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## PRESIDENT'S MESSAGE

# Owner Orientation – a New Opportunity:

If there was ever a good time for centre managers to be talking to their owners, this is it. We're in a challenging time for revenue, and a period of change where even the process of maintaining competitiveness is a huge effort for most of us. These are things owners need to understand if they are to respond appropriately and recognize that these are issues facing not just their centre but the industry as a whole.

And according to our latest AIPC surveys, almost 80% of the time that owner is some level of government, which introduces another whole set of problems.

Running convention centres is not their core business – in fact, many may wonder what they are doing in this business in the first place. They likely know very little about how the industry works, and certainly will not have an up to date idea of current trends and challenges. Above all, they are likely relatively new in their roles – turnover is a fact of life in politics and government – and so may not feel any real sense of allegiance to a facility that was likely built under somebody else's term.

So it's not an easy conversation – but it's an essential one. Our business relies heavily on decisions governments make, whether as owners who need to look at new investments in facilities or as the people who make policy decisions that impact many aspects of our business opportunity, from taxation to transportation and even

**"This will be a conference rich with information about where we stand in terms of recovery and finances, what the future trends are that may affect business opportunities and what other centres are doing to address their own concerns."**



security. Not only is it important, it's also ongoing – because as many of us have experienced, just when you think you're starting to get some level of

understanding with your representatives, there is a turnover and you have to start the education process all over again.

So when an opportunity comes along to help members in that regard, we are pleased to be able to offer it up – and that's what we're about to do.

For a number of years, AIPC has accommodated members who wanted to bring owner representatives to the Annual Conference as part of an educational / orientation exercise. By sitting in on key sessions, and hearing how and why industry conditions are developing the way they are, they are able to get something of a "third party" picture of what's going on in our industry with a level or credibility that's hard to achieve when we talk to them on our own.

Now, we are going to offer this opportunity to members on a more formal basis by letting you all know that we're prepared to accommodate such attendance at AIPC 2011 in San Diego. This will be a conference rich with information about where we stand in terms of recovery and finances, what the future trends are that may affect business opportunities and what other centres are doing to address their own concerns – just the sort of information that will help give owner representatives the kind of insights they need to feel more comfortable with their role.

And as well as simply providing access to general sessions and the networking activity that surrounds the Conference, we will, should there be sufficient

interest, add another benefit: a side session specifically for them in which we will provide an overall industry orientation, an opportunity to ask more specific and detailed questions in a more managed environment and a chance to engage with each other to compare notes.

Participants will be required to register at the non-member rate but will have access to all general sessions as well as social / networking activities and, if numbers justify it, the special orientation session described above. For more detailed information, watch for an AIPC e-bulletin on this topic in the near future or contact the AIPC Secretariat office.

The AIPC Annual Conference has been a huge educational opportunity for members for many years. Now we have a chance to also use it as an educational vehicle for one of our most important audiences as well. The Conference is only a few months away – so start thinking now about how you could put this new member benefit to work for you!

# AIPC 2011

San Diego  
June 28–July 1



**This year's AIPC Annual Conference will take place in the midst of a series of industry events focusing on the United States, with a comprehensive program unfolding in one of that country's most successful convention centres and destinations. The San Diego Convention Center has played a huge role not only in developing the area's convention business but in shaping the development of this beautiful California city overall.**

“It's all  
about change”

## Coming Soon - AIPC 2011 Annual Conference in San Diego

Bracketed by the new AIBTM in Baltimore and the equally new IMEX America in Las Vegas, which are launching within months of each other, this year's conference will address the relationship our North American members and clients have with those from other parts of the world – and emphasize the growing interactions we will all be dealing with in an increasingly globalized world and industry.

This Year's Conference theme is “It's All About Change”. The idea is that with a new kind of industry emerging from the challenges created by the recent (and lingering) global recession, we all need to be thinking about and planning for meeting the challenges of a different way of doing business. It's the best possible way to get the latest insights and compare strategies with colleagues by participating in the most focused and senior level event in our industry.

Our program and speakers will provide the base information you need to respond to the issues and opportunities facing centres around the world in a very efficient manner. International experts in areas from global economics to change management will join with colleagues from adjacent industry sectors to create a broad perspective on how conditions are evolving, while AIPC members will share their experiences and strategies on how to survive and prosper in an increasingly challenging financial environment.

And as a case study in how to “do it right”, San Diego will supply the perfect backdrop for a program based on how our industry is changing and what we can and need to do in response. It will be a new kind of an experience for many members who have not experienced the industry in depth in North America – and an opportunity to learn from the experiences and approaches of colleagues in other parts of the world.

The AIPC 2011 web site is up and running, and can be accessed via [www.aipc.org](http://www.aipc.org), Annual Conference tab, and it has a wealth of destination information and links as well as program information. Registration is already available, and the agenda outline is in place with key sessions identified. Make your plans now and keep watching the site for more details over the weeks ahead.

“...get the latest insights and compare strategies with colleagues by participating in the most focused and senior level event in our industry.”





# AIPC Academy 2011 Marks Fifth Year with Overflow Attendance

The AIPC Academy in Brussels this year marked its fifth edition with the largest participation yet and a highly diversified mix of faculty, site visits and special presenters. With an enrolment of 28 and more than 17 different topic sessions it covered a wide array of both industry background and current issues to create a broad based program that collectively gave attendees an "instant upgrade" in their skills and knowledge.

Amongst the topics covered were such areas as centre leadership and HR management; industry finances and economics, CSR and sustainability, sales and marketing techniques and trends, event management strategies, facility operations and corporate communications. These core areas were enhanced by special presentations that included technology and virtual

meetings, the corporate planner perspective, association client needs and expectations, convention centre design and managing centre expansions and renovations.

"While the core curriculum continues to evolve, each year also sees the addition of new subject areas dictated by how industry conditions are developing", said Academy Chair Barbara Maple. "We now have a well balanced complement of presenters and faculty that ensures attendees get a well-rounded overview of key industry functions as well as the latest developments."

The combination of a member-based faculty and an evolving group of industry presenters is keeping the program content both consistent and relevant, says AIPC President Edgar Hirt. "We've come a long way with this program, and while it has



required a lot of effort it is performing a key role, which is in developing the expertise we need in the managers of the future.

Plans are already in development for the 2012 edition of the Academy, which will include a major new component to be announced in the next few months. In the meantime, AIPC wants to acknowledge Square-Brussels Meeting Centre, the International Diabetes Federation and SWIFT for their generous contributions of time and facilities.

## Academy "Consultants" Develop Comprehensive Development Plans

Again this year, attendees at the 2011 AIPC Academy formed teams to compete in the development of a strategic development plan for a hypothetical convention centre – and the results were remarkable! The four strategies that came forward in the final-day presentations were consistently noteworthy for their level of detail, insights and relevance to current centre challenges, and demonstrated a clear grasp of Academy content as well as an ability to apply this to a very practical challenge.

The scoring assessment for the winning team stated that "This was a highly integrated plan was based on a SWOT analysis that drove everything from the mission statement to local partnerships, and resulted in a theme line that was reflected in all aspects of the plan. Building spaces and program were based on a



market assessment, which is the right way to go, and there was an appreciation of the need for future flexibility evidenced in the development of spaces that could be converted to future uses. Finally, there was a wealth of detail, including space allocations and financial projections that could be used to reinforce the business case with the owner and community".

"The consistently high quality of the team projects makes these competitions hard to judge, but is a tribute to the work Academy attendees are prepared to invest in their career development. It is a great way for us to make sure our curriculum has real life applications for them", said Maple.

Selecting a "winner" from such a high level grouping was difficult for faculty-based judges who used a rigorous scoring system for rating the results. The winning team members were:

- Marcel Arends  
Amsterdam RAI Convention Centre
- Nele Aumann  
Congress Center Hamburg
- Vikas Sood  
Hyderabad International Convention Centre
- Merve Karaçöl  
Istanbul Convention and Exhibition Centre
- Yuki Nakashima  
Kyoto International Conference Center
- Maxim Kachalkin  
World Trade Center Moscow
- Anna-Karin Sellén Lövstedt  
Stockholm City Conference Centre

# 2011 AIPC Sales and Marketing Summit Marks Six Successes!



The AIPC Sales and Marketing Summit has always been the perfect starting point for members participating in IMEX – and this year will be no exception.

The sixth Summit will be held May 22, 2011 in cooperation with IMEX, and will once again offer a forum in which key market issues and challenges can be assessed in a global context and new strategies developed to address them. With a proven formula of bringing together senior-level convention centre

sales and marketing executives with client representatives and marketing specialists in a workshop setting, it has delivered consistent results since its inception five years ago.

Included in this year's program will be a review of rapidly changing market conditions from the perspective of a global panel; an exchange with high level corporate and association executives on how their expectations of centres and destinations are evolving; insights into

the latest technologies and how they are reshaping meetings and workshops to address key issues in today's market.

Whether a first-timer or a veteran, attendees always find new information and fresh ideas to work with a great preparation for the interactions to follow on the show floor. If you're coming to IMEX, be sure to include the Summit in your itinerary and avoid missing out on all it has to offer.

**DATES** | Sunday May 22, 2011 from 10:00 until 17:00 hrs.

**VENUE** | Congress Center Messe Frankfurt

**REGISTRATION** | EUR 120 (including lunch and coffee break)

You can register now for this event by emailing to [marianne.de.raay@aipc.org](mailto:marianne.de.raay@aipc.org)

## Cairns Convention Centre Receives Gold Certification



**CAIRNS CONVENTION CENTRE**

With its facility audit complete, the Cairns Convention Centre has been awarded Gold level certification in AIPC's Quality Standards program. Here's what Ross Steele, General Manager Cairns Convention Centre had to say about their accomplishment and the process leading up to it;

**"As a winner of AIPC world best Congress Centre it was logical that the Cairns Convention Centre achieved AIPC Quality Standards Certification and to accomplish Gold Status is very satisfying. This global high quality Industry Standard is growing in recognition and by receiving Gold certification it will enhance the Cairns Convention Centre's reputation as a truly world class Convention Centre".**

Steele added that as an ISO accredited venue, the overall process to attain AIPC Quality Standards certification was not onerous. "Recognition of our ongoing Management Systems and reporting meant that we could immediately demonstrate a high level of compliance with the AIPC

Quality Standards Criteria. Because the AIPC Quality Standards cover a range of criteria over and above purely Management Systems, such as CSR policy, employee relations and economic impact, it brought a whole team approach to completing the audit requirements, so completing the audit

requirements gave the Management Group the opportunity to reflect on, review and refresh current procedures and management systems".

The Centre expects to get some significant benefits from their accreditation. "AIPC Quality Standard Gold accreditation will bring a level of assurance for potential clients as well as providing appropriate recognition

of the highest quality Centre Management and Operations on a global scale", said Steele. "In the short term, the Cairns Convention Centre will proudly market the fact we have attained the highest level of AIPC Quality Standard certification. In the future, we will ensure our potential clients, owners, politicians and the general community are aware of this global recognition through our regular marketing activities including e-bulletins, newsletters and collateral".

AIPC President Edgar Hirt commented that "With more convention centres and destinations coming into the market every year, the question of how a client can assess the capabilities of any given product is becoming more and more important, and AIPC's Quality Standards Program recognition is an excellent way to not only achieve a high level of performance but to also be able to demonstrate it. I congratulate the Cairns Convention Centre for its achievement."

# Just in Time – the 2011 AIPC Innovation Award!

Just as you thought there were no new ideas around, here comes the 2011 edition of the AIPC Innovation Award! As in previous years, this award is designed to showcase and recognize innovations and creative thinking in all areas of centre management, marketing and operations, and in a time when everyone is exploring new options, it's a great source of both ideas and recognition for your achievements.

The AIPC Innovation Award reflects AIPC's mission of "Encouraging and recognizing excellence in congress centre management". It is made for specific projects or initiatives that represent "innovation" in the true sense of the word; that is, the development of a new, more creative or more effective approach to any aspect of congress centre management, operations or marketing.

There are two elements to the Award: first, the actual competition in which the top three innovations will be recognized and secondly, the Innovation Award Poster Program at the Annual Conference. The poster session will be an integral part of the conference program, and all Award finalists will have the opportunity to participate by preparing a poster-formatted description of their innovation and engaging with other delegates to answer questions in a special session.

All AIPC members in good standing are eligible to compete in the Innovation



**2009 Innovation Award Winner**  
**Adelaide Convention Centre**



**2009 Innovation Award Member's Choice**  
**Darwin Convention Centre**

Award, and there are no limitations on the type of operations and / or market served in determining eligibility. The evaluation criteria that will guide the panel of judges are outlined under the Innovation Award Evaluation Criteria section on [www.aipc.org](http://www.aipc.org). The emphasis in judging applicants for the AIPC Innovation Award will be on how effectively the innovation addresses its stated objectives, which may be to improve efficiency, increase marketability, effect cost savings, achieve environmental goals or improve market position.

The Innovation Award Ceremony will be held in conjunction with the 2011 Annual Conference in San Diego, and in a time when everyone's stretching their imaginations, we expect a strong level of participation and competition for the top honors. The deadline for submissions is April 30, 2011 and the Application form with full entry details and requirements are contained in the AIPC Innovation Award section on [www.aipc.org](http://www.aipc.org).

Remember, the winners of the AIPC Innovation Award are accorded the same level of recognition as is given to AIPC Apex Award winners. Publicity will be achieved through trade media, member communications and industry presentations. At the same time, winners will be given the opportunity to profile their winning innovation as a case study to be presented as part of the Annual Conference program.



**Amaze your colleagues with your centre's creative thinking – and get the recognition you deserve! Download the entry form now and start planning your submission for this year's Award.**

## AIPC 2014 Open for Member Proposals

With 2011 San Diego and 2012 Amsterdam on the books (and a proposal for 2013 to be rolled out to members at this year's Annual Conference) AIPC is open to proposals for an Annual Conference location in 2014.

Here's a way to host your global colleagues and introduce them to your centre and destination. The rotation for this year will be into Europe, and eligibility is limited only by the ability to meet the terms of the AIPC Annual Conference bid document which is available from the AIPC Secretariat office. Let us know if you're interested, and we'll get you all the details.

[www.aipc.org](http://www.aipc.org)

# “Once in a Century” Flood Tests Brisbane CEC’s Resiliency

Brisbane’s traditional wet season, aggravated this year by extreme and rare weather patterns, produced severe flooding in what has been described as ‘a once in a century event’ during the second week of January. The result was a logistical and communications challenge for the BCEC that may have lessons for others.

Fortunately the Centre’s event spaces were unaffected, with water intrusion limited to the Centre’s car parks and to some service and lower level areas of the building.

However, the Centre was without power for three days, IT network for four days and telephone connection for five days, and access was restricted as a consequence of localised flooding to the Centre’s South Bank riverside location. When flooding appeared certain and parts of the city were being threatened, the decision was taken to cancel the final two shows of Disney Live for the safety of an audience comprised mostly of mothers and children. The Centre’s

**It is business as usual for the Brisbane Convention & Exhibition Centre with a busy calendar for 2011 including the hosting of 43 conventions from now until June.**

It was decided that regular, accurate and informative communication to all stakeholders was the key issue and an essential platform for business recovery. In the immediate aftermath of the flood peak, our main access for communication was the Centre’s website, which remained

unaffected. Regular updates were recorded daily on the website, and these updates provided critical information for staff, clients, visitors and member of the general public.

With the physical recovery well under way thanks

to the awe inspiring efforts of staff who had been confronted by 5 million litres of water in the car parks, it was only a matter of days until power, IT services and communications were restored. This enabled the distribution of our Flood Situation Media Statement and updates via our 10,000 strong international, national and local data base to maximum effect.

The following day personalised e-blast communications were sent to our international, national and local clients, with the General Manager sending personalised letters to key contacts and to those who had contacted the Centre. A communiqué was also sent to other venue and hotel managers in Brisbane and other cities. Updated information on both the Centre and Brisbane’s recovery progress was tracked via daily updates on the website, with FAQs providing important information for interstate and international visitors planning events in Brisbane.

Just over a week after the cleanup commenced, the decision was taken to invite a delegation of influential national conference organisers, media and industry representatives to Brisbane and the Centre for a first-hand look at the city’s recovery. The visitors also attended the Centre’s re-opening event, the official Australia Day Lunch on January 25. A joint BCEC and Brisbane Marketing international advertising and marketing campaign was hurriedly amended to provide an update on Brisbane being ‘Back to Business’ through printed advertorials in international industry publications. Post re-opening, a second round of e-communications was sent to clients and other stakeholders demonstrating the Centre’s operational status together with a preview of upcoming events.

As a result of the implementation of the recovery and communications strategy, the Centre experienced minimal loss of business and reputation. It is business as usual for the Brisbane Convention & Exhibition Centre with a busy calendar for 2011 including the hosting of 43 conventions from now until June. Only one conference was cancelled with a small number of other events postponed. In the meantime, the Centre continued to participate in the collaborative citywide recovery program.



Business Continuity Plan and Recovery Program were activated as a matter of course in the very first stages of the flood threat. In responding to the threat of a much increased river peak level, BCEC was able to move much of the Centre’s files and IT, event and catering equipment to upper floor levels. A small crisis crew remained at the Centre throughout the flood period to monitor flood levels and possible damage,

Within two hours of the Centre’s closure, the first communication to clients and staff was posted on the website and within 24 hours the Centre’s Management Team, together with AEG Ogden Directors and Head Office Senior Staff met for a crisis strategy meeting. This presented an opportunity to utilise resources and access services across a number of AEG Ogden venues. Telephone communication was re directed immediately to AEG Ogden head office while the clean up and recovery crew commenced their work at the Centre.





# WELCOME TO OUR NEWEST AIPC MEMBERS!

## LAS VEGAS CONVENTION CENTER

The Las Vegas Convention Center is the third largest exhibition facility in the United States and hosts some of the highest profile industry exhibitions in the world, including the International Consumer Electronics Show, the Conexpo-CON/AGG construction show, and the National Association of Broadcasters show.

One of the most technically advanced facilities anywhere; the center encompasses approximately two million square feet of exhibition space and 144 meeting rooms with seating capacity for up to 2,500 individuals.

The center, which is owned and operated by the Las Vegas Convention and Visitors Authority (LVCVA), was designated as an official World Trade Center site in January 2011.

The center is located in close proximity to more than 100,000 guest rooms and within 10 minutes of the McCarran International Airport.

**“The LVCVA strives to ensure that the millions of annual visitors to the Las Vegas Convention Center have the most productive, efficient, and successful visit possible,”**

said Terry Jicinsky, Senior Vice President of Operations for the LVCVA.

**“We are committed to attracting more international business visitors to Las Vegas and the exhibitions that are hosted here, and we believe that AIPC will provide us with a great opportunity to promote the value of conducting business in Las Vegas.”**



**Terry Jicinsky**  
Senior Vice President of Operations



## EXPOFORUM CONVENTION AND EXHIBITION CENTRE St. Petersburg, Russia

St Petersburg is Russia’s most European city, and is famous worldwide for its unique architecture, ballet and White Nights. With the opening in 2013 of the new ExpoForum Convention and Exhibition Centre the city will also become famous for having one of the most modern and accommodating venues for business and entertainment events.

The new ExpoForum Convention and Exhibition Centre will be a 10 minute drive from the Pulkovo International Airport and 30 minutes from the city’s historical centre. The project’s first stage calls for building 40,000 sq meters of indoor exhibition space in the form of 3 pavilions, a congress centre with a main hall that will hold up to 3,000 delegates and

two hotels (3 and 4 star) with a combined total of 450 rooms along with a business centre, warehouses and customs terminals. A subsequent addition will expand exhibition space to 100,000 sqm.

In 2010 ExpoForum received the ISO 9000:2001 certificate of management system quality, and the new venue is to be built according to the U.S. Green Building Council LEED Gold standard for sustainability.

Anatoly Erkulov, ExpoForum General Director, says **“We are studying the world’s leading venues so that our project will be the most technically modern, comfortable and efficient. In light of this, our acceptance into AIPC is part of our commitment that our project will adhere to the highest international industry criteria and standards.”**



**Anatoly Erkulov**  
ExpoForum General Director



## LAVASA INTERNATIONAL CONVENTION CENTRE (LICC)

The LICC, which is managed by ACCOR, is the first purpose-built convention facility located at upcoming Lavasa city in the environs of Mumbai and Pune, and offers a convention venue in a resort like destination currently unheard in India. Spread over 1.5 acres and offering 3200 sq meters of flexible floor space, the centre can accommodate anything from a cocktail and diner for 1500 guests to a conference for 1000 delegates or just a board meeting for 15.

Along with features like CISCO Tele Presence and Live Webcasting, the centre also offers in house event management and F&B expertise.

Meetings spaces include 6 additional break-out rooms a Board room, a Business Centre, a Media centre, and a VIP room. An extended foyer area offers a perfect venue for outdoor events with a picturesque lake view.

**“The objective of LICC’s association with AIPC is to gain the maximum benefit from their research into conventions and new technologies, their growing network of venue service providers, and sound academic centres around Europe and rest of the world”,** says LICC’s Rohit Ahuja. **“This will help establish LICC as a leading MICE player in the South West Asia Pacific region.”**



**Rohit Ahuja**





# LMN

## AIPC PARTNER PROFILE

### LMN Architects Principal Rafael Viñoly

Seattle-based LMN Architects are one of AIPC's most prominent Corporate Partners, and as 2010 Annual Conference delegates have already seen, a source of highly relevant design information and insights for convention centre managers. We interview LMN Principal Rafael Viñoly for Communiqué;

#### Tell us about LMN.

We started our practice in 1979, providing design services in architecture, urban design and interiors for a wide variety of public and private clients. Our projects are extremely diverse, in terms of building type, scale, user communities and location. We believe this diversity is our core strength, and have organized our 110-person firm around project-specific teams carefully assembled to address the unique needs and circumstances of each assignment. We are passionately committed to an integrated design process, and continually strive to make our work highly responsive to the needs of our clients and enriching to the lives of the people and communities it serves.

#### Do you have a distinguishing "philosophy" toward the design process? If so, what is it and how does it influence your work?

We aspire to create environments that question, rethink, and improve on the status quo. Each design seeks a critical integration of the fundamental form givers—program, site, climate and culture—informed by craftsmanship, materiality and sustainability. We believe design is pervasive, encompassing all aspects of our work and involving all project participants. Our approach is fundamentally a collaborative exploration with our consultant team, clients and users, seeking progressive discoveries, innovative design solutions and compelling architectural expressions rooted in the

unique substance of each project.

#### What kind of experience have you had specifically in CC design? What makes centre design unique from your perspective?

LMN is one of the world's leading convention centre architects with more than 60 completed projects and a distinguished record of design recognition. In addition to new buildings, we have an extensive portfolio of feasibility/program studies, master plans, and expansions. On all of these assignments, we lead the design within a highly collaborative team structure and community process.

Convention centre projects present unique hybrid design opportunities that encompass architecture, urban design, landscape, interior design, environmental graphics and public art. With the planning and design of each facility, we synthesize the diverse needs and influences of functionality, urban context, user experience, operations and environmental sustainability, creating an architectural experience deeply rooted in the essential conditions of purpose and place.

#### Communiqué: What do you think are the big design-related challenges facing centers today?

The most significant challenge we face in the convention industry is designing to accommodate changes in how meetings, congresses and exhibitions are organized and marketed. There is a growing inventory of new facilities, especially in developing markets, and an equally large number

of existing centres that are undergoing renovation and transformation.

Creating spaces that anticipate how events will be conducted in the face of rapid technological developments, changing delegate demographics and environmental concerns is an ongoing dialogue at the core of our design process.

#### How can a firm like LMN work with local architects to combine local knowledge with the broader CC design experience you can provide? Why is this important?

Most of our work is outside our immediate geographical area, and we frequently collaborate with a local architect partner. This is critical for two reasons: One, it allows us to better understand the specific conditions of the project's context (physical, social, economic, cultural). Second, it enables us to be highly responsive to the client's needs by being always available, at very short notice if needed. This combination of facility design expertise and local knowledge and experience significantly benefits the development of the project and ultimately best serves the client's interests.

An additional benefit of this type of collaboration is that it broadens the design conversation, allowing ideas to be discussed, evaluated and developed with the benefit of another perspective. Our process for establishing local partnerships ensures that there is a shared basic approach, both in terms of design and service philosophy, between LMN and our local associates.

[www.lmnarchitects.com](http://www.lmnarchitects.com)



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