



2024 Member Survey

Insights / Benchmarks / Analysis

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Introduction

This report provides the findings and insights from the 2024 edition of the annual AIPC Member Survey Report. This analysis continues to identify and track multi-year trends impacting the convention centre industry around the world. The report focuses on the following areas:

- Attendance recovery estimates, and other industry performance metrics**
- New business strategies, revenue streams, & innovations**
- How clients are changing and how centres are responding**
- Venue infrastructure and technology investments**
- Staff recruitment, training, and retention strategies**
- Members' industry outlook**

Also included is a section with findings from separate recent surveys of leading event producers and meeting planners.

The study has been conducted by AIPC in collaboration with Michael Hughes, Managing Director of Research & Consulting with Access Intelligence. AIPC conducted the survey of members around the world in April and May 2024. The survey received responses from 88 member venues.

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



Executive Summary

After nearly two years of steady event and meetings industry recovery, the AIPC membership around the world is confident there will be continued growth in most areas of the industry. The 2024 AIPC Member Survey finds that total gross revenue on average has finally reached 2019 levels (in fact, revenue has slightly surpassed the pre-pandemic level), but both attendance and total number of event and group bookings have not rebounded fully yet.

The industry is mostly “back to normal” but there are many challenges and opportunities. The primary challenges are inflation and increasing competition. Clients continue to want more (and often for less) and the issue of last-minute client event design and programming changes remains a challenge. Many members also say that recruiting and retaining staff is an important issue.

There are always issues, and often perennial challenges, but the number of industry growth opportunities are promising. In response many members are changing and enhancing their sales and marketing strategies and targeting new or different event and group segments, and they are working more closely and effectively with key partners such as CVBs and hotels. Another key growth strategy is to pursue partnerships with event producers, vendors and other groups. Overall, the environment for major new capacity investments such as renovations and expansions is positive in many regions of the world, as is support for operational improvements and technology investments. Still, the biggest opportunity is simply the health of the events and meetings industry which has rebounded quite strongly over the past few years.

“We’ve witnessed a shift towards more diverse and innovative event formats, and a growing emphasis on sustainability and technology integration. Additionally, there’s been a notable increase in client expectations for seamless coordination and customization, requiring us to adapt our services to meet these evolving needs effectively.”

– AIPC Member

Average Worldwide AIPC Member Gross Revenue, Attendance, and Total Event and Group Bookings 2024 Compared to 2019 (Through April/May of Each Year)

Average Member Revenue 2024 Compared to 2019	Average Member Total Estimated Attendance 2024 Compared to 2019	Average Member Total Event and Group Bookings 2024 Compared to 2019
103%	91%	58%

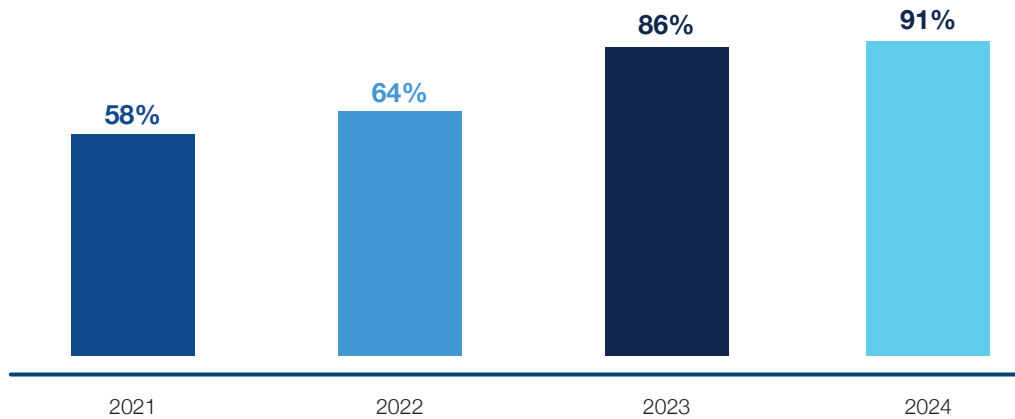
A number of additional key insight areas are explained below.



Insight #1: The average in-person attendance recovery worldwide for events held in 2024 compared to 2019 (YTD April/May period) has been 91%, which is up from 86% last year

The AIPC Member Survey data was collected in April and May of 2024. Last year's survey found that important client events and meetings, held up to about May of 2023, had recovered 86% of pre-pandemic attendance levels.

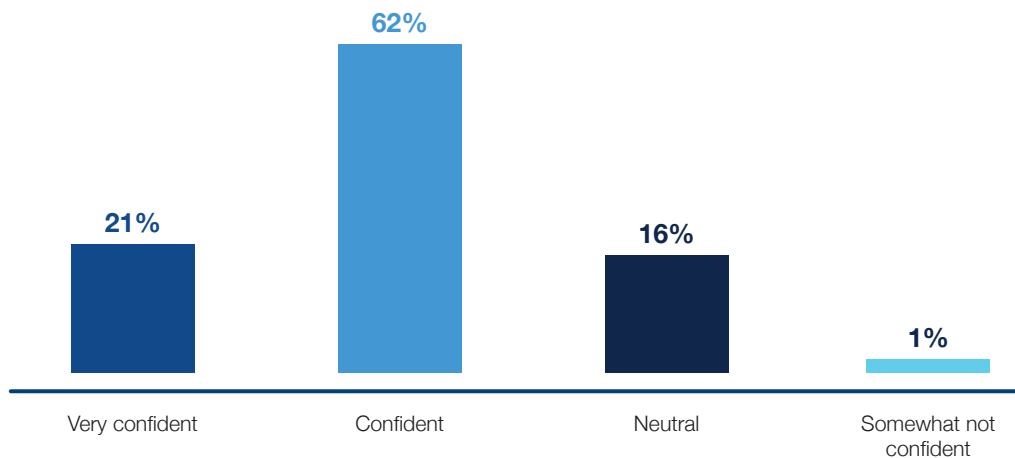
Estimated 2021, 2022, 2023 and 2024 In-Person Attendance Recovery Percentage vs. 2019 (through April/May Periods in Each Year)



Insight #2: AIPC members are confident the event and meetings industry will thrive over the next few years

A significant 83% of members feel very confident/confident the events and meetings industry will be healthy and grow over the next two to three years. A member noted in the survey they are seeing “Fewer events in quantity, but higher quality and revenue.” And another said, “We see big global tech, fintech, medical, aviation, sports and other industries surging.”

Event and Meeting Industry Outlook Over the Next Two to Three Years

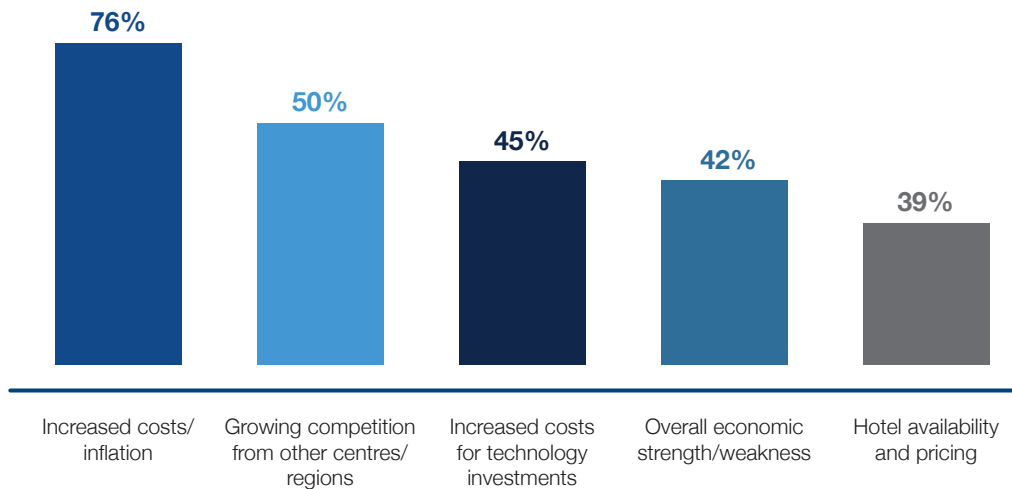




Insight #3: Inflation and competition are the primary risks to centre business growth

Overall operational service and commodities inflation is by far the top risk faced by members followed by competition from other centres and destinations. Growth continues to drive scarcity throughout the world and various economies and this is fueling price increases.

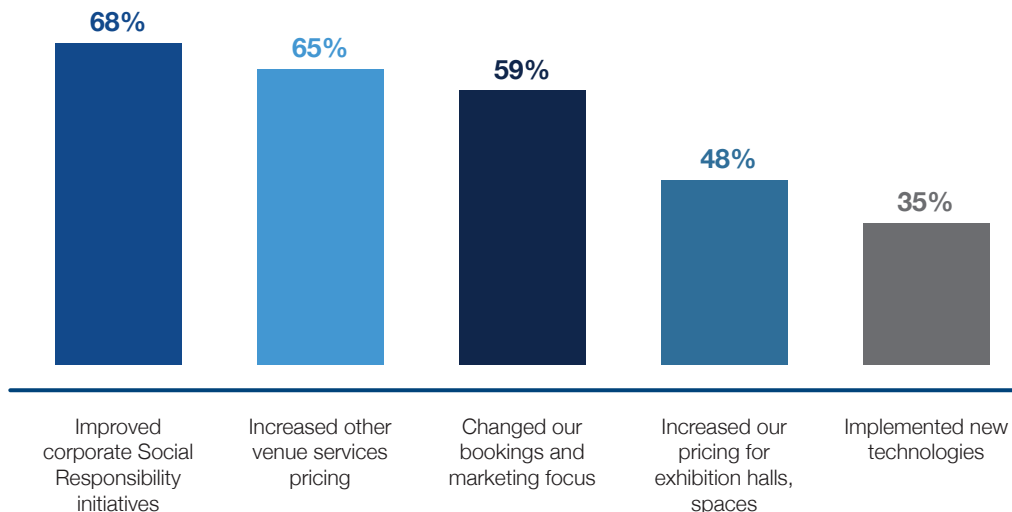
Primary Risks to Centre Business Growth – Top Five



Insight #4: CSR, services pricing increases, and different bookings and client market focus are the primary strategic business changes

In terms of important strategic changes, members have primarily changed or enhanced their corporate social responsibility (CSR) initiatives, increased venue services pricing, and changed their client bookings and marketing focus.

Strategic and Business Model Changes

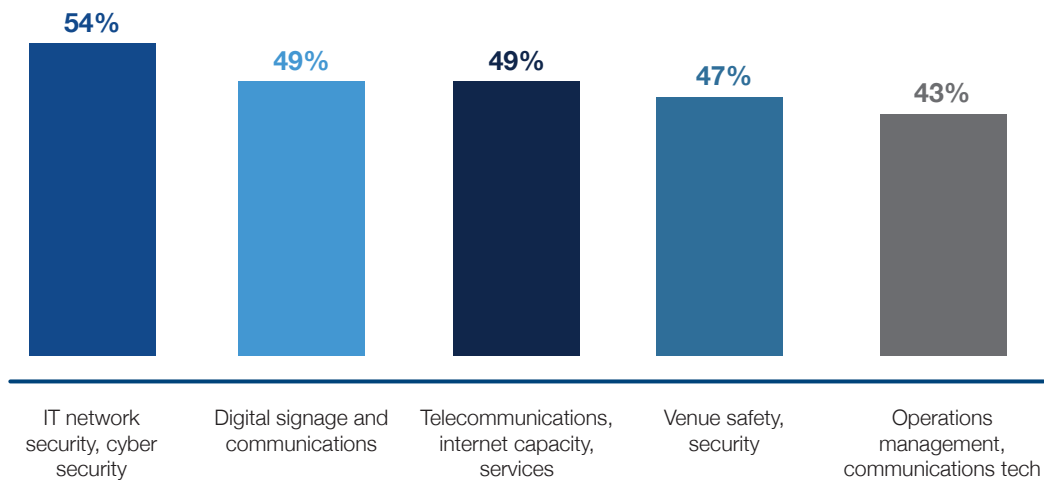




Insight #5: IT network security, digital signage and telecommunications capacity are the top technology areas seeing the most investment or team focus

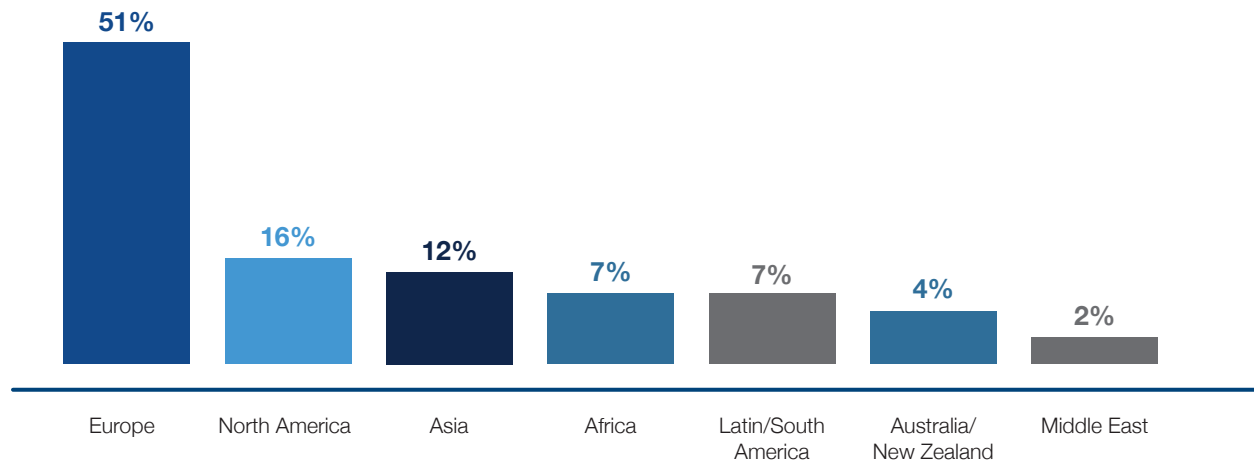
The top three technology investment areas are network security, digital signage and communications, and overall telecommunications/internet capacity and services. Other important areas seeing increasing investment include venue safety and security and operations-related management and communications technology.

Top Technology Investment Areas



Member Survey Response by Region

Just over half (51%) of the survey respondents are European members, 16% are North American venues, and 12% are in Asia.



The findings in this summary provide a portion of the insights from the study. The rest of the report provides the full research data and analysis.

I. Industry Performance and Outlook

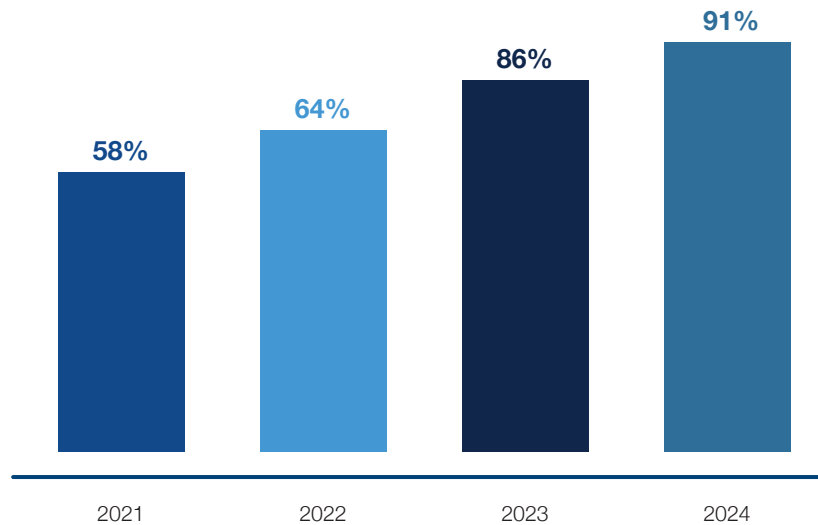
This section starts with a look at overall estimated attendance and gross revenue recovery trends compared to 2019. Risks to growth and the persistent impact of inflation are also included.

Attendance Level Overall for Events Held in 2024 (Through April/May) Compared to Same YTD Period in 2019

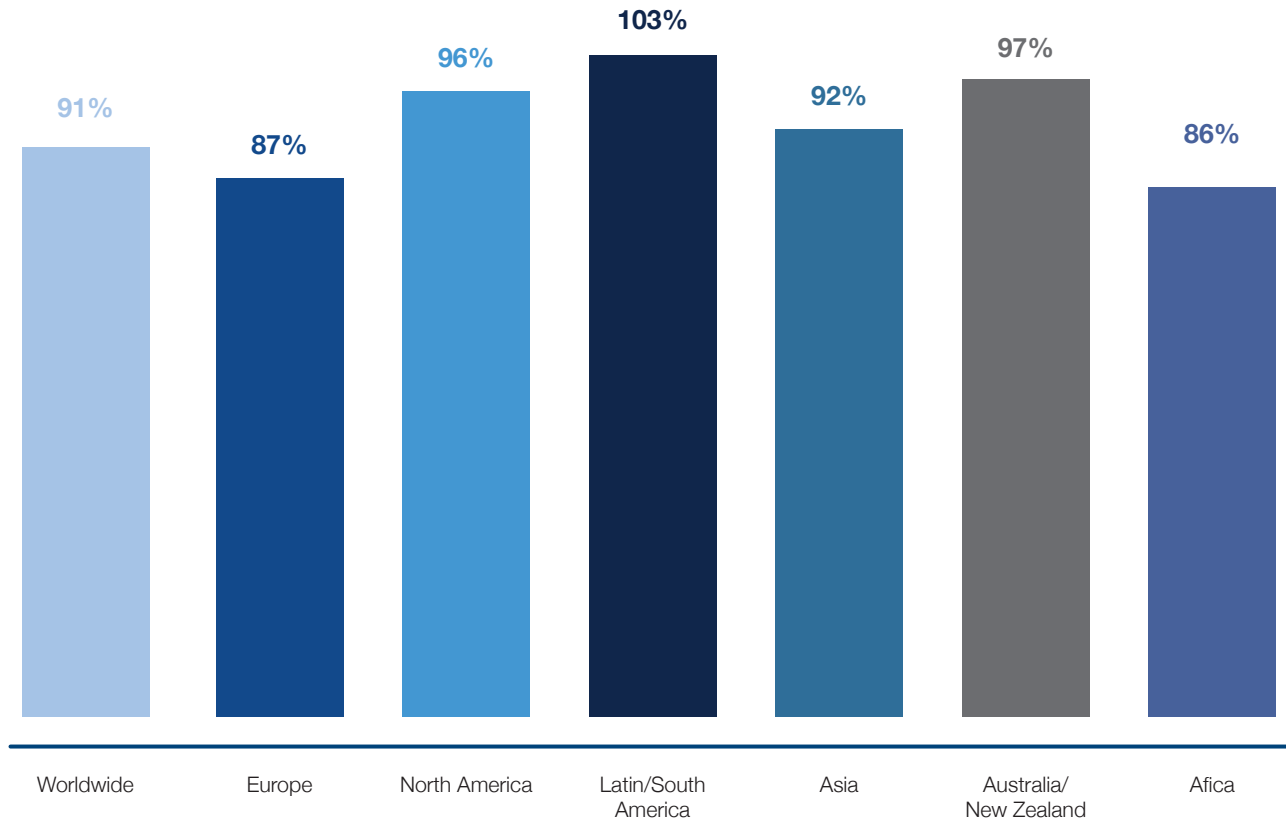
Survey Question: Overall, for events held in your centre so far to date in 2024, on a percentage basis, how has the total attendance level compared to the same period year-to-date in 2019?

On average worldwide AIPC members say that total attendance in the first four to five months in 2024 equals 91% of estimated attendance during the same period in 2019. This is an increase compared to the average 86% found in the 2023 survey.

Worldwide Estimated 2021, 2022, 2023 and 2024 In-Person Attendance Recovery Percentage vs. 2019 (April/May Periods in Each Year)



2024 Average Estimated Attendance Level Compared to 2019 Pre-Pandemic Period on % Basis – Major Regions Breakout



Estimated Gross Revenue Year-to-Date 2024 (Through April/May) Compared to the Same Period in 2019

Survey Question: How much estimated gross revenue has been secured in 2024 year-to-date, based on a percentage basis, compared to the same period in 2019?

Total gross revenue worldwide, on average, has surpassed the level last experienced in 2019 (during the same YTD April/May period). Collectively members say total revenues has reached 103% compared to the level in 2019. Sixty percent of members worldwide say they have matched or surpassed 2019’s revenue level. As with attendance, the members responded with a wide range of responses.

2024 Average Gross Revenue Compared to 2019 Pre-Pandemic Period on % Basis

Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
103%	110%	107%	67%	91%	111%	126%

Sixty percent of members worldwide say they have matched or surpassed 2019’s gross revenue level (when comparing the year-to-date periods through April/May).

Has Total Number of Event and Group Bookings in 2024 Surpassed Level in 2019

Survey Question: Has your centre's total number of event and group bookings in 2024 matched or surpassed the level seen in 2019?

Centre revenue, on average, has rebounded to 2019 levels and attendance is at over 90% of the pre-pandemic level. But the total number of bookings has only reached 2019 levels for 58% of members worldwide.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	58%	68%	45%	83%	40%	33%	33%
No	42%	32%	55%	17%	60%	67%	67%

Strength of Regional Economic Activity and Business Growth

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

Just over half of members around the world say they see the state of their regional economy as moderate, and 27% say it's strong. North America and Asia are the strongest regions.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Strong growth/activity	27%	21%	46%	0%	45%	25%	33%
Moderate	52%	59%	18%	43%	54%	75%	67%
Weak	20%	20%	36%	57%	0%	0%	0%
Very weak, flat to no growth	1%	0%	0%	0%	0%	0%	0%

Confidence Level Events and Meetings Industry Will Grow Over Next Three to Five Years

Survey Question: How confident are you about the overall events and meetings industry health and growth prospects over the next three to five years, i.e., what's your outlook for the industry?

The steady industry rebound has made convention centre management teams confident about the industry outlook. A significant 83% of members say their overall events and meetings industry outlook is either confident or very confident in terms of expected growth over the next few years. North American members are the most confident compared to other major regions.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Very confident	21%	11%	45%	17%	10%	25%	33%
Confident	62%	71%	28%	67%	70%	75%	67%
Neutral	16%	14%	27%	16%	20%	0%	0%
Somewhat not confident	1%	3%	0%	0%	0%	0%	0%

Risks to Centre Business Growth

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

Overall operational service and commodities inflation is by far the top risk followed by competition from other centres and destinations, and increasing costs of technology-related investments. In short, growth is driving scarcity throughout the world and is fueling pricing increases.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Increased costs/inflation for venue management and operational services and equipment	76%	74%	73%	100%	80%	100%	100%
Growing competition from other centres / regions	50%	45%	36%	50%	90%	25%	100%
Increased costs specifically for technology-related investments (either internal or client/user-facing)	45%	50%	45%	33%	30%	50%	100%
Overall economic strength/weakness	42%	45%	45%	50%	20%	50%	100%
Hotel availability and pricing	39%	47%	45%	33%	20%	25%	33%
Air travel issues (pricing, availability, airlift, route access, etc.)	38%	29%	45%	33%	30%	75%	67%
Subvention and government funding to secure events	24%	18%	0%	0%	40%	75%	100%
International conflict	20%	29%	9%	0%	20%	0%	0%
Sustainability, environmental concerns	18%	26%	9%	0%	10%	0%	67%
Smaller sized local events	18%	16%	36%	17%	20%	0%	22%
Changing government priorities	18%	13%	18%	50%	0%	50%	67%
Event and group re-booking, re-scheduling challenges	13%	11%	27%	17%	10%	0%	33%
Reduced event and marketing spends/ reduced operating days or footprint	12%	11%	9%	33%	10%	0%	33%
Low demand from traditional event clients and groups	12%	8%	9%	0%	30%	0%	67%
Replacement of events with online alternatives	12%	8%	0%	17%	30%	0%	33%
Low attendance especially from non-local attendees	11%	13%	18%	17%	0%	0%	0%
Legal issues with clients, major disagreements and/or negotiations	8%	11%	0%	0%	0%	25%	33%
Government / corporate restrictions on meetings	8%	5%	18%	0%	0%	0%	67%
Immigration or visa requirements limiting access	7%	5%	18%	0%	0%	0%	33%
Increases of corporations and individuals using digital media and communications	7%	5%	0%	0%	20%	0%	0%
Reputational issues	4%	3%	0%	0%	0%	0%	33%

2019 to 2024 Comparison: Risks to Centre Business Growth

This data table compares the top five risks seen today with what the members saw as concerns in 2019. It's telling that the 2019 survey didn't even ask about inflation and cost increases, but it's also interesting that competition was more of a concern five years ago. But as the industry continues to recover and grow, and as centres and destinations continue to invest in new infrastructure and services, expect competition to be seen as an even more serious challenge over the next few years.

	Worldwide 2024	Worldwide 2019
Increased costs/inflation for venue management and operational services and equipment	76%	Not asked
Growing competition from other centres / regions	50%	68%
Increased costs specifically for technology-related investments (either internal or client/user-facing)	45%	Not asked
Overall economic strength/weakness	42%	29%
Hotel availability and pricing	39%	49%
Air travel issues (pricing, availability, airlift, route access, etc.)	38%	31%

“(The challenges are) constant increases in operational costs, inflation, building obsolescence, and disorganized last minute meeting planners – as well as staffing nights and weekends, and general political and economic uncertainty.”

– AIPC Member

Inflation

Survey Question: Have any of your core venue management budget areas or event services related costs increased considerably by 5% to 15% or more over the past 12 months?

As noted directly above, inflation is the top risk to centre business growth performance and a total of 81% of members say they are still seeing meaningful price increases for many of their core venue management budget areas or event services. Members are mostly experiencing inflation in all or most services and utilities. Others also often specifically mentioned F&B, labor staffing across various categories, AV, maintenance, cleaning, and various commodities/raw materials.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	81%	92%	73%	80%	56%	100%	100%
No	19%	8%	27%	20%	44%	0%	0%

Average Client Spend

Survey Question: Has your centre's average client event spend matched or surpassed the level seen in 2019?

Over three-quarters of AIPC members say their typical client event spend has matched or surpassed the 2019 level. Latin/South American members along with those in Europe and North America have seen the strongest client-specific spending increases. Members say their key clients are primarily spending more around “all areas,” and more specifically, F&B, AV, and facility rent.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	77%	86%	73%	100%	56%	67%	33%
No	23%	14%	27%	0%	44%	33%	67%

Average Client Spend in 2024 Surpassed 2023

Survey Question: Has your centre's average client event spend for events held so far in 2024 matched or surpassed 2023?

Seven out of ten members have seen their average client’s event spend increase so far in 2024 compared to last year. The average increase for all members worldwide is 16%.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	70%	73%	64%	67%	70%	67%	67%
No	30%	27%	36%	%	30%	33%	33%

“We see big global tech, fintech, medical, aviation, sports and other industries surging.”

– AIPC Member

II. New Business Strategies, Revenue Streams & Innovations

This section covers how strategies and business models are changing. Also included is an overview of new revenue streams and innovations added by members in the last year.

New Strategies, Business Models or Pricing Changes

Survey Question: Over the past year, have you instituted any of the following important new or different business strategies, models or pricing changes, or partnerships?

In terms of important strategic changes made over the past year, members have primarily changed or enhanced their corporate social responsibility (CSR) initiatives, increased venue services pricing, and changed their client bookings and marketing focus.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Improved Corporate Social Responsibility (CSR) initiatives	68%	74%	55%	80%	60%	100%	30%
Increased other venue services pricing	65%	69%	55%	80%	70%	75%	67%
Changed our bookings and marketing focus, orientation to certain types of events or groups	59%	54%	55%	60%	90%	75%	33%
Increased our pricing for exhibition halls and major event spaces	48%	54%	64%	40%	30%	50%	33%
Implemented new technologies	35%	34%	36%	60%	20%	100%	0%
Started to offer important new services or lines of business	30%	26%	0%	80%	40%	0%	100%
Partnered with event producers to launch or co-own events, or cost/profit/risk share	24%	26%	27%	20%	10%	0%	100%
Changed the way we calculate pricing for exhibition halls and major event spaces (e.g., changed from per day to per event, or gross space vs. net, etc.)	21%	29%	18%	0%	10%	25%	0%
Other important partnership(s)	18%	20%	0%	40%	10%	0%	67%
Changed critical services provider partner(s) such as F&B or telecommunications	14%	11%	0%	20%	10%	0%	33%
Changed formal relationship with CVB/ DMO/city-regional destination marketing partner	10%	6%	9%	60%	10%	0%	0%
Changed venue name, logo or branding	7%	9%	0%	20%	10%	0%	0%
None/Not applicable	1%	0%	0%	0%	0%	0%	0%
Other	11%	14%	18%	0%	0%	0%	33%

New Revenue Sources

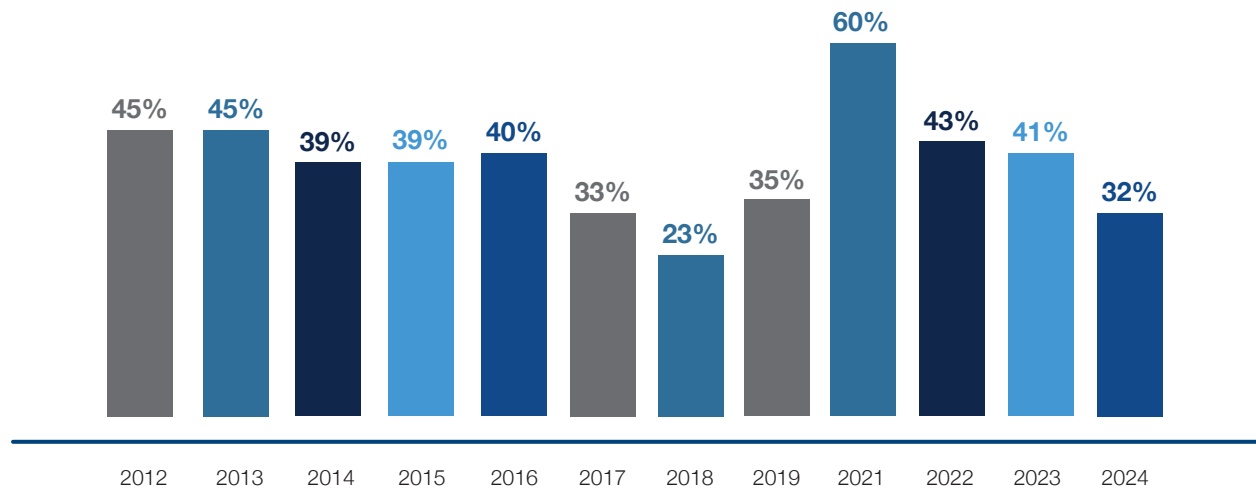
Survey Question: Have you added any new important revenue sources in the past year?

Thirty-two percent of members added at least one important new revenue source in the past year. This compares to 41% of members that say they added a revenue stream in 2023. Often noted new revenue areas are in these categories: F&B including outside catering, AV, sponsorships and media content development or advertising, booking consumer-oriented live attractions, entertainment and touring exhibitions, and producing venue-owned events.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	32%	29%	30%	17%	50%	0%	100%
No	68%	71%	70%	83%	50%	100%	0%

Multi-Year Trends: Centres that Added a New Revenue Stream 2012 to 2024

When business is “good” and the event and meetings industry is expanding centres tend to not need to focus on adding new revenue streams quite as much as they do in weaker market environments.



Innovations Added in the Past Year

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

Thirty-nine percent of members instituted a new innovation or management/operational idea or change over the past year. Many venues are essentially continuing to add and use various technology platforms and overall digitize their venues and operations.

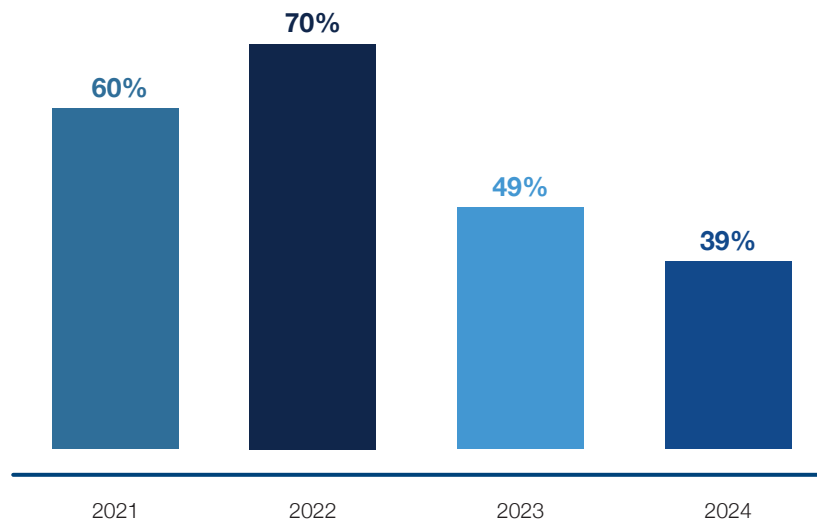
	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	39%	46%	10%	50%	30%	67%	0%
No	61%	54%	90%	50%	70%	33%	100%

Often mentioned innovations and new ideas include:

- Various software platforms for internal and client/event management, operations, and marketing
- Digital signage
- Upgraded services or equipment/technology for AV, technology and F&B
- Management team and operation structure reviews/changes
- Strategic booking emphasis and target marketing changes
- Internal data analysis upgrades and focus

Multi-Year Trends: Percentage of Members with New Innovations 2021 to 2024

Over the past few years many innovations and new ideas and practices were adopted and most of these have been technology-based. Over the past year centres have been using and fine-tuning these changes and technologies as business has rebounded, which has reduced the urgency around innovation.



III. Client Trends

This section begins with data on the strongest client and group sectors. How centre management teams are handling “last minute” client change requests and how clients are changing is also covered in-depth.

Event and Client Group Categories with Best Near-Term Growth Outlook

Survey Question: What types of events and groups do you think will provide the best opportunities for growth over the next one to two years?

A mark of an expanding economy worldwide is seen in that the top client segment expected over the next few years are national and international corporate meetings, and this is especially the case in Europe. Corporate events are usually the most cyclical part of the industry, although exhibitions have become more cyclical over the years as well.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
National or International corporate meetings	74%	82%	70%	60%	60%	100%	67%
Association conventions with exhibits	72%	71%	80%	60%	70%	100%	60%
Association conferences and meetings	65%	62%	60%	80%	50%	100%	80%
Exhibitions, trade shows and trade fairs	43%	44%	50%	40%	40%	25%	40%
Entertainment events	33%	29%	0%	40%	70%	50%	40%
Consumer and public shows	32%	18%	60%	20%	50%	25%	20%
Governmental events and meetings	28%	24%	20%	20%	40%	50%	67%
Local corporate meetings	26%	24%	20%	40%	20%	25%	67%
Sporting events	17%	9%	20%	20%	30%	0%	67%
Government priority industries	10%	9%	10%	20%	0%	50%	0%
Incentives	9%	12%	10%	0%	0%	25%	0%
Other	1%	3%	0%	0%	0%	0%	0%

2019 to 2024 Comparison: Event and Client Group Categories with Best Near-Term Growth Outlook

The five-year comparison in the table suggests that, similar to 2019, the industry today is in an expansionary phase driven by strong economic growth (with variations around the world). In strong economic periods major corporate events tend to expand. The five-year comparison shows that both governmental events and local corporate meetings have not rebounded back to 2019 levels.

	Worldwide 2024	Worldwide 2019
National or International corporate meetings	74%	73%
Association conventions with exhibits	72%	69%
Association conferences and meetings	65%	65%
Exhibitions, trade shows and trade fairs	43%	39%
Entertainment events	33%	29%
Consumer and public shows	32%	22%
Governmental events and meetings	28%	41%
Local corporate meetings	26%	58%
Sporting events	17%	14%
Government priority industries	10%	Not asked
Incentives	9%	Not asked

“International corporates were slowest to return to full event trading post-covid but are now back to 2019 levels. Lead times are in general shorter, except major events which now book further ahead than pre-covid trends.”

– AIPC Member

How Late “Last Minute” Client Change Requests are Handled

Survey Question: How do you manage and respond to increasing client requests for important event scope, operational or programming changes that are “late in the cycle” within about four weeks before the event is held?

It seems like many clients continue to request important event design, content and programming changes closer to event dates, and that this trend is accelerating. But this has been an issue for many years. The survey asked this question to gather insight on how members are responding. This was an open-ended question capturing member comments. A number of key themes in the comments include:

- Many members say they assess each request and try to make as many work as possible
- Charge separate fees, escalate pricing or assess fee penalties
- Outline clear late changes and pricing policies in contracts and service agreements
- On-going communication with clients and partners
- Improving operational efficiency to be able to make quicker changes later in the cycle
- Add event management staff

Select member quotes:

- “According to space availability we always try to meet clients’ requests.”
- “Being in the event industry means being flexible in all measures. Most of our suppliers are on-site.”
- “By maintaining positive relationships with the wider supply chain.”
- “Checklist prioritization and escalating pricing.”
- “Considering penalties if information is not received in time. Considering not providing the product or service if information is not received in a timely manner.”
- “Create more fixed formulas for F&B, set-ups and technique.”
- “Customer priority is our core value. We would firstly quickly assess the impact of the requested changes on the event. If it is feasible to implement these changes within the remaining time frame, we will go ahead to assist clients in organizing the event.”
- “Higher prices for additional orders, cancellation terms.”
- “Hold regular Zoom meetings. Notify in the price list and elsewhere that a cancellation fee will be charged two weeks in advance.”
- “Increased number of internal meetings including all departments and partners to make sure everyone is on the same page, chasing clients for information as early as possible, more often taking over the role of an PCO since clients have little or limited know-how, and in some areas assess late order fees because materials cannot be delivered at the same price due to short term order.”
- “Increased the size of the event management team to enable planning and delivery of both long- and short-term events.”
- “Increased use of AI to answer queries or institute the changes on our internal systems, charging for changes at the same time.”
- “Pending the request we do have surcharges that we would apply, i.e., 20% surcharge on any food and beverage added after final guarantee has been provided.”

- “Up to now we accommodated every late request. However, we are currently working on publishing and implementing clear service level agreements.”
- “We adapt and accommodate where possible, however we levy surcharges for late orders on key services, e.g., rigging and power.”
- “We have a strong crisis management team and a lot of experience in last minute issues.”
- “We have implemented a pricing model to increase client incentives to complete Planning six weeks before the event. Furthermore, we have changed our T&C to safeguard us from clients downsizing and/or changing the total scope of the event.”
- “We have implemented a staircase model on prices, so you pay more for late bookings and get discounts for early bookings.”
- “We have streamlined our staffing based on job function to accommodate for short lead events and last-minute changes. In terms of pre-planning, our F&B team have also designated certain menu types to accommodate for short-term events.”
- “We have to ensure we provide clear communication and prioritize based on impact, e.g., catering requirements vs. room setup. We have to assess the feasibility of each request considering logistical constraints and potential repercussions. At this stage we have to have open and honest conversations to discuss if changes are viable without compromising quality or timelines and the ability to implement them efficiently. If we are not able to meet clients adjustments we can explore alternative solutions to mitigate any concerns. Effective collaboration, adaptability, and proactive problem-solving are key in navigating these challenges.”
- “We just need to handle the situation. But we have different price levels.”

How Event and Group Clients are Changing

Survey Question: How have your most important event and group clients changed over the past few years?

Here is another important question that received write-in comments. The main themes in the responses include:

- Shorter booking and planning time-frames
- More budget and cost focused
- More negotiations
- Requiring more services
- Increased focus on environmental sustainability
- Experiential upgrades required by corporate and certain larger clients
- Some members say many client teams are less qualified as in the past – while others say these teams are getting more sophisticated
- A few members noted lower attendance – yet other members note strong growth in certain industry sectors

Select member quotes:

- “A general decrease in professionalism especially from PCOs.”
- “Association business has always been our best performer, over recent years however we are seeing changes in their booking methods in terms of lead time, whereby pre-pandemic the lead time would have been 2 to 4 years for the national association market and 3 to 5 years for international, this has shifted to a 1-to-3-year timeline for decision making for the national market and 1.5-to-5-year timeline for decision making for the international market. In addition, sustainability has also impacted our win rate of business whereby some associations place a focus solely on the environmental factors of sustainability due to a flight required to access to our destination and not on the membership sustainability in the local area within a specific specialism.”
- “Association business has been the most important clients over the last few years. Increased need for more flexible networking spaces is apparent as is reduced lead times.”
- “Attendance is lower post-pandemic. Planners are most cost-conscious.”
- “Better at managing their P&L.”
- “Clients are more specialized and have more knowledge about how to produce events.”
- “Clients have lost skills, experience and maturity when it comes to planning and organizing events. There is no sense of urgency and attention to detail.”
- “Clients confirm and contract their events later and try to safeguard their cash flow by postponing payment, and/or negotiate payment terms.”
- “Corporate clients are looking for sustainable venues only.”
- “Delay confirmation, require tailor-made services as one-stop solution for operations.”
- “Fewer events, less on-site attendance, required streaming or video recording.”
- “Higher expectations, want more services included.”
- “International corporates were slowest to return to full event trading post-covid but are now back to 2019 levels. Lead times are in general shorter, except major events which now book further ahead than pre-covid trends.”
- “Lack of event planning know-how, more negotiations regarding price and contract terms, and shorter lead time in the decision-making process.”
- “Lack of experience at many new PCOs and clients to industry. Last-minute planning and unrealistic expectations for venue to ‘fix’ client issues. The industry will take time to rebuild skills.”
- “Last minute confirmation and requests, and more focus on sustainability related matters.”
- “Lower budget and lower attendance.”
- “Many meeting planners are less experienced than their predecessors.”
- “More festivalization and side events outside the venue.”
- “More government bookings and late bookings. Associations are budget conscious and sometimes do not maintain rotation cycle within the different provinces. Corporate clients want a different experience.”
- “More high demanding and last minute.”
- “More risk and cost conscious. Want to include more value to the offer, more interactive formats.”
- “Much more budget conscious.”
- “Not much change in our most important groups and clients.”

- “Not much. Changes had to do mostly with technological requests and needs.”
- “Over the past years the events have grown in revenue and the average duration has also increased. More contract negotiations, increase in government business, and increase in long-term and multi-year deals.”
- “Shorter booking lead times.”
- “Some are only transitioning back to in-person now. Most have increased their exhibition space to increase revenue.”
- “Sustainability measures and impact. AV is a commodity.”
- “Takes longer time to negotiate, more discussions about risks, minimizing costs and more flexible cancellation terms have to be in order to get the clients loyalty. They say sharing risks, but I believe the venue has taken over more risk.”
- “They are investing in CSR.”
- “They are more and more saving money, their staff changes and also knowhow on their side, they try to move their work to our side, they carry out more hybrid meetings which means less revenue for us, and they expect more flexibility and change their plans.”
- “They have resumed normal business since 2023.”
- “Tighter budgets, later to book and confirm, later with planning information.”
- “To our surprise, no big changes.”
- “Under more pressure from a resource point of view.”
- “Unpredictable, less budget but same expectations than they had before.”
- “We are seeing the increased use of new third-party planners either taking over the planning of existing client programs or bringing new clients to the center.”
- “We see big global tech, fintech, medical, aviation, sports and other industries surging.”
- “We’ve witnessed a shift towards more diverse and innovative event formats, and a growing emphasis on sustainability and technology integration. Additionally, there’s been a notable increase in client expectations for seamless coordination and customization, requiring us to adapt our services to meet these evolving needs effectively.”

Event Producer Trends from Recent Access Intelligence Studies

Access Intelligence surveys diverse groups of event producers and meeting planners multiple times a year. These groups are primary associations with conventions and conferences, for-profit exhibition and conference producers, top corporate event and meeting groups, and other organizations that book top convention centers and major hotel facilities around the world. A majority of these survey respondents are based in North America.

Key findings from studies conducted in late 2023 and early 2024 outline many of the trends and issues impacting the client-side of the industry:

- **The industry growth outlook is good to very good.** A total of 73% of event producers and meeting planners say they are “very confident” or “confident” the industry will experience moderate to strong growth over the next few years.
- **Event producer growth strategies.** The top three growth strategies are to continue to grow organically, pursue partnerships, and launch new events with exhibits in currently served markets.
- **Event producers are optimistic about revenue and attendance growth.** Event management total gross revenue is expected to increase by 15% on average in 2024 – and attendance is seen growing by 11%.
- **Inflation is still a major issue.** 98% of event producers say cost increases are “significant” or “moderate.” Inflation remains by far the top risk to growth for most event producers and meeting planners. Over three-quarters of event management professionals see various event management and service costs continuing to increase.
- **Attendee trends:** Attendees are still registering later and later in the event cycle (a long-term trend), and they are getting harder to reach via marketing messaging. The impact of hybrid and work-from-home trends on attendance seems to have moderated.
- **Attendance recovery industry-wide continues but has still not reached 100% compared to 2019.** The average industry attendance recovery percentage at the end of 2023 compared to 2019 was 87%.
- **Event management professionals’ top hotel issues** are high room rates (which is no surprise), hotel staffing issues, and higher F&B requirements to secure room blocks.
- **The industry recovery has been strong...** But there are three main challenges impacting event producers and meeting planners – inflation; concerns about some attendance softness due to costs, travel issues and time conflicts; and the on-going need for continued technology innovation, investment and adoption.

How Leading Event Producers and Meeting Planners Expect Their Venue Requirements to Change Over the Next Few Years

Event producers continue to want enhanced services at venues (technology, AV, F&B, etc.) and continued upgrades and improvements to the somewhat intangible areas of event experience and ambiance.

	% Event Producers
Enhanced technology, telecommunications needs, bandwidth	68%
Improved overall event, venues experience ambiance, aesthetics	56%
Enhanced audio-visual services needs	54%
Higher-quality food and beverage services	49%
More overall multi-function capabilities, venue flexibility	46%
Higher quality meeting rooms	41%
Improved signage and way-finding	39%
More green and environmental sustainability initiatives	39%
More exhibit space required	34%
More meeting room space	34%
More attendance promotion assistance	34%
Improvements in access to transportation (taxis, shuttle buses)	27%
More general session space	22%
More pre-function space	22%
More parking	10%
More ballroom space	7%

Source: Access Intelligence Research & Consulting 2024 Survey of Event Producers and Meeting Planners

Event Producer Comments on Working with Venues and the State of the Industry

- “Attendance building continues be a challenge.”
- “Labor costs and the increase in F&B, as well as AV needs are still challenges for the industry. Ongoing issues with Visas for some countries is also a challenge.”
- “New generation of potential delegates is less likely to join professional societies, unless there is a compulsory professional development scheme in place.”
- “Our hard cost have increased 250% from 2019 yet client spending has decreased 5% to 10%.”
- “Overall cost to exhibit continues to climb. And in light of the growth and adoption of alternative ways to reach customers, some of which were necessitated by the pandemic, many companies that previously exhibited with us have opted not to. Technological advances may contribute to this trend continuing to accelerate.”
- “People are more selective in where and when they engage in events with more things vying for the same attention.”
- “Tier 1 cities, and high Tier 2 cities, are becoming expensive for mid-sized events (those with about 3,000 attendees). Additionally, most of these destinations are reluctant to book mid-sized events more than a few years out.”
- “Venues should share ideas of how other groups have used spaces in more experiential ways. We’re looking for ways to build additional experiences into the program.”
- “We are trying to plan the program of the future to cater to the various generations and learning styles.”

Event Producers and Meeting Planners on Important Convention Centre Features and Amenities When Evaluating Facilities to Book

Event producers want all-in-one complexes next to HQ hotel properties – and high-quality F&B, quality facility “ambience” as well as state-of-the-art AV services, and large modern ballroom spaces. The bigger exhibitions are also still focused on quality of large exhibit halls.

	% Event Producers
Facilities “under one roof” (ex. halls, meeting rooms, flex space in 1 complex)	81%
Quality of F&B services	74%
Quality overall ambience, aesthetics	70%
Adjacent to hotel(s)	63%
AV capabilities	63%
Ballroom size, quality	59%
Efficient transportation options	59%
High-tech meeting rooms	52%
Multi-function flexible space	52%
Column-free exhibition space	48%
Pre-function space	48%
Efficient loading dock facilities	44%
Digital signage, wayfinding	33%
Auditoriums, lecture halls, theatres	30%
Sustainability initiatives	19%

IV. Venue Infrastructure and Technology Investments

Provided here are findings around building and expansion projects and how centres are investing in technology.

Major Investments: New Builds, Expansions and Renovations

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

The focus of most major capital investments by members is on renovations. A total of 52% of members worldwide are in the planning phase for a renovation or have a renovation project already underway. Thirty-one percent said they have no major capital investment development plans or projects currently which can be flipped around to say that 69% of members in fact do have some type of project underway.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
No development plans currently	31%	27%	55%	20%	10%	50%	33%
Renovation underway	26%	29%	9%	40%	40%	0%	33%
Renovation in planning stage	26%	21%	9%	40%	60%	0%	67%
New build project in planning stage	17%	21%	27%	20%	0%	0%	33%
Expansion in planning stage	13%	21%	0%	0%	10%	0%	33%
New build project underway	10%	6%	0%	20%	20%	50%	0%
Expansion underway	6%	9%	0%	20%	0%	0%	0%
Planned project/building investment has been postponed	6%	9%	0%	0%	0%	0%	0%

Is the Government Making Investments that May Compete with Your Venue?

Survey Question: Are there any Government investments taking place or planned that may compete with your venue?

Only 17% of members say their regional governments are making investments, or planned investments, which may compete with their centres.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	17%	15%	18%	17%	40%	0%	0%
No	83%	85%	82%	83%	60%	100%	100%

Will Major Investment Spending Be Greater in Next Three to Five Years Compared to the Period Between 2015 and 2020?

Survey Question: Overall, over the next three to five years do you expect your total convention centre-related investment spending (in all areas not only expansion/renovation/major technology upgrades, etc.) to be higher, the same, or lower than the period between 2015 to 2020?

Sixty-four percent of AIPC members say they are or will be investing more resources over the next few years than their centres did between 2015 to 2020.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Higher	64%	68%	45%	40%	100%	67%	67%
Same	19%	18%	36%	40%	0%	33%	0%
Lower	11%	9%	9%	20%	0%	0%	33%
Not applicable	6%	6%	9%	0%	0%	0%	3%

Which Venue Areas Needs the Most Enhancement or Investment

Survey Question: Which spaces and areas in your venue need the most enhancement or investment?

The top three venue areas most in need of investment are meeting rooms, signage and technology.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Meeting rooms	49%	47%	64%	60%	50%	33%	67%
Signage	43%	44%	55%	40%	40%	67%	33%
Technology infrastructure or services	39%	41%	27%	40%	40%	33%	67%
Exhibit halls	32%	38%	36%	20%	20%	33%	33%
Kitchen(s)	26%	29%	9%	0%	30%	33%	100%
Pre-function spaces	25%	15%	55%	20%	30%	0%	67%
Ballroom(s)	25%	15%	45%	20%	40%	0%	67%
Outdoor, outside areas	20%	18%	18%	40%	10%	33%	67%
Venue connections and links to transportation, such as shuttle bus and taxi areas	20%	15%	9%	60%	30%	0%	33%
Venue connections and links to hotels or other key buildings	19%	12%	27%	20%	20%	0%	67%
Theatres / Entertainment facilities	17%	9%	18%	20%	30%	33%	67%
Client-facing food service areas and restaurants	16%	12%	9%	20%	40%	0%	33%
Loading dock and related areas	13%	6%	18%	40%	20%	33%	0%
Business centre	7%	6%	0%	0%	20%	0%	33%
Other concession areas and store-fronts	4%	0%	0%	0%	20%	0%	0%
Other	14%	15%	9%	0%	10%	67%	33%

2019 to 2024 Comparison: Which Venue Areas Need the Most Enhancement or Investment

The five-year comparison show that signage has become more important and, somewhat surprisingly, technology has become less in focus in terms of areas that need investment. This is because many members have invested significantly in various technology capacities, platforms and services over the past few years.

	Worldwide 2024	Worldwide 2019
Meeting rooms	49%	47%
Signage	43%	37%
Technology infrastructure or services	39%	52%
Exhibit halls	32%	41%
Kitchen(s)	26%	27%
Pre-function spaces	25%	28%
Ballroom(s)	25%	28%
Outdoor, outside areas	20%	21%
Venue connections and links to transportation	20%	14%
Venue connections and links to hotels, other buildings	19%	14%
Theatres / Entertainment facilities	17%	Not asked
Client-facing food service areas and restaurants	16%	29%
Loading dock and related areas	13%	22%
Other concession areas and store-fronts	4%	9%

Technology Areas Seeing the Most Investment or Team Focus

Survey Question: In which of the following technology-related areas are you investing the most or placing the most management or organization focus?

The top three technology investment areas are network security, digital signage and communications, and overall telecommunications/internet capacity and services.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
IT network security, cyber security	54%	59%	55%	0%	40%	100%	100%
Digital signage and communications systems	49%	59%	55%	60%	30%	25%	33%
Telecommunications, internet capacity and services	49%	47%	55%	20%	60%	25%	100%
Venue safety and security	47%	44%	55%	20%	40%	75%	100%
Overall venue operations management and communications technology	43%	41%	36%	60%	50%	25%	67%
Electrical, HVAC and/or lighting	41%	41%	45%	40%	40%	25%	100%
Sales and marketing	41%	29%	55%	60%	50%	50%	33%
Waste management	39%	32%	45%	40%	50%	50%	67%
Audio-Visual	34%	44%	18%	20%	20%	100%	0%
Human resources, staffing software and platforms, professional development, career progression, mental and well-being initiatives	33%	32%	9%	20%	40%	75%	67%
Food and beverage-related (such as online ordering, self-service, etc.)	27%	24%	18%	40%	20%	50%	67%
Event production services	20%	29%	0%	40%	0%	25%	0%
Video, streaming, broadcasting services or studios	7%	8%	9%	0%	0%	0%	0%
Other	4%	6%	9%	0%	0%	0%	0%

V. Staff Recruitment, Training and Retention

Recruiting and retaining suitable employees is still considered to be challenging for most members. Covered here is analysis of new initiatives and systems to enhance or streamline talent recruitment, training and retention. Also included is examination of what centre management teams are hearing in departing staff exit interviews.

How Challenging is Staff Recruitment and Retention

Survey Question: How challenging is recruiting and retaining suitable employees?

A total of 45% of members say recruiting and retaining suitable employees is extremely/very challenging. This is down from 58% in 2023.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Extremely challenging, critical	10%	6%	10%	0%	20%	50%	0%
Very challenging	35%	44%	0%	40%	40%	50%	0%
Challenging	39%	29%	80%	60%	30%	0%	67%
Somewhat challenging	12%	18%	0%	0%	0%	0%	33%
Not at all challenging	4%	3%	0%	0%	10%	0%	0%

2019 to 2024 Comparison: How Challenging is Staff Recruitment and Retention

The multiyear comparison here shows that challenges around staffing have been significant for many members since before the pandemic.

	Worldwide 2024	Worldwide 2019
Extremely challenging, critical	10%	9%
Very challenging	35%	32%
Challenging	39%	30%
Somewhat challenging	12%	22%
Not at all challenging	4%	7%

Difficulty Finding Job Candidates at Various Staffing Levels

Survey Question: Are you finding it more difficult to find job candidates with the skills you need at various staffing levels?

By far, and a continuation of the trend, it is most difficult for members to find mid-level management staff, followed by entry-level. Twenty-eight percent of members say they are challenged to find senior management as well.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes, at the senior management and executive level	28%	21%	10%	40%	44%	75%	0%
Yes, at the mid-level management level	65%	65%	60%	40%	89%	100%	67%
Yes, at the entry or part-time level	43%	41%	60%	0%	33%	100%	33%
No	12%	12%	10%	%	11%	0%	33%

New Initiatives or Approaches to Improve Recruitment, Training and Retention

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

Exactly half of members have undertaken a new initiative to enhance or streamline talent recruitment, training or retention. These initiatives often include a focus on increasing pay, offering more training, partnering with colleges and universities, using technology, and providing more flexible work schedules.

	Worldwide	Europe	N. Amer.	Latin/S. Amer.	Asia	Aus./NZ	Africa
Yes	50%	47%	50%	40%	40%	100%	67%
No	50%	53%	50%	60%	60%	0%	33%

Member comments on talent recruitment and retention initiatives:

- “A focus has been made on on-boarding course and training.”
- “By working with local education providers, we have highlighted the career options available in the events industry. We have engaged with a number of placements, internships and work experience programs to develop and retain talent.”
- “Constant salary reviews. Immediate job offer at interview for casual staff. New welcome pack for all new staff. Reintroduced the Employee Attachment Inventory Survey (engagement).”
- “Continue to invest in personal and professional training.”
- “Deeper relationship with local college.”
- “Employee satisfaction is very important to us and regular surveys are conducted; increased benefits like meal vouchers, flexible working hours, home office, more training and mental health programs.”

- “Focus on onboarding process and training, regularly scheduled feed-back meetings, clear communication of job responsibilities and expectations.”
- “Greater flexible arrangements and benefits.”
- “HR performance system.”
- “Improving labor conditions in general (number of hours, hour times, salary).”
- “Increased focus on human resources.”
- “Increased salaries and benefits. Training and mentoring.”
- “Instant recognition program - powered by Achievers.”
- “Internal surveys, audit skills.”
- “Investing more in our existing team, developing skillset, mentoring, training programs.”
- “Leadership development program and executive management course.”
- “More on social.”
- “More online introduction program, HR systems, more focus on employer branding activities.”
- “New learning management system, new performance management system, new wellbeing strategy.”
- “New platform.”
- “Online internship, post job vacancies on our website and recruit.”
- “Recruitment assessment and great place to work program.”
- “Staff engagement programs, training and rewards.”
- “The use of an online recruitment portal linked to LinkedIn. A specialized training and development manager working on a retention strategy and succession planning framework for the business. Enhancement and promotion of the wellness program in the workforce (employee assistance program extended to family members for wholistic wellbeing).”
- “Training in all fields, including talents in workshops on different topics.”
- “We have used recruiters for management positions, in the process implemented a new HR-system.”
- “We purchased an AI platform and encouraged programming and internal vacancies for internal promotion.”
- “Will engage the services of professional HR Consultant.”
- “Working together with a communication bureau for recruitment via social media.”
- “Working with higher learning institutions (colleges, universities) for talent attraction and recruitment.”

Common Exit Interview Comments and Discussion Points

Survey Question: What are the comments made in Exit Interviews as to why talent is leaving your Centre? Are there any patterns?

Key themes include:

- Higher salary
- Career progression, opportunities
- More work flexibility, hybrid, work from home
- Long hours, nights and weekends an issue for some
- Retirements

Select comments:

- “A fast-paced work environment, with several re-organizations after the bounce back from covid.”
- “Able to work in a hybrid way (flexible working), and better salary.”
- “Being part of a big exhibition group, corporate organization complexity.”
- “Better salaries.”
- “Better salary or professional growth at another company that cannot happen within our organization.”
- “Burn out, pay gap.”
- “Competitor venues and shift away from variable event patterns.”
- “Do not want to work shift work. Not interested in working weekends or nights. Hospitality industry not appealing.”
- “Feedback on hybrid working conditions. Career progression for the younger talent. Better working conditions and salary/benefits based on more customized working hours vs. the hospitality industry.”
- “Felt insecure in their career development. Felt uncomfortable with the organizational culture.”
- “Higher salary, better perks, work from home (flexibility in working hours/days).”
- “In 2023/2024, the labor turnover rate reached 18%. Exit interviews revealed that the primary reason was a lack of career progression, with employees departing for higher-level positions or starting their own businesses in three instances. Two cases of forced attrition this year underscore our recruitment challenges. Additionally, two employees left within the first month due to mismatched roles/culture, emphasizing the requirement for a more robust recruitment process.”
- “It is more about not finding staff for the new positions than staff leaving the company. We are not located in a big city which is the big challenge.”
- “Leaving town, getting more money somewhere else.”
- “Long commute. Staff relocated further away due to dramatically increasing housing costs in (our popular city).”
- “More money.”
- “Most of them leaving due to family issues.”
- “New establishments in the city, newer places and higher salary.”

- opportunities, better salary offer, and personal growth.”
- “New opportunities.”
- “No pattern. Few resignations. Mostly due to retirement.”
- “Not a lot of growth opportunity.”
- “Nothing consistent, but our turnover is relatively low. A number have left for a change of career direction.”
- “Other opportunities in the industry.”
- “Salary level.”
- “Seeking growth, higher salaries, change in careers.”
- “Some of them are switching industry as they see more security in other industries.”
- “The comments made in exit interviews regarding why talent is leaving the centre often cite limited opportunities for career advancement.”
- “The pressure of the events market (time x performance).”
- “Want a higher salary and less working hours.”
- “We have a low turnover rate for the center staff. The opposite is true for our contracted labor services. Better more stable conditions is the main reason they are losing talents.”
- “We have been very fortunate to have kept some very key personnel after the pandemic. The ones that have left have done so only to pursue their next step in their careers.”
- “We have seen a higher competition from new establishments in the city where hotels and venues have increased with 25% the last two years.”
- “We haven’t had such issues for many years now, other than retirement exits.”
- “Work requirements that are directly related to event execution.”

VI. Conclusion: Member Challenges and Opportunities

This Conclusion focuses on two open-ended survey questions posed to the members: *What are the biggest challenges you and your teams are facing today?* And, *What are the biggest opportunities you see to increase your overall events business?* Key themes in the dozens of written responses are provided for each question followed by select member comments.

Biggest Challenges Facing Members Today

Survey Question: What are the biggest challenges you and your teams are facing today?

Key themes in the write-in responses:

- Cost increases, inflation
- Increased competition
- Recruiting and retaining staff
- Need for investment in various areas
- Client related challenges such as more negotiations, inexperienced staff, and last-minute changes
- Air lift capacity constraints, issues

Select comments:

- “A slowdown in business expected over the next year following a covid-related rebound effect in 2023.”
- “A stronger regional competition from hotels and venues for both staff as well as clients and revenue from that segment. For the international meeting segment, the international air routes are not back at same levels.”
- “Age gap between mid-level and senior management with new generation of staff.”
- “Aging infrastructure, high operational costs, and low staffing.”
- “As a new venue, our biggest challenges are being known, entering the international and national competition and that the financial stakes are higher than the one we used to manage.”
- “Attracting the right talent. Post-covid challenges of remote working and managing expectations of work-life balance.”
- “Challenge to make sufficient return on investment.”
- “Clients’ uncertainty.”
- “Competitors from venues of neighboring countries in the region.”
- “Constant increases in operational costs, inflation, building obsolescence, and disorganized last

minute meeting planners – as well as staffing nights and weekends and general political and economic uncertainty.”

- “Cost control.”
- “Delay confirmation and lower spending of the clients.”
- “Facing the extreme competition with other venues.”
- “Find good staff.”
- “Finding new, talented staff interested working in this industry.”
- “Government oversight, future business and the lack of hotel availability.”
- “Government oversight and labor costs.”
- “Growing significantly more than the inflation.”
- “Higher prices.”
- “Homelessness in the downtown core around our building.”
- “In recent years, new convention centres and exhibition halls have been established successively, which will diversify our customer base. This is the biggest challenge we are facing.”
- “Increased costs.”
- “Increasing competition on an international level, rising prices and more negotiations in contracts, terms and conditions.”
- “Industry knowledge and efficient communication.”
- “Lack of government investment in DMO and NGO. Lack of understanding of sector from government agencies. Red tape process.”
- “Lack of government subvention to support long-term bidding and future pipeline.”
- “Lack of quality staff with experience and lack of experienced clients.”
- “Little to no growth.”
- “Management technology and skills upgrades are needed. Booking calendar system gets more challenging to manage with bigger number of events vying for same dates. Need AI powered revenue management system integrated in booking system, better dashboarding, industry benchmarking, online self-booking of smaller meeting space. Cybersecurity and venue security requires more resources.”
- “National stronger competition from new/renewed convention centre.”
- “Omnichannel communication overload, from clients, from team and across teams.”
- “Our biggest challenges would be recruiting and retaining talent, connectivity to city infrastructure, government funding and support for business tourism, redevelopment of our city, sustainable events and sustainable travel industry challenges.”
- “Our country’s economic growth is low, interest and energy rates, all the costs are growing rapidly.”
- “Pace. We are extremely busy.”
- “Pricing and short-term planning of congresses and events.”
- “Qualified new recruit employees.”
- “Recruiting a new event manager, finding space for regular clients vs. new clients, sale of our studio (no more requests for virtual), high activity in short period results in event agents exhaustion.”
- “Regional competition and destinations offering bigger incentives/subvention funds which is hard to

- compete with.”
- “Rising cost to produce events without passing the full increase on to the customer. Training and retaining staff.”
 - “Rising costs and passing those onto the clients. A client’s budget is what it is and increasing venue costs doesn’t necessarily mean increasing revenue.”
 - “Skills shortage, unskilled clients, cost of goods and resources and aviation flight costs.”
 - “Staff leaving.”
 - “Staffing and increased minimum wage in operations. Retention as employment is based on events in the building.”
 - “Staffing levels.”
 - “Still finding the right mix of meeting types at the right period, due to seasonal challenges (yield management). More hours per contract negotiation about cancellation rules and pre-payments. Higher costs for international flights and less flights by about 15% to 20%.”
 - “Suppliers meeting the level of demand required by the client.”
 - “Talent acquisition, rising costs, shorter event booking lead times, and less time for planning from clients.”
 - “Talent recruitment, cost management, and revenue increase.”
 - “The aging premises and the fact that many employees are going to retire within the next 2 to 3 years”
 - “Though we are planning to build an expansion in the future, we need to increase our income. Also, income generation is a challenge, as future major repairs are expected.”
 - “Understaffed but cannot hire more due to budget constraints and very high labor costs.”
 - “Uplifting the skills levels of the workforce due to limitation on educational levels, staff retention in terms of critical skills in specific areas of the business. To create a healthy work life balance.”
 - “Very short lead in times, 72 hours to a week lead in time. Payment delays from client. Lack of detailed specifications of the event. Repeat shows have not recovered from covid. Zoom and Microsoft Teams meetings are still competing with in-house events.”
 - “We are being able to sell more than we can operate.”
 - “World economy.”

Biggest Opportunities Facing AIPC Member Teams

Survey Question: What are the biggest opportunities you see to increase your overall events business?

Key themes:

- Enhanced sales and marketing strategies, tactics and efforts
- Working more closely and effectively with key partners such as CVBs/DMOs/Hotels
- Partnerships with event producers, vendors and other groups
- Major new capacity investments such as new buildings or halls
- Operational improvements and technology investments
- Bookings and revenue diversification
- Destination apparel
- Regional industry strengths and economic growth
- Industry growth and overall industry optimism

Select comments:

- “Allocate more time and resources to active sales efforts.”
- “As a new venue, we have some opportunities to host some national and international events that our destination was not able to reach before due to a lack of infrastructure.”
- “Better yielding of the venue.”
- “Better participation with our hotel partners.”
- “Capitalizing on our designation as a UNESCO City of Music.”
- “Coming out of the pandemic did cause some compression in some of the larger markets causing some events who would typically go to a Tier 4 centre to a Tier 3 and so on.”
- “Completion of the new hall expansion.”
- “Corporate and global business conventions (tech, fintech, medical, sports, aviation, beauty/fashion) .”
- “Corporate clients.”
- “Corporate segment. Right-sizing events to venues as the events’ attendees reduce in numbers.”
- “Creative production of the events instead of just AV services.”
- “Destination brand improvement.”
- “Diversification of business mix.”
- “Diversify revenue streams.”
- “Green events in a green congress center and centrally located destination.”
- “Hotel offer and pricing in our destination.”
- “Improve pipeline with investment in prospecting and sales team.”
- “Improving our sales and marketing through an important increase of investment.”
- “Increase revenue from additional services.”

- “Increased demand, expanding our facilities, as well as new event formats and partnerships.”
- “Increased hotel options physically adjacent to center with partnerships. Potential attached hotel.”
- “International market segment for association and corporates.”
- “Introduce more consumer exhibitions.”
- “Lack of local competition for our venue provides opportunity to raise rates. Implementation yield management practices to better select events based on P&L optimization. Substantial government investment in technological process improvements.”
- “Less geopolitical crisis and reduction of inflationary pressures.”
- “Long-term and multi-year deals, relationship management with key stakeholders and clients, partnerships, maintaining close relationship with CVB.”
- “Looking to build new joint-venture partnerships with international clients in key global markets.”
- “More decision-making data on clients, key accounts, revenue management and account profitability.”
- “New event formats, offering more services in-house.”
- “New positioning and technology.”
- “Opening own hotel to control bed stock available.”
- “Opening of new hall.”
- “Partnership for operational excellence.”
- “Partnerships and alliances. Reigniting the corporate sponsorships. Promotion destination appeal.”
- “People want to meet face-to-face.”
- “Procurement opportunities and staff retention.”
- “Provide new and bigger venues for trade exhibitions.”
- “Rising client budgets and a willingness to invest in the facilities.”
- “Select the business we want and reject the business that is not so interesting.”
- “Selling the destination, incentives, keeping up good quality and service, and care for regular clients.”
- “Shift in event mix more towards conventions and conferences and away from single day meetings.”
- “Simplifying our offering into more standardized products to better cater for the corporate segment.”
- “Stable financial status of our company and risk management/sharing.”
- “The communications, the appeal of the city, and the venue’s quality standards.”
- “The construction of the new Expo Centre, which is expected to take place within the next few years.”
- “The strong need and interest for physical business events. The new investments in technology will increase our efficiency with marketing automation and new lead generation. Increased budget and resources to spend on marketing, digital as well as physical.”
- “Tourism, hospitality meetings and conventions sector has the attention of government and the realization of the importance in the role for economic growth.”
- “We believe the biggest opportunities lies in our country’s booming technology sector and the relatively higher event budgets compared to other industries. Leveraging the growth of the technology industry to attract tech-related events and tapping into the willingness of companies to invest more in events can significantly increase our overall events business.”

- “We have a new centre which is located in a safe and beautiful location. The biggest opportunity for us is to have a solid sales and marketing plan and to be consistent and stick with the plan while the industry rebuilds. There is no quick fix.”
- “We still hold a unique position as a premium brand for larger fairs, meetings and events in our country and there is still a strong demand for physical meetings and we have to turn down business in high season still.”
- “While events and booking windows have become 20% smaller, demand is high and we receive far more enquiries than ever before.”
- “With a totally renovated events center we can bring more opportunities for the market and create new possibilities for new events and growth. Whether to space rental or new revenues for F&B, AV, merchandising and technologies.”
- “Work in new sectors of client spend.”
- “Work on processes which allow us to have less staff.”
- “Working more closely with clients and have a better understanding for their goals which will support our investments and change our offers to potential clients.”



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