, training or retention? If so, what are they?*

	All Worldwide	Europe	N. Amer.	Asia	Aus/NZ	Africa
Yes	45%	36%	50%	46%	75%	86%
No	55%	64%	50%	54%	25%	14%

2018 and 2019 Comparison – Do You Have New Initiatives or Systems to Help with Recruitment, Training or Retention?

	All Worldwide 2018	All Worldwide 2019	Differential
Yes	43%	45%	+2%
No	57%	55%	-2%

New Initiatives or Systems to Improve Talent Recruitment, Training or Retention

Survey Question: *Please describe any new key client demands that you find most challenging to meet given your current resources?*

Select Member Comments:

- Being involved with many educational institutes.”
- “Closer relationships with colleges and enhanced work experience programmes to create the funnel at entry level.”
- “Collaborations with local and foreign universities (site visits, teaching, presentations, projects), social media presence.”
- “Created a recruitment video, using social media more to promote working at the centre, being able to work remotely from the office.”
- “Creating more internships.”
- “Cross-training and increasing access to internal promotion.”
- “Detailed learning and development program.”
- “Employer branding, more trainings and social activities (e.g. running teams), transparent communication from the top down, employee satisfactory surveys.”
- “Implemented new portal to support on boarding process. New system for self-service online training portfolio of courses, new performance management processes and support including coaching training and support across the organization.”
- “One-to-one discussion on weekly or monthly basis with constant coaching and reminders.”
- “Recruit at lower level than needed and train ourselves.”
- “Rising stars training and 360 feedback.”
- “Salary benchmarking, focus on internal promotions, targeted training linked to personal development plans.”
- “Significant investment in pivotal training programs for employees.”
- “We now consider not just the present skills but the potential of an employee so that Management is not boxed in at the required years of experience. A fixed period of work experience, although important, becomes a limiting factor in recruiting employees.”
- “Young achievers program.”

Conclusion

The global convention centre industry, and the client-side events business, has experienced consistent growth for many years. In fact, the industry has seen a solid decade of growth. The value of industry-specific education and face-to-face networking have remained powerful for business people and professionals in most sectors of the economy around the world. As other marketing channels have been disrupted by the internet, exhibit and event marketing has increasingly gained share of corporate marketing budgets. Overall, the venue and events industry is healthy with a good outlook for growth.

Yet the need for change has been building for many years. Associations with conventions, event producers with exhibitions and conferences, and corporate event planners are challenged to raise the bar and add more valuable and experiential elements to their events. In many ways, the convention, exhibition, conference and corporate meetings models have remained the same for decades.

The changes in the industry are mainly being driven by the need to better engage with attendees, and not only keep total audience levels buoyant, but offer more value to attendees as well as exhibitors, sponsors and partners. Today's attendees, as well as exhibitors, require something more engaging, memorable and valuable.

The much discussed "Future of Events" is in sight, in fact it has been evolving in response to the continued explosion in technology and changing demographics. In response, both event producers and venues have been making meaningful changes. This is both a challenge and opportunity for convention centres. The findings in this new survey suggest strongly that these trends and changes are at the top of the agenda for most AIPC members.

AIPC Members on the Future of Convention Centres

The survey asked an open-ended question: ***Thinking overall about convention centres over the next five to ten years, what will the Convention Centre of the Future need to look like to best meet the requirements of your most important clients?***

A number of select member quotes are provided:

- "Clients want a far more tailored and personalized approach. Each client will want something that is unique to them, that no other client has had before. It could be space, food or technology related."
- "Clients will want to work with centres who work with them to provide the correct environment and format to achieve the desired outcome. Centres of choice will be those who absorb the cost of installing more engaging environments. Centres who understand the variety of meeting formats and encourage client experimentation in tandem with centres will be more successful. Centres who have technology embedded to support engagement and participation inside the events will succeed."

- “Daylight, green or outside breaks. Healthy catering, and rest and relaxation options (meditations, yoga, rest). Mixed set ups. Networking facilitations. Mix between automated digital services and upgraded butler services.”
- “Flexibility, enhanced technology including visitor tracking, local food experiences, better networking spaces, bringing the city into the venue, e.g., after hour spaces like bars, hotels and retail.”
- “Flexible space which can be turned around between session to serve the needs of each session/activity. More open spaces and foyer/general space for informal breakouts and discussions. More connected with indoor way finding, room control technology for AV/IT, footfall demographics, facial recognition for registration, much more audience engagement option support available from the venue without having to source externally for each event.”
- “The centre of the future will require the biggest amount of flexibility as possible. The standard format of a conference is a thing of the past and delegates attend for both educational elements but more so for the networking opportunities and the experiential elements of the event. This experiential element requires flexibility, space, and thinking about space in a slightly different way.”
- “Increased flexibility of meeting space to adopt easily to changing needs, increased small meeting space (5 to 80 square meters) for offices, business meetings, co-working spaces, hospitality suites, etc. venues need to offer more services like e.g., TV studios or amenities e.g. quiet areas/well-being areas, child care facilities, more support/advice from the venue with development of event concepts, high-speed free wi-fi, high-quality catering option and reasonable prices.”
- “Plenty of networking spaces, ubiquitous free wi-fi, more self-service everything, mix of traditional and non-traditional areas incorporating the local culture, extensive use of outdoor spaces, more food and beverage options around site.”
- “The future will be in the partnership between the venue and the producers to get better results in an events that doesn’t exist yet but can satisfy the new generations.”
- “The space will need to be an extension of the client’s office. Everything from AV to layout to food needs to be in line with expectations because there is so much choice that if it isn’t what they want they know it’s a competitive market in which there are many players that can fulfill their needs.”
- “The biggest challenge will be for centres to build a service model that covers costs and generates money, when clients don’t expect to pay for certain things.”
- “Even more service orientated almost with professional advisory competence.”
- “Be more facilitator then a rental company.”



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