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PRESIDENT'S MESSAGE

Time to Try Out Some New Ideas?

It's hard not to notice that the anticipated economic recovery that was hoped to be in full swing by now has, in many parts of the world, failed to materialize. At the same time, and partly as a result, many convention centre clients are looking at new ways to manage their affairs and their finances, often in ways that don't bode very well for centres. In short, it's unlikely that success is to come from a return to what we might think of as the "good old days" anytime soon.

It's said that the jobs that disappear in a recession never come back afterwards but are instead replaced by other jobs that represent the new direction the economy is taking. The same is probably true of management styles. Many of our clients have figured out new ways to do things – outsourcing, downsizing, enhancing their reliance on technology – and we will need to keep up if we want to continue to prosper.

One undeniable challenge facing us in doing that is the growing array of centre product that is sustaining an ongoing "buyer's market". Another is the fact that the majority of our owners are the same governments that are themselves struggling with their finances as a result of the ongoing economic slump. In short: we have increased competition and are increasingly dealing with owners who are much less inclined to increase their level of support when they are already having problems meeting their core obligations.

If there was ever a time for innovation, this is it. The anticipated rebound, whenever it comes, will likely arrive with a whole new set of expectations for enhanced service, facilities and technology, driven as it will be by lots of new product on the market. At the same time, we will likely be dealing with many "leaner" clients who will need more support from us as centre operators.

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All this suggests a different kind of model – one based on more of a shared approach to risk and reward than the traditional client – supplier relationship. But while many people are musing in this direction, few specific examples have come forward as yet.

Some were on display at the AIPC Seminar at EIBTM (see article inside) and we expect even more to pop up as entries into this year's AIPC Innovation Award. In both cases, they are most welcome. Centres can't always be the ones to absorb the financial pressures that are becoming an ongoing part of the industry, but many – including some of our own clients – expect this will be the case. What we need are some good, new ideas about how the industry can

reinvent itself as a more economically sound proposition: one in which all players – including centres - are entitled to operate as a viable business. While many of us were prepared to extend special financial considerations to clients during the recession, we can't be the ones to pick up the slack on an ongoing basis – and if that means re-thinking our existing financial models, we better get on with it.

Kuala Lumpur and San Diego Achieve Quality Standards Certification

Two more AIPC member convention centres – in San Diego and Kuala Lumpur – have now successfully completed the audit process, and been awarded AIPC Quality Standards certification. This brings to 12 the number of members who have joined the Quality Standards “club” and demonstrated their commitment to excellence in centre management in this very tangible form.

“Our list of Quality Standards centres continues to grow steadily, which is both a testament to our members and a recognition of the increasing importance recognizable standards are playing in today’s highly competitive market”, said AIPC President Edgar Hirt. “Our congratulations to the latest to complete the audit and I’m sure they will find this new status of benefit to their credentials”.



Kuala Lumpur saw the AIPC Quality Standards as a logical extension of their existing credentials, said Datuk Peter Brokenshire, General Manager, “Now In its fifth year of operation, the Kuala Lumpur Convention Centre already had in place a strategic and integrated system, which covers Food Safety, Quality, Environment, Occupational, and Safety & Health Management System. As our management systems are integrated, there were no major challenges in compiling all the information pertaining to reports, policies and procedures to meet the requirements of the AIPC audit”.

Brokenshire sees an immediate benefit from this designation. “This is an industry recognition that will further support the Centre’s growing reputation as a world-class venue and in turn increase our Clients’ confidence levels” he said. “As the first Centre in Malaysia to receive this certification, our position as the nation’s leading venue provider is further strengthened”.

San Diego Convention Center Corporation CEO Carol Wallace saw similar benefits. “The San Diego Convention Center has been a leader in our industry since opening in 1989, and many of the benchmarking metrics used in the AIPC Quality Standards audit were a reflection of practices we have been using for the past 20 years, so this was a good opportunity to see if we really were meeting (or hopefully exceeding) national and global market standards”, she said.

“Our greatest challenge among staff members was compiling all of the information required for the AIPC audit into one document for review. One of the benefits that came out of this exercise was it allowed staff members from cross-disciplines throughout the Corporation to work together toward an industry goal that was international in scope. This process was unique because it engaged every department throughout our entire organization from Human Resources to Operations, from Finance to Facilities”.

Both Brokenshire and Wallace see significant benefits arising from their new status. “In addition to solidifying our reputation among clients and the industry, this certification is recognition by a convention centre authority, AIPC”, said Brokenshire. “Besides meeting international standards, the AIPC certification will also benefit our preferred suppliers by associating themselves with an internationally accredited venue”.

Said Wallace “We are planning on highlighting our new global certification in our future marketing materials and communications with clients – especially international meeting and event planners. For example, in our last online newsmagazine that goes out to our clients, stakeholders, local politicians and community members – we proudly announced our receipt of the AIPC’s highest level of certification and its significance to us as a facility”.



KUALA LUMPUR
CONVENTION CENTRE



AIPC at EIBTM 2010: Centre – Client Relations: New Realities; New Models

Joint Publication

Addresses Centre Contracts

A joint committee from AIPC and ICCA collaborated on an update to a publication dealing with a topic of importance to both convention centres and their clients alike – contracts. And while the wide variety of legal systems and administrative constraints operating world wide mean that there can never be a single version of a convention centre contract, the existence of a reference document that clarifies the key areas that must be contained in a contract and the definitions in most common use is expected to make a huge contribution to a better understanding between the two parties.

The project was driven by AIPC Board Member Clare Amsel, Director of Conferences of the Megaron Athens International Conference Centre and Alec Gilbert, Chief Executive of the Adelaide Convention Centre and Chair of the ICCA

Venues Category. The detailed review of the original document was carried out by a task force of centre representatives who drew from their own experiences to determine which areas were the most important and how they should be addressed in the final document.

“We owe a real debt of gratitude to our task force members, who supplied all the expertise to this extensive review”, said Amsel. “This is a highly complex topic and would have been impossible to address properly without a wide range of perspectives on the variables related to each part of a centre contract”.

“We believe that this document will be as useful to centre clients as to the centres themselves, and that adds real value to this project”, said Gilbert. “The greater an overall understanding both parties have as to the key areas for consideration, the less likely there will be wasted time spent on everyone sorting this out for themselves”.

“We believe that this document will be as useful to centre clients as to the centres themselves, and that adds real value to this project.”

Amongst the topics addressed in the publication are such areas as costs, definitions, payments, inclusions / exclusions and dispute resolution payments as well as identifying some of the areas of greater variability such as liability, cancellations and force majeure. The publication acknowledges a major contribution and reference in the form of the *APEX Contracts Accepted Practices*, prepared in 2006 by the Convention Industry Council, which represents a very useful way to ensure consistency amongst different documents. It includes an online glossary of more than 4000 terms, acronyms, and abbreviations for use by the meetings, conventions, and exhibitions industry and its clients, and can be found at <http://www.conventionindustry.org/glossary/>.

The publication is now available at the Research & Publication section of the AIPC website.

www.aipc.org

AIPC's 2010 Seminar at EIBTM in Barcelona took a different kind of a look at centre – client relations in the face of new economic realities facing the industry, and the results were testament to the old adage that necessity is the mother of invention. Four member centres outlined new initiatives they were pursuing in an effort to respond to the challenges that a slow recovery and a number of structural changes within the industry are placing on business development these days.

The session description noted that “these are challenging times for many in the industry as a weak economic recovery in many parts of the world combined with increasing financial constraints in many corporations and associations is making it much more difficult to make the financial equation for meetings and conventions work. The most progressive members of the industry are looking at new ways to manage both centre-client

relationships and the expectations of owners in response to these challenges – and will be sharing some of their strategies with both clients and supplier colleagues at this unique and timely session”.

Session content did just that, with ideas ranging from stimulating new event creation by incenting start-up ideas from the community to new ways of redefining the risk / reward equation such that success became a shared outcome for both centre and client. The common thread was innovation in a time when traditional approaches are losing momentum but have yet to be replaced by new models that have general acceptance.

These new models are likely to be a topic of ongoing discussion, debate and experimentation for the foreseeable future – and our panellists made an excellent start in setting the stage for that discussion. Thanks to Carol Wallace of the San Diego Convention Centre, Ben Goedegebuure of the Scottish Exhibition and Conference Centre Glasgow, Andrew Beattie of the Ottawa Convention Centre and Ralf Nüsser of the Congress-Centrum Kölnmesse for helping us all to take a look into what the future may hold!



AIPC Academy. Innovation Award. Now is the Time!

The problem with ongoing successes is that eventually you take them for granted and risk missing out on the benefits they create for your centre's future. Into that category go the AIPC Academy – now in its fifth fully-subscribed year – and the 2011 edition of the AIPC Innovation Award which will take centre stage at the 2011 Annual Conference in San Diego.

This year's AIPC Academy will be a finely-tuned program that has benefited from the results of years of input from both students and a growing array of faculty and guest presenters. As the program has evolved, so has it expanded so that it now occupies 5 full days of the very latest intelligence from senior level industry professionals along with related suppliers and clients who collectively deliver the very best view of where the industry is going and what knowledge and expertise will be needed to keep up and excel.

The Academy will once again core centre management topics such as industry economics and finance; HR and staff management; sales, marketing and communications; facility operations and industry standards. At the same time, it will be focussing on new areas of importance, including leadership techniques and strategic planning. An established campus location at the

Dolce la Hulpe just outside of Brussels enables access to the informed opinions of leading corporate and association clients based in the area and faculty and attendees from around the world round out the experience. In all, it is the most advanced and focussed centre management experience available today, and an important investment for any centre looking at its strategic future.

The Academy will take place from February 6 to 11 and once again, registration is limited. Details are available on the AIPC Web site and registration information can be obtained by contacting the AIPC Secretariat office.

Meanwhile, it's also time for members to start considering their entries to the AIPC Innovation Award for 2011 – an award that is now challenging the AIPC Apex Award for prominence amongst

members. This competition is traditionally a fountain of new ideas – and the perfect way for member centres to showcase their achievements to both an audience of peers and the trade media that gather at the Annual Conference.

This year is a time of particular importance for innovation given changing industry conditions (see the President's Editorial on page 1) so there will be particular interest and attention paid to this area by everyone.

Again, entry information and specifications can be found on the AIPC web site – and it's not too early to start considering which of your innovations – whether in marketing, operations, client servicing or any other aspect of centre management – are most deserving of recognition.

www.aipc.org

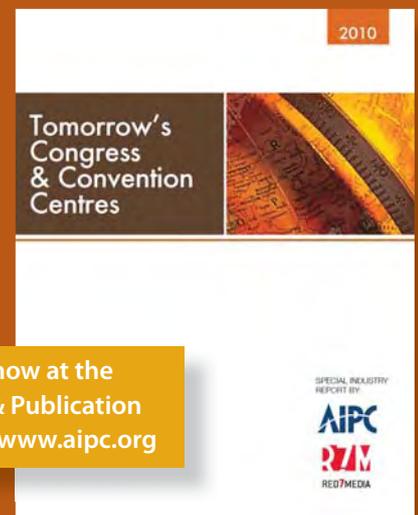
"Future of Convention Centres" Analysis Now Available

Those of you who were at this year's AIPC Annual Conference in Liverpool will recall the insightful presentation done by Michael Hughes on the future of convention centres based on the results of an extensive survey of AIPC member centres and their views of how industry conditions are developing. Those of you who were not there may not yet have had the opportunity to review these results and to consider what they suggest about the future of our business.

So the good news for both groups is that the information contained in the survey has now been finalized and is available as a publication to AIPC members who would like an ongoing reference of the information it contained. It is available at the Research & Publication section of www.aipc.org.

Our thanks to Michael for his excellent work in gathering and analyzing this information. Much of what the survey contains will have lasting relevance to centre managers who are now developing their strategies for managing their facilities through a period of industry transition.

Available now at the
Research & Publication
section of www.aipc.org



International Associations Starting to Discover Spain

Once upon a time, when business was booming, convention center development projects were approved with more optimism than hard business analysis. These days are over and may never be back. This is due not only to the economic crisis we are going through at the moment, but more importantly because of the structural issue our industry is facing, at least in Spain.

While our national meetings market reached maturity and growth during the last decade has been very moderate, supply in Spain has grown dramatically. According to APCE (Asociación de Palacios de Congresos de España), we have grown from 38 Convention Centers ten years ago to 72 today, with another 19 projects under construction (3 of them stopped) and 31 more under development. With this kind of growth, competition in the Spanish market has become a threat to the entire industry.

However, our challenges are not just about supply – they are also related to demand, and particularly to public demand. While centres play a very significant social and cultural role, our exposure to public institutions demand is in many cases too high, which threatens profitability. In particular, the current economic crisis and particularly the European sovereign debt crisis have reduced public budgets, and this will not likely be just a short term issue.

So if the word “crisis” means a time of change, I would say that this particular crisis is staying with us for a while. There are many changes coming to our industry, starting from the attitude of those public shareholders who are becoming more conscious of how dependant their Convention Centers are on the demand they create themselves. This will make them more demanding towards their management boards, which will in turn require a bigger sales and marketing effort, even though their available resources will be reduced.

So caught between the demands of shareholders and the market itself, management styles in our Convention Centers must change or at least adjust in some fundamental ways:

- Strategic planning based on a deep analysis and a clear SWOT definition will

“...Spain was already number three in the world with the highest number of international meetings hosted during 2009.”



Iker Goikoetxea | Managing Director of the Kursaal Centre in San Sebastian

be critical to justify investments that require concrete medium and long term goals.

- Stronger efforts in sales and marketing and a more focused strategic marketing plan will be required. In fact, the entire organization should become more sales orientated, starting with top management personnel.
- Both convention centers and their respective destination need to find new ways to more clearly differentiate their offer. Given that this is a service industry, one of the best ways to do this is to put quality programs in place in order to guarantee the best possible service levels. In addition, innovation, not only in technology but also in service, is and will continue to be a must.
- In order to sustain this quality, employee training, professionalism and motivation will need to be a top priority for managers.

Those who evolve properly and become “learning organizations” will not only gain more Spanish market share, but will become much more competitive in the broader market as well. When this happens, the Spanish offer will also become even more competitive in the international context. I say “even” because according to ICCA (International Congress and Convention Association) Spain was already number three in the world with the highest number of international meetings hosted during 2009.

At the same time, there will be a difference in terms of the number of cities who host those meetings. In 2009, the four biggest cities in Spain hosted 75% of the

international business; in the near future, this percentage will be reduced to the benefit of smaller and less known, but equally competitive and unique cities in a diverse Spain.

San Sebastian is a good example of those unique cities, located as we are up in the north, close to France and looking to the Cantabric Sea. We have for several years been making steps towards becoming more competitive in an international context; for example our Congress Centre and Auditorium –Kursaal, leads the certification on different Quality programs in Spain with ISO 9.001 and 14.001, UNE-170.001-2, Silver with EFQM and the Gold certificate with AIPC. At the same time, the city and the region are strategically focused on getting a strong position in the new knowledge economy through the development of science and technology related industries such as biomedicine and nanotechnology, which supports our medium and long terms competitiveness. The results are already starting to show –last year 40% of the Congress and Conventions hosted in Kursaal were international!

Such lesser-known cities are becoming very competitive in all the functional requirements of the industry, and at the same time offer qualities such as charm, personality, friendliness, cultural diversity; in a word, uniqueness. This will eventually mean an opportunity for more international associations to discover the rich diversity of Spain – which will benefit the entire industry.

AIPC 2011

San Diego
June 28–July 1



San Diego: A New Kind of Experience for AIPC 2011

Delegates to AIPC's 2011 Annual Conference are in for a very different kind of a destination and centre experience – one that will be both highly enjoyable and a real learning experience into an approach that has created one of the most successful convention centers in North America!

The SDCC is located in – and has been hugely influential in creating – one of the most supportive “precincts” in the industry. Delegates attending events here enjoy a spectacular waterfront setting and immediate proximity to a wide range of both recreational and entertainment options in adjacent city areas that have literally “grown” toward the centre over the course of the past decade. The result is a very unique combination of work / relaxation and accommodation, all in a setting and climate that make for a very pleasurable year-round experience. At the same time, growth of the center has kept pace with the market opportunity, with a major expansion completed some years back and another now in development.



AIPC
ANNUAL
CONFERENCE

An invitation from SDCC:

Dear colleagues;

Perched on the Pacific Rim in the southwestern corner of the United States, San Diego, California is the nation's 8th largest city and is known for its laid-back lifestyle, idyllic weather and diverse economy. Serving as a gateway to international trade, business and commerce, San Diego holds a unique position in the global marketplace. Its natural beauty, stretching from 70 miles of pristine beaches at the coast to the majestic mountains in the east, is sure to serve as the perfect backdrop for AIPC's Annual Conference and 53rd General Assembly.

With a worldwide reputation as a premier convention and meeting destination, the city is home to the AIPC-certified San Diego Convention Center. An industry leader, the Center is ranked a top convention facility in the nation due to its outstanding “one-stop-shop” service philosophy and convenient destination amenities. Whether you are convening in one of its state-of-the-art meeting rooms or taking a break on the sun-soaked bay terrace, it is easy to see how innovative thinking comes naturally at this waterfront facility.

And after Annual Conference sessions are over, there is a host of activities available as a backdrop to the social networking that we all know is an important element in the conference experience. Just steps from the Convention Center and our host hotel for AIPC is the Gaslamp Quarter, a historical district filled with world-class restaurants, unique retail shops and a vibrant nightlife. The San Diego Zoo, Sea World, Lego Land and PETCO Park are all world-renowned family attractions that visitors can enjoy year-round thanks to our average 300 days of sunshine each year and help make San Diego the perfect place to conduct business and relax, all in one stop.

AIPC's Annual Conference is a great opportunity to learn and compare strategies in a highly attractive and accommodating environment. We invite you to come for the convention and stay for the vacation. We look forward to seeing you here in 2011!

Carol Wallace | CEO – San Diego Convention Center Corporation

WELCOME TO AIPC NEW MEMBERS!

CENTRAL HALL WESTMINSTER

Nestled in the heart of Westminster, adjacent to the Houses of Parliament and Westminster Abbey, Central Hall with its iconic domed roof is a prominent feature of London's celebrated skyline.

Viennese Baroque styled marble floors and spacious, sweeping stairways lead to a cluster of 30 conference, meeting and banqueting spaces incorporating 1,400m2 of available exhibition space with state-of-the-art audio visual technology. All rooms enjoy natural light and blackout capabilities, including a selection

of smaller syndicate rooms perfect for meetings and training sessions, but the jewel in Central Hall is the elegant Great Hall, with its versatile floor space comfortably accommodating up to 2,160 people theatre style.

Says Michael Sharp, Managing Director **"Our earnest intention is to continue to be a very successful independent unique heritage venue in London and we feel that AIPC, with its wealth of experience and expertise, can be instrumental in helping us to achieve that"**.



Michael Sharp
Managing Director



SINGAPORE EXPO CONVENTION AND EXHIBITION CENTRE

Ranked one of the top meetings, incentives, conventions and exhibitions venues in Asia, Singapore EXPO Convention and Exhibition Centre, managed by Singex Venues Pte Ltd, is the largest purpose-built MICE facility in Singapore. The centre offers customized venue and ancillary services including concierge service, in-house catering, partner and vendor link-ups, a business centre and publicity support.

Covering over 123,000 sqm of indoor and outdoor space, and comprising ten convention-exhibition halls, ten Conference Halls, multiple meeting rooms, and six mobile V-Rooms, Singapore EXPO welcomes over 600

events every year, ranging from exhibitions, corporate meetings, conventions, award ceremonies, gala banquets, to consumer shows. By early 2012, Singapore EXPO will have a new convention wing which will offer a new and refreshing meeting concept.

"The MICE industry has seen new opportunities emerging in recent years, and to meet the discerning needs of the market, Singex has enhanced its business development efforts, built new capabilities and extended our network of global partnerships", says Mr Aloysius Arlando, Chief Executive Officer of Singex Venues. **"As a venue manager, we have also placed emphasis on operational and service excellence so that we can ensure a successful and rewarding experience for all delegates, exhibitors and visitors, We believe**



Aloysius Arlando
Chief Executive Officer

that our membership with AIPC will provide an excellent platform for Singex to connect with other members and forge lasting relationships globally."



FERIA VALENCIA CONVENTION AND EXHIBITION CENTRE

This avant-garde Convention and Exhibition Centre is integrated into the biggest fairground in Spain and is attracting major events with its management ability and service quality. The large array of services, ranging from technical services to hotel bookings to a press office, are delivered via a Service Centre that enables cost-savings and the ability to stage meetings and events with minimal effort and maximum quality.

With the ability to host a complex schedule of events within an impressive architectural design, Feria Valencia Convention and Exhibition Centre stands out for its functional beauty. Over 10.000 square meters of function

space, including 24 rooms and 2 auditoriums with the latest technological innovations, combine with a large, landscaped plaza to lend events an air of sophistication and distinction. Access is enhanced by 7,000 parking spaces and 160 spaces for buses.

Stefan Kokkes, International Affairs and Global Events Director says **"Feria Valencia has decided to boost its image and strengthen its new line of business by becoming a member of the most important meetings, congresses and events associations like AIPC. We want to network with industry professionals and access specialized information to strengthen our business started, and to be part of AIPC means a guarantee for events organizers and a great value to global industry"**.



Stefan Kokkes
International Affairs and
Global Events Director





AN INTERVIEW

with Anna Frick President of IPCAA



The Changing World of Our Clients

The International Pharmaceutical Congress Advisory Association is a non-profit membership organization focusing on congress management. It works to improve the standards and protocols within the industry and offers a range of services to its members including training, code of conduct and guidelines.

Membership of the Association is open to internationally active healthcare companies engaged in medical congresses. All member companies must maintain a permanent healthcare-oriented research program. IPCAA represents in excess of 24 healthcare companies from around the world with its Code of Conduct and Guidelines seen as the basis for interactions between medical societies, congress organizers and the Healthcare Industry. As a result, it has been on the front line of many changes that have been impacting pharmaceutical sponsorships of medical meetings and congresses.

Communiqué spoke to Anna Frick, the President of IPCAA, and an industry professional who's more than 20 years of experience in various areas of the pharma industry has given her a broad knowledge of the area.

How has the implementation of "pharma-codes" affected medical meetings in your view?

I think that we have managed to get much clearer rules, and that everyone is now playing by them so the competition is fairer than perhaps it was. We are also avoiding staying at venues that are not appropriate under the spirit of the codes, for example focusing on 4 star hotels rather than properties that might be seen as more upscale. At the same time, we are supporting fewer meetings; however, that is not connected to the codes but rather to the lack of big product launches. In the same way, exhibition activities are reduced (for example, booth sizes are decreasing) not just as a response to the codes but also to the lack of launches.

Has the industry adjusted as yet?

From a global perspective, we think the answer is yes. However, we still have some work to do with our affiliates to make sure we are consistent across the board. The main thing is that the entire Pharma industry is taking this area extremely seriously.

Where will this issue go from here in terms of influencing future meetings and conventions?

It will mean an even greater focus on science and education and less on product promotion. This means that many of the products offered by congress organizers are no longer relevant for us. There will also be an increasing requirement for accountability; we will be asking for complete transparency on how our money has been spent so that we can be confident that it is in accordance with the provisions and spirit of the codes.

What are the biggest overall issues you are facing as an association these days?

IPCAA as an association is now focusing a lot on communicating with the medical associations in order to make them aware of our requirements, and in particular the even greater importance for transparency and accountability. As with many other associations, we are also concerned about managing costs; we continue, for example, to see situations where hotel prices tend to sky rocket every time a congress comes to town.

How has this affected your expectations of suppliers such as convention centers?

We would like to be in more direct contact with convention centers so we can talk about how we can format the meetings in order to maximize the networking opportunities that an event offers. With an increasing number of meetings now being done as virtual meetings, we need to work much harder on the uniqueness that face to face meetings offer and the value that brings to delegates, and we think centres have a role to play in that regard.

What would be your most important "ask" of centres in terms of helping you meet your current challenges?

As I've said, our greatest interest is in how we can create an environment that better facilitates networking opportunities. Traditional formats often don't do this very effectively, and a big part of this is the kinds of spaces that are available and how they are configured. Centres need to know this is important to us, and then we can have a discussion about how this would best be achieved.



ASSOCIATION INTERNATIONALE DES PALAIS DE CONGRÈS
INTERNATIONAL ASSOCIATION OF CONGRESS CENTRES
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