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PRESIDENT'S MESSAGE

Where Do We Go From Here?

We've spent a lot of time over the past year looking at the impacts arising from the recent global recession. But while we've been doing this there were ongoing changes in the industry that will ultimately have bigger and longer term effects on what we do and how we do it. If we are to plan effectively for the future, we need to be paying attention to these and making some intelligent projections about where they will take us. So what are some of the key signals?

FIRST, we know meetings are going to get a lot more complex – they have already done so, and each year we can see the emergence of new program elements and formats that will continue to challenge our capabilities and the flexibility of our facilities. This is one that will have to play an increasing role in centre design, as we can only imagine what direction it may take in the future yet we will have to respond with centres that will have a 20 year or greater lifespan.

SECOND, we can see that meetings, conferences and conventions are all increasingly sensitive to the need for measuring value – and while we are not in the front line in this respect, we will certainly end up playing some kind of a role. The ability to measure value, to achieve measurable ROI, and to deliver an ever more meaningful meeting experience will all become challenges we will need to meet collectively. At the same time, we can expect to have the same kind of accountability demands put on ourselves as facility managers and can perhaps benefit from some of the same metrics.

THIRD, we will be increasingly facing competition from new facilities and destinations, and challenged to maintain business levels that our owners had been accustomed to before the recent recession. This will mean looking for new ways to diversify and even create new business activities – it won't be enough to just achieve a reasonable share of the currently available market.



"We can't ever predict the course of the future – and the further out that future is, the less accurate we can be. However, we can take some cues from what we see happening today and calculate how things may evolve along the same path."

Finally, it is likely we will also need to be looking at new approaches and partnerships that enable us to work more closely and effectively with clients, who are also being challenged in many new respects. The recent year showed clearly that when one element of the meetings equation is challenged, we are all threatened – and that we will all either succeed or fail together. Many clients have had membership, program, staff resources and even financial issues in the past 18 months and it's no longer enough to see them as no more than customers.

They may need even more help in carrying out their own responsibilities, and it's in our own best interests to support them.

We can't ever predict the course of the future – and the further out that future is, the less accurate we can be. However, we can take some cues from what we see happening today and calculate how things may evolve along the same path. That's a job, and an opportunity, that will become a lot more important as we move through the various stages of recovery.

Edgar Hirt, AIPC President



AIPC 2010 Liverpool

An Annual Conference for Today's Challenges



AIPC's Annual Conference has long been a standout for addressing the key issues of the day with a program that engages both our senior level membership and highly qualified outside expertise. After a year in which many valuable lessons were learned and where major challenges still remain, our 2010 conference in Liverpool will again take a leadership role in helping generate the information we will all need to cope with a rapidly evolving industry environment.

And we will be carrying out our program in a highly engaging, historic and entertaining location – this time Liverpool, recent holder of the European Capital of Culture designation and a source of inspiration for everything from urban revitalization to the Beatles!

The program concept: This year's program will take a new and exciting direction. Along with all of our ongoing program elements, we will be focussing on an area that most

managers have to face at some stage but few have any significant experience with – and that is the facility development process.

Expansions, renovations and new facility development are becoming virtually ongoing functions of a large proportion of convention centre management activity, as evidenced by the very high proportions of centre managers reporting either their involvement in or anticipation of facility expansion or renovation. In fact, rapid changes in the industry are generating increasing levels of such activity in order for centres to simply remain competitive.

As a result, this year's conference theme will be "Project Development – Start to Finish", and include a comprehensive look at the process of facility development from initial financing and planning through government and community relations and actual project management.

Some of the key components now in development include such topics as;



The conference concept will be delivered through a variety of formats including presentations, facilitated workshops, panel discussions and interactive exercises.

Where's the Money?

A review by a senior economist of the government investment scene over the next 3-5 years as governments deal with economic stimulation debt in the face of ongoing operating requirements;

How Centres are Evolving:

a research-based review of changing expectations that will impact the kinds of facilities we will need to meet the future demands of our clients;

Converting Concepts into Design:

how program requirements and a need for distinguishing features in a competitive environment can be translated into architectural design;

Building a Business case:

From feasibility studies to business projections, the essential elements of a business plan and who and what you need to develop it effectively.

Experiences and Lessons Learned;

a panel of AIPC members who have recently completed major projects share their war stories and offer advice for those embarking on similar projects;

Winning the PR Battle:

Community and government relations tactics to win the support and commitment required to see a project through to a successful completion;

Going Green: Is It Worth It? Do You Have a Choice?

From Leed to Green Globe; the state of play and the cost of playing in the sustainability game

The Realities of Project Management:

a leading expert in major project management compares notes with veterans of convention development to see what could be done better.



an invitation:

Invitation from BT Convention Centre,
Liverpool, England



Dear Fellow AIPC Members

I am delighted to be able to welcome you to our wonderful city and venue, the place that we are proud of and call home – Liverpool. ACC Liverpool, home to the BT Convention Centre and the Echo Arena, only opened its doors a mere two years ago. The teams you will meet when you come to AIPC Annual Conference in July are the same teams that launched this extraordinary product, won numerous awards and have pretty much been with me since day one. They are a remarkable and talented bunch of people who are all very much looking forward to meeting their industry colleagues from across the world.

You will have the opportunity to meet our Green Dream Team, the small but enthusiastic group that have driven our green and CSR agenda. You will be able to see their efforts in action during your visit; actions that have resulted in even more industry awards, ISO14001 and ‘Zero to Landfill’.

Most of all, we are all looking forward to showing off our destination. Known for The Beatles and football, there is so much more to our city; although we do promise opportunities for you to indulge in our two greatest exports, so don’t forget your football shirts and sharpen up your vocal chords for some Beatles style karaoke.

Our itinerary, chosen by my team, reflects their favourite places to visit in Liverpool. We’ll visit Knowsley Hall, the home of Lord Derby (a great supporter and ambassador for our Convention Centre), for an English style afternoon tea with a number of activities such as croquet and clay pigeon shooting. Lord Derby is kindly letting us have the run of his home for this event so that we can all make like an English Lord for the day.

We’ll visit the Maritime Museum for an evening reception in the heart of Liverpool’s cultural quarter, the Albert Dock, close to our venue and the Mersey River. And whilst we are on the subject of stunning architecture, the gala dinner will be held in our Town Hall and you will be able to stand on the same balcony as the Beatles did when they received the ‘Freedom of the City’.

Optional extras include a cultural walking tour; Liverpool is a great walking city and home to the highest number of museums and art galleries outside of London in the UK. Golf on one of our world famous courses and football stadium tours which should mean there should be something for everyone.

If there is anything you may feel we have missed out, please e-mail me direct and we will do all we can to accommodate your wishes. Mindful of the time of year, we have also allowed opportunities to tune in to the World Cup, fitting these around the itinerary.

We have also chosen the two hotels on our site so that not only can you enjoy views of our stunning venue from your bedroom window, it is barely a stagger across our piazza to get to conference each morning on time. Enough! I am rambling on and in true Liverpuddlian style, find it hard to be brief when talking about our favourite subject, Liverpool. We are very much looking forward to welcoming you to our city and that you walk away with the same level of affection and passion that we have for a location that truly is, ‘a wondrous place’.

Jacquie Rogers | General Manager – BT Convention Centre Liverpool

Time to Polish Our Image

Rod Cameron | AIPC

As we look back over a challenging year, many in the meetings industry are sifting through the ashes for lessons that can be profitably applied to a future that will inevitably include similar downturns. One of the most important of those lessons was the impact we saw on our image – an unprecedented questioning of the value that meetings and conventions deliver in the face of economic turmoil.



The biggest eye-opener for most of us was the discovery that governments really had no idea what meetings do in terms of driving economic and professional development – and as a result, couldn't see what kind of a role they could and should be playing in their own number one priority, which was economic recovery. When we should have been recognized as a key element in stimulating the economy, we were instead being seen in many quarters as a part of the problem.

What happened? And more to the point, what should we be doing about it?

For a very long time, we took it for granted that everyone saw meetings and conventions as good things. They brought people together. They advanced business and research. They generated revenue. They were green, compared with many other industry activities. How could anyone argue with this?

But as a result of this complacency, we neglected to prepare the arguments and develop the data that could respond to even the most superficial challenge. As a result, when that challenge came, we didn't have the messages; we didn't have the data to back them up and we didn't have the vehicles in place to deliver them effectively.

And it's not as though the signs weren't there. New codes governing investment by pharmaceuticals in medical meetings signaled the beginning of a more serious approach to rationalizing what meetings were all about, while government bailouts of corporations only increased the scrutiny. But at the same time, many of us were still relying on leisure messaging to sell our

products, reinforcing the notion that they were really primarily about having a good time.

Which begs the question: where do we go from here? Do we just hope that things will return to "normal" when the economy recovers or is it time to recognize we need an active and ongoing program to promote a better understanding of the meetings industry and the value they deliver?

If it's the latter, there are a number of things that need to be addressed:

First, we need to emphasize the role that meetings play in economic, professional and educational development and downplay the leisure aspect. There has never been a greater opportunity for the industry as the world continues to look at the course recovery will take, and to search for any activities that can promise support in this regard, but to achieve this we need to be taken more seriously.

Second, we need to enhance both the content and perceived value of meetings in order to give planners and delegates the arguments they need to justify their investment of time and resources. In particular, we need to put more emphasis on the ability to demonstrate measurable outcomes that will resonate with increasing corporate concerns around ROI.

Third, we have to create new arguments to balance concerns around sustainability. The fact is that while we may have made huge advancements in green meetings and facilities, the only entirely "sustainable" meetings are those that don't actually happen. There needs to be a greater cost / benefit argument introduced to the discussion – to show how the benefits

Politician's Forum at IMEX is one of the few vehicles available for direct industry interaction with governments

By early 2009 things had reached the point where surveys were showing high levels of concern about industry image, not only amongst planners but also corporations. And while these impacts were certainly most intense in the US - where audiences were being treated to nightly exposés of TV camera crews scouring resort properties in an effort to track down corporations who were daring to hold meetings - they demonstrated clearly a vulnerability that could appear anywhere in the world given similar conditions.

Governments were not our friends in this process. Not only did many question legitimate meetings and incentive-related business activity – particularly where public money was involved - but at the same time cancelled their own meetings and related travel as cost-saving measures, which only served to re-enforce that they placed little value on these kinds of activities.

Fourth Year AIPC Academy Raises the Bar Again for Professional Development



This year's winners of the AIPC Academy Challenge were:

Céline Roosen | SQUARE Brussels Meeting Centre

Andes Seiya | Arusha International Conference Centre

Dorothee Jung | DüsseldorfCongress Veranstaltungsgesellschaft mbH

Nicolette Elia | International Convention Centre Durban

Hrönn Ingólfssdóttir | Harpa: Reykjavik Concert and Conference Centre

outweigh the inevitable impacts - and if we don't do this it's hard to imagine who will.

Finally, we need to make the effort to deliver these messages at a local level where they have a greater impact and reality. That means we all have a role to play in delivering the message and can't rely on that being done on a national or international stage by somebody else. It also means we need to create better measurement tools that actually work at that local level rather than simply focusing on "the big number".

At the same time, it means we need to move beyond hospitality metrics and start figuring out how to attach demonstrable value to meetings outcomes. The fact is, nobody holds a meeting in order to fill hotel rooms - that's simply a by-product - and yet most of our current industry measures relate to what delegates spend, not what they actually accomplish. This trivializes meetings in the eyes of those who need to see them as engines for business and professional progress.

If this past year has demonstrated anything, it is how resilient our industry is in a time of economic chaos. Now it's time to get that message - along with a broader appreciation of their value - out to the communities and governments whose support we need to survive and grow over the long term.

It won't be easy, and it won't be quick. But if we don't make a start now, we'll be in the same position when we hit the next recession, and the same kinds of questions are raised again.

AIPC

SALES AND MARKETING SUMMIT

Sunday May 23: AIPC's Fifth Sales & Marketing Summit at IMEX a Timely Event

After what has surely been one of the most challenging years in recent history for centre sales and marketing, the fifth in our ongoing series of annual AIPC Sales and Marketing Summits will be an important opportunity for members to take stock and compare thoughts on where things go from here.

Scheduled for May 23 in cooperation with IMEX, this session will once again create a forum in which key market issues and strategies can be identified and discussed from a global perspective with over 50 senior level convention centre sales and marketing directors from all over the world, along with advisors in the form of key suppliers, clients and marketing experts.

Highlights this year will include:

- An assessment of current market conditions and the changes that last year's market turmoil has brought about;
- A look at the progress being made in development of common contract language and format;
- An update on the role of "social media" in the marketing and evaluation processes;

This is not an event that any member Sales or Marketing executive should miss!



DATE | May 23, from 10:00-17:00 **LOCATION** | Congress Center Messe Frankfurt
REGISTRATION | € 110, includes lunch and coffee break | marianne.de.raay@aipc.org

Particularly outstanding in what has been a challenging time for many member centres, the 2010 edition of the AIPC Academy which was held at the Dolce la Hulpe near Brussels in early February was fully subscribed, and with a global audience. This year set a new high for a program that in only four short years has become the leader in its role of delivering high level, broad based professional development to convention centre managers.

Once again, the curriculum and complement of faculty and guest presenters was advanced in ways that even further enhance the Academy's original promise of offering a comprehensive program for new or rising managers within member

centres to enhance their knowledge of the industry in preparation for increasing responsibilities. There were six faculty members, representing a wide range of industry expertise in all key management and operations areas, as well as seven guest presenters who further broadened the range of information delivered to this year's students.

Once again, program content was highly interactive, with individual sessions organized to provide student teams with the information and ideas required to respond to the "AIPC Academy Challenge", a team competition in which groups of participants acted as "consultants" to the development, management and marketing of a hypothetical convention centre throughout the course of an expanded six day program.

Four teams again competed in the challenge, producing four very different, highly detailed and innovative responses. "We really had a tough time selecting a winner given the uniformly high quality of results and the creativity demonstrated by each team in applying the knowledge they had gained" said Academy Chair Barbara Maple. "I think the entire faculty agreed that the extraordinary quality of the challenge results showed that Academy participants really do represent the industry leaders of the future."

Plans are already being finalized for the 2011 Academy, with an expectation of an even more diversified program and set of component sessions. Details will be available shortly and distributed to AIPC members in time to allow them the opportunity to plan for next year's participation.

AIPC's Second Operations Summit Continues the Good Work



Following on the inaugural AIPC Facility Operations Summit in 2008, this year's edition picked up on many of the issues identified last year as well as adding new topics that reflected the challenges which emerged during a year of economic concerns and, for many, reduced revenues.

Taking place at both the Palau de Congressos de Catalunya and the Fira Gran Via, with a tour of the Barcelona International Convention Centre (CCIB), the event combined site visits and presentations with workshops that collectively explored a wide range of key operational issues. Included in the program were;

- A session on the implications of current industry trends for centre operations, along with an update of issues that participating centres saw for their own facilities;
- A review of operating standards and best practices in use today, along with an up-to-date assessment of their importance and application in this rapidly evolving area, and including a practical guide to AIPC Quality Standards;
- A session entitled: The Sales / Operations Interface: Do They Communicate? which was a follow up to one of our more lively discussions of last year in which the all-important client hand-over process was discussed at length;

- A presentation and workshop on "Meetings Technology in Troubled Times: How to Do More with Less" which addressed the need to identify and acquire the right resources in these financially challenging times.

Our thanks go to EIBTM for their generous support in providing facilities and hospitality for this event and contributing as well their insights as a major show producer with broad experience in many of the areas covered by the agenda.



MEMBER PERSPECTIVE:

World Cup Will Usher in New Era for African Industry

Miller Matola, Chief Executive Officer – International Convention Center Durban

In the past, the quest to improve Africa's role and positioning as a meetings and events destination has often been a challenging process; hindered largely in some parts of the continent by lack of infrastructure, facilities and the required capabilities to attract international meetings and events on a large scale. However, with increased democratization and stability, most destinations in the continent are increasingly realizing the importance of the meetings and events industry as a catalyst and driver of economic development. A corollary of this has been an increased focus and investment in infrastructure in response to increased demand and economic output.

A key event that will assist in propelling the continent even further in its quest to be a player in the events and meetings industry is the hosting of the FIFA 2010 Soccer World Cup in South Africa. Hailed as an all-African world cup, the Soccer World Cup in South Africa will galvanize the continent into greater co-operation and co-ordination,

and be a key element in advancing African destinations in the minds of meeting planners. More importantly though, it is the growing investment in infrastructure and facilities across most of the Southern African Development Community (SADC) countries, which will deliver a lasting legacy and dividend for the meetings industry in South Africa and the continent. It is estimated that R787 billion worth of infrastructure development investment is being ploughed into safety and security, transportation, information management, customer service, new hotels and meetings and events facilities.

There are also other destination improvement and enhancement initiatives currently underway in most Southern African Development Community countries. In Durban, South Africa, a new international airport and trade port are due to open early in 2010. A new iconic stadium is also nearing completion, along with several new hotels. A total of 55,000 graded rooms were required by MATCH, a professional services company selected by FIFA and South African Tourism, believes that South Africa will have approximately 100,000 hotel rooms available before the 2010 Soccer World Cup.

However, creating demand for meetings and events is also critical to ensuring a destination's success in the highly competitive meetings industry. To this end, various marketing initiatives and institutional alignments are also being undertaken, including:

- A greater focus and emphasis on the meetings market by the National Tourism Marketing Agency; South African Tourism (SAT);
- Moves to finalize the establishment of a strong convention bureau by the City, Chamber of Commerce and Industry, the ICC and regional tourism authorities;
- The introduction of incentives by the Department of Trade and Industry that support investment in meetings, facilities and capabilities.

These developments, along with the patriotism engendered by the hosting of the World Cup, the inevitable media publicity it will generate and the huge demand to associate corporate meetings with this event will usher in a new chapter for the events and meetings industry in the African continent.

WELCOME TO OUR NEW AIPC MEMBERS

THE VENETIAN MACAO

The Venetian Macao-Resort-Hotel is Asia's largest integrated resort featuring stunning replicas of the famous canals and architectural icons of Venice, Italy, and has been visited by tens of millions of travelers from since its opening. It features 3,000 suites, 30 renowned restaurants, 300 retailers and the 15,000-seat CotaiArena designed for world-class sports events and electrifying entertainment.

With more than 75,000 sq. meters of exhibition space, the CotaiExpo at The Venetian Macao is one of the largest exhibition centers in Asia and is complemented by 6,500 sq. meters of pillar-free ballroom space and 108 meeting

rooms with more than 18,500 sq. meters of flexible meeting space. Cotai Expo hosts some of the region's biggest tradeshows in key industries including automotive, hospitality, jewellery, manufacturing, and telecommunications. A team of tradeshow professionals works closely with organizers offering visitor promotion, marketing, travel services, logistics, conference management and technical support to ensure every tradeshow is a success.

Says Mr. Wolfram Diener, Vice President of Conventions and Exhibitions, "AIPC is world-renowned throughout the congress industry, and by becoming a member



Wolfram Diener
Vice President of
Conventions and Exhibitions



and committing to its high standards, we are better able to give valuable guidance to conference organizers."

HARPA: REYKJAVIK CONCERT AND CONFERENCE CENTRE, ICELAND

Harpa is now being constructed at the Reykjavik city centre harbour. Situated on the boundary between land and sea, the building has been designed to stand out like a radiant sculpture, reflecting sky and harbour space as well as the vibrant life of the city.

The Centre will be 28,000 square meters in size and 43 meters in height, and is scheduled for opening in 2011. The glass facade that covers the entire building is by the renowned visual artist Olafur Eliasson, and every glass building block in the south side wall contains a light which will create a dynamic glowing appearance, responding to the seasonal patterns in Iceland. In fact, there has never

been so much LED (light emitting diode) use in any other construction in the world.

The conference facilities are excellent, with three adjacent halls seating total 3,000 people and a further 10 meeting rooms. A flexible design makes it possible to host simultaneous large and small events without one interfering with the other and all rooms feature state-of-the-art equipment. Harpa will have in-house catering, a bar, café, speciality shops and a restaurant with a view over the Atlantic Ocean.

Managing Director, Höskuldur Ásgeirsson says "Reykjavik is conveniently located midway between North America and Europe with good flight connections. This new conference centre gives us the opportunity to accommodate larger conferences and events than before with the best possible



Höskuldur Ásgeirsson
Managing Director



facilities, and it is important for us to communicate that to the industry. With AIPC membership we are getting valuable knowledge and contacts along with an essential opportunity to promote our venue."

HOFBURG VIENNA

Hofburg Congress Center is Europe's first address for congresses and meetings as well as banquets, exhibitions and concerts. Where once monarchs held court, HOFBURG Vienna now hosts up to 300 events per year. With 17,000 m2 of floor space, it offers offer 35 rooms with a capacity of between 50 to 4,900 participants. Clients appreciate the fascinating combination of luxurious staterooms and modern glass architecture as well as excellent service and state-of-the-art event and conference technology. At the same time, the central location in the heart of Vienna - with 7,500 hotel beds, 40 restaurants, magnificent shopping streets and sights within easy walking distance - is unbeatable.

Clients can choose between large event rooms such as the Festsaal (up to 1,300 guests) or the Grosser Redoutensaal (up to 700 guests) as well as luxurious conference rooms such as the Zeremoniensaal (up to 220 guests). For smaller meetings, there is the unusual architecture of the Dachfoyer with its magnificent view of the rooftops of Vienna or the Hofburg Gallery.

Renate Danler, Managing Director, states "The former Imperial Palace, HOFBURG Vienna, is one of the first congress centres in the world with 50 years of management experience. It was a founding member of several congress related associations, and we have been observing AIPC and its professional development of structure and strategy during the last years. Now we are convinced we will be able to benefit from a strong global membership. Particularly



Renate Danler
Managing Director



on the managerial and educational level, there is a vivid exchange of expertise and a valuable relationship among colleagues, which we are delighted to share in as a new member in this worldwide network."



AN INTERVIEW with Olivier Duchamp

Chief Sales & Marketing Officer, Partner, Cube Technologies

What is CUBE Technologies? Who are your clients?

We are a team of exhibition industry professionals who design and manufacture innovative power supply and Internet distribution systems. We integrate our own R&D and production services while our services department manages maintenance, operations,

on, including consumption, alarms, measures and history reports.

Does the KEOPS Solution work with different venue categories? Is it expensive?

Our large products range covers both big exhibition venues (0-20kW, 0-40kW terminals and infrastructure components for mains)

Manager Software from the venue's Information System or a dedicated online web interface at organizers or exhibitors disposal;

- Wiring design for all shows and events;
- The supply and implementation of all necessary equipment (KEOPS Terminals, cables, distribution boxes);

KEOPS SOLUTION



support, training, rental and facility management solutions. Our clients are exhibition venues and convention centres; specifically venue management and electricity services providers.

What is the KEOPS Solution, and how does it respond to a venue manager's needs?

The KEOPS Solution consists of dedicated software and smart components to supervise and operate mains and power supply terminals. Thanks to its modularity, it can be adapted to a variety of needs, and we are entirely committed to deliver tailor-made solutions to each venue. It provides a dedicated tool to operational and technical teams, giving them the opportunity to optimise power supply and Internet implementation before, during and after the show. It enhances venue finances by reducing charges on existing business and increasing revenues and profits, and enhances the quality of service by giving all users real-time information about what's going

and convention centers (0-6kW or 0-10kW terminals). Our new KEOPS Distribution System enables the reuse of existing equipment such as terminals and cables, changing them into smart elements the same as KEOPS Terminals. Of course a traditional power supply distribution is cheaper, but feedback from our clients shows that return on Investment is quickly achieved, productivity is optimised, new business prospects are numerous, and piracy and outstanding payments are eliminated.

Can a center rent your products and services?

CUBE Technologies is working closely with its clients to bring the KEOPS Solution within everybody's reach. Its experience, its knowledge of common practices and its ability to constantly improve its own tools means that CUBE Services offers a unique technical, organisational and marketing proposition. As an integrated services provider, we can deliver:

- Integration of all exhibitors' purchase orders into KEOPS

- User support during set-up, operation and dismantling phases;
- Real-time supervision of all electrical and telecoms installations;
- Real-time management of helping out, fixing, last minute requests.

What do your clients have to say:

Renaud Hamaide, who is CEO of Viparis, with 10 venues totaling 575.000sqm in Paris has told us: "My first goal was to shake things up regarding the common practices in power supply services and point up innovation and new technologies to create value-added. It was risky and ambitious at that time, but we were convinced and trusting Cube Technologies to conduct that change in a supporting cost-effective way. Considering the success of the first operation at Porte de Versailles and our determination to spread the best practices on all our venues, we've moved forward in that way deciding to implement the new KEOPS Solution at Paris-Nord Villepinte and Le Bourget, which this time was easiest and faster to achieve."



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