

CEIR Board of Directors Meeting
Wednesday, 07 August 2024; 8:30 AM ET
Javits Center, Executive Offices
New York, NY, USA

MINUTES

PRESENT: Chairperson Chuck Grouzard; Secretary–Treasurer Mary Bender; Member–At-Large Brian Pagel; Immediate Past Chair Marie Browne, MBA; Director Eric Blanc Sr., CMP; Director Mark Bogdansky; Research Council Chair Jennifer Hoff, CEM; Director Ian Sequeira

APOLOGIES: Director Paige Cardwell; Director Michelle Edmonson, CEM; Director John Jaworski; CEM

GUEST: Rich Vallaster III, MBA, CEM, DES

STAFF: Director: Governance, Board and Committee Administration, Beverly Benbow, M. Sc.; IAEE Senior Vice President, Operations, Lisa Buchanan; Vice President of Research, Nancy Drapeau, IPC; IAEE President and CEO Marsha Flanagan, M. Ed. CEM; CFO Scott Stanton, CEM, CAE.

1. WELCOME AND CALL TO ORDER: The meeting was called to order at 8:22 AM ET.

A. Quorum: A quorum was confirmed.

B. Introductions: Chairperson Chuck Grouzard introduced 2025 board member and Research Council Chairperson, Rich Vallaster III, MBA, CEM, CES, Director, Marketing & Industry Relations from Personify A2Z Events as a guest.

C. Confidentiality and Conflict of Interest: A reminder was provided to keep the noted guidelines in mind during discussion.

D. Antitrust and Data Protection: A reminder was provided to keep the noted guidelines in mind during discussion.

2. APPROVAL OF CEIR BOARD MINUTES:

A. Approve 08 May 2024 Meeting Minutes: A MOTION to approve the minutes of the 08 May Board meeting was made, seconded, and unanimously APPROVED.

B. Approve 11 July 2024 Meeting Minutes: A MOTION to approve the minutes of the 11 July 2024 Board meeting was made, seconded, and unanimously APPROVED.

3. APPROVAL OF AGENDA: Chairperson Grouzard noted there was an update to the agenda. The budget presentation will be moved from 8B (2) to 7D (1) of the agenda. The financial committee report will be moved from 8B (1) to 7D (2) of the agenda. **A MOTION was made to approve the agenda with the noted revisions. The motion was seconded and unanimously APPROVED.**

The meeting PPT is attached in Exhibit A.

4. CHAIRPERSON'S REPORT: Chairperson Grouzard presented activities, updates, and actions for 2024. Here are the notable highlights:

- The goal is to build board alignment in conjunction with the quarterly update calls.
- Silent Auction information will be sent to the board in the next few weeks. Forms are being converted to online forms. PDF versions will also be available.

5. IAEE PRESIDENT AND CEO UPDATE: IAEE President and CEO Marsha Flanagan presented her update since May 2024 and noted the following items:

- IAEE logos now note IAEE members on the Trade Show Calendar.
- The goal is to consider moving the Event Performance Analyzer into a live dashboard to see trends in real time by utilizing Symphony BI tool from Oxford Economics.
- There were \$379,501 in donations for fifteen companies in FY2023-2024. This is out of a \$800,000 three-year goal. Three companies donated \$275,000.

6. MARKETING UPDATE: IAEE President and CEO Flanagan provided updates and a recap on CSG overarching goals and objectives.

7. CEIR PROPOSAL: This proposal was presented to the IAEE Board leadership.

A. CEIR History: IAEE President and CEO Flanagan provided a recap on the history of CEIR and the relationship with IAEE. Items of importance include:

- There has been no management agreement between IAEE and CEIR since 2016.
- Entering into a management agreement is a priority.

- The previous management agreements have not provided for management fees.
- Management agreement should address management fees.
- Management agreement should clearly define rules of engagement, roles, and responsibilities of IAEE staff.
- Additional support such as marketing services may be needed outside the agreement.

B. CEIR Business Plan: IAEE President and CEO Flanagan presented the following two CEIR business plan scenarios.

- **Scenario A** – Resume Current Relationship with Modifications
 - Formalize IAEE-CEIR management agreement and fee, eliminate IAEE fee to CEIR, and additional CEIR staffing. This will include an Executive Director.
- **Scenario B** – Roll CEIR in as IAEE Department
 - Moving towards making CEIR a department of IAEE while keeping the website, products activities, and services with additional staff.
 - IAEE is collecting data that CEIR is not utilizing. There will be data integration between IAEE and CEIR.
 - CEIR Research Council is integral, becoming an IAEE committee.
 - Donations will be moved to sponsorships to fund research as a direct write-off instead of a tax deduction.
 - CEIR Board will supervise the timeline, strategy, and transition of CEIR into IAEE as a department.

It was noted that the Executive Committee recommends scenario B from President and CEO Flanagan’s CEIR presentation and scenario 3 from CFO Scott Stanton’s FY 2024-2025 IAEE budget.

C. CEIR/IAEE Management Agreement: IAEE will enter into a management agreement with CEIR.

D. Budget Presentation:

- 1) Budget Presentation – Fiscal Year 2024-2025: Three budget scenarios were presented by CFO Scott Stanton.
 - **Scenario 1** – IAEE and CEIR maintain status quo, with the same management agreement both organizations have operated under since 2016

(management agreement expiration date). Under this option, CEIR will hire an Executive Director to conduct the business of CEIR.

- **Scenario 2** – IAEE charges a management fee to CEIR and does not pay dues to CEIR. CEIR will still hire an Executive Director to conduct the business of CEIR.
 - The management fee would be \$75,000.
- **Scenario 3** – IAEE and CEIR begin the three-year process of consolidating into one company (IAEE), maintaining CEIR and its brand as a department of IAEE.

A MOTION to approve Scenario B to integrate CEIR as a department of IAEE, as presented, with the recommendation that the transfer of CEIR current assets is approved by the CEIR Board and will be directed for research, education, and other operational and marketing related expenditures. Further, the Research Council be given an Ex-Officio seat on the IAEE Board. The motion was seconded and unanimously APPROVED.

- Chairperson Grouzard and IAEE Chairperson Marie Browne will communicate to the boards that this information is confidential.
- An E-Vote will be sent out to the IAEE Board for the same motion above.

2) Financial Committee Report – 31 May 2024 Financials: CFO Scott Stanton presented the eight-month financial update. CEIR posted an operating income of \$234,205 versus a budgeted loss of \$43,339 with a positive variance of \$277,543 or 640.40%. Contributions are ahead of YTD budget by \$357,366. Investments for FY2024 posted a 10.1%. Funds available to CEIR are about \$1.7 million, of which \$371,350 is restricted and \$1,338,195 is unrestricted.

A MOTION to approve the budget for Scenario 3 based on approving Scenario B during the CEIR Proposal discussion. The motion was seconded and unanimously APPROVED.

8. BUSINESS:

A. Approval of Consent Agenda – Staff Report: A MOTION to accept the consent agenda – staff report. The motion was seconded and unanimously APPROVED.

9. BUSINESS: Chairperson Grouzard asked what could be done to promote CEIR at Expo! Expo! These ideas will provide guidance for the IAEE Staff.

- Hold one on one meetings with Vice President of Research, Nancy Drapeau
- Consider CEIR education tracks
- Incorporate into C-Suite track at Expo! Expo!
- Incorporate CEIR into CEM courses.
- Incorporate CEIR facts on Expo! Expo! Looping slides
- CEIR statistics scavenger hunt/YP and first timers to win a prize.
- Donors
 - On-site donation through QR codes
 - Recognizing donors and silent auction contributors.
- Surveying attendees on research projects.
- Idea of creating personas for research delivery.
- Creating a lounge for CEIR data contributors.
- Profile accounts that leverage CEIR data for strategy with results.
 - Pre-event marketing campaign – “Why I use CEIR?”
 - Video testimonials
 - I AM CEIR campaign
 - Include “How CEIR can help you your show?” for first time attendees.

ACTION ITEM: The IAEE staff will report back to the CEIR Board on the feasibility and implementation of these ideas.

10. ADJOURNMENT: MOTION: A motion to adjourn was made, seconded, and unanimously APPROVED. The meeting was adjourned at 12:43 PM ET.



Board of Directors Meeting
May 7, 2024
New York City, New York

A green banner with a white outline, tilted slightly upwards from left to right. The banner has a ribbon-like shape with pointed ends. The word "WELCOME!" is written in white, bold, uppercase letters across the center of the banner.

WELCOME!

New Member Welcome

Research Council Chairperson

Board of Director

Rich Vallaster, MBA, CEM, DES

**Director of Marketing & Industry
Relations**

Personify A2Z Events

(2025-2026)





CEIR Updates

CEIR Board of Directors Meeting – December 2023 – Dallas, TX

2024 Structure

- In addition to in person board meetings, the CEIR board will have quarterly conference calls.
- Each board member to assist with capital campaign outreach – updates on our quarterly calls.
- Each board member to assist with input and support of the Research Council – CEIR Predict – CEIR Fundraising Task Force.

2024 Goals

- Evaluate the current structure of CEIR and work with staff to determine best path forward.
- Look to establish a marketing taskforce to identify ways to enhance the CEIR brand within the industry.
- Evaluate the value proposition of CEIR to our members and other industry associations.
- How do we leverage our new research arm – Oxford Economics?
- What is the short term and long-term relevance of CEIR?
- Determine and commit to 3-year revenue goal & plan.



CEIR Highlights Since May Board Meeting

- ▶ Capital Fundraising Campaign – \$396K raised towards goal of \$800K (over three years)
- ▶ CEIR Board of Directors Touch Base Meetings continued!!!
- ▶ CEIR Marketing Task Force Committee meets regularly and adds a new strategic approach to enhancing the CEIR brand within the industry
- ▶ Marketing Campaigns & Assets go live for the Index, Predict & AI Masterclass
- ▶ CEIR Research Council Orientations – Steve Basch & Lisa Malikow
- ▶ CEIR Research Council – Remains active and consistently meets - 6/11 & 7/16
- ▶ Recommendations for 2025 CEIR Research Topics reviewed by Committee and prioritized
- ▶ Nancy Drapeau continues to be active in promoting the great work of CEIR at Industry Events
- ▶ CEIR Reports and Webinars continue
- ▶ CEIR Silent Auction Committee confirmed for 2024 Expo Expo

CEIR Quarterly Newsletter – Sent 7/26/24



Message from the Chairperson of the Board

Dear Chuck,

I am delighted to extend my warmest greetings to each of you and hope you are having a productive and enjoyable summer! I hope you will enjoy this edition of the CEIR quarterly newsletter, where we bring you the latest insights and updates from the vibrant world of the exhibitions and business events industry. In this issue, we are excited to share with you some of the groundbreaking developments and upcoming events that are sure to pique your interest.

Have you registered for the CEIR AI Masterclass and CEIR Predict? Registration is pacing ahead of 2023, and you don't want to miss out on this opportunity to share time with other thought leaders and innovators who are shaping the future of the exhibitions industry.

Our industry plays a pivotal role in driving economic growth, fostering innovation and facilitating global connections. As we navigate through transformative times, it will become increasingly essential to harness the power of data and technology to propel our industry forward.

CEIR Predict and the AI Innovation Masterclass are designed precisely with this purpose in mind. They both provide a unique platform for our industry's professionals to explore cutting-edge advancements, share insights and forge collaborations that will define our trajectory in the coming years. The AI Innovation Masterclass will be led by Jeremy Gutsche from Trend Hunter on 11 September followed by Predict on 12-13 September. Read on for more details.

Reports

New Research: 2024 Maximizing Attendee and Exhibitor Engagement on the Exhibition Floor

With trade shows making a comeback, the big question is: which tactics work best for engaging with attendees today? CEIR's latest report series dives into what organizers and exhibitors can do to maximize engagement on the exhibition floor by identifying approaches that resonate with attendees, backed by their high usage.



Part one, Exhibitor In-Booth Tactics: People, Product, Learning and Other Strategies, focuses on in-booth activities and outlines effective strategies for engaging attendees with booth staff, peers, and showcased products. This report covers settings that support attendee learning needs, digital tactics that enhance engagement, emotional strategies, and explores sustainability and diversity considerations and takes a close look at exhibitor in-booth strategies, including exhibitor commentary on key trends.

Upcoming Events

AI Innovation Masterclass with Trend Hunter's Jeremy Gutsche | 11 September 2024

Are you ready to propel your organization into the future? CEIR introduces its AI Innovation Masterclass, a dynamic full-day program designed to empower you and your team to harness the transformative power of Artificial Intelligence (AI) effectively.

Led by renowned futurist Jeremy Gutsche and powered by Trend Hunter GPT, this program promises an immersive learning experience tailored to fuel your journey towards AI-driven success. At the core of this masterclass is the aim to demystify AI and equip participants with strategic insights to accelerate innovation in alignment with organizational objectives.

This masterclass is ideal for forward-thinking leaders, innovators, and decision-makers seeking to leverage AI to drive organizational growth and success. Whether you are embarking on an AI program or looking to enhance existing initiatives, this masterclass will provide the strategic framework and practical tools needed to thrive in the AI era.

Register for the AI Innovation Masterclass

\$599 USD per person. Space is limited to 50 attendees.

CEIR Predict Conference | 12-13 September 2024

Predict, CEIR's Annual Exhibition Industry Outlook Conference brings together executives in the B2B exhibitions industry to learn about and discuss emerging trends likely to impact trade shows and trade fairs three to five years out. The conference is designed with an outward looking approach, bringing in perspectives from forward-thinking experts to stretch one's thinking.

The Predict program is focused on supporting the viability and resiliency of the B2B exhibitions industry through insights on market and economic trends presented by experts outside of the industry.



Get Your Data Fix Now

CEIR Blog

Here are the latest posts that explore topics of interest to all members of the exhibition industry. Stay current by subscribing to the bi-weekly CEIR Blog!

[5 Ways to Master AI for Business Growth Without Technical Overwhelm](#)

CEIR Predict Conference Speaker Noelle Russell shares how companies can integrate AI into their business practices for a smooth transition into today's most on-demand technology.

[The Top 10 Cities in 2024 by Economic Power](#)

Oxford Economics examines the economic performance of the top 10 cities across the world based on its most recent Global Cities Index.

[Value Based Selling and CEIR Research: A Key Combination](#)

Dan Cole reflects on shifts within the sales environment since the pandemic, strategies that lead to successful exhibit and sponsorship sales, and how data from CEIR's Exhibit and Sponsorship Sales Approaches Driving Revenue Growth study can help fine-tune sales strategies.

Discover More Blogs



[CEIR Quarterly Update for Q2 2024](#)

2024 Maximizing Attendee and Exhibitor Engagement on the Exhibition Floor

Exhibitor In-booth
Tactics: People,
Product, Learning
and Other
Strategies



Jason & Chuck's Great Adventure to Taipei Promoting IAEE & CEIR





What can we do to promote CEIR
on site at IAEE Expo! Expo! in LA?

What's Been Going On? Since May

► PRESENTATIONS & VISITS

- **ECEF** - Conducted CEIR Event Performance Analyzer demos
- Consulted with and presented to the **U.S. Poultry Association**
- Consulted with and presented to the **California Dental Association**
- Presented at **ESCA** Summer Conference
- Presented at **IAVM's** Annual Meeting – Venue Connect
- Participated in Asia MICE Forum in Taiwan
- IAEE - **IMEX Frankfurt**, Frankfurt, Germany
- IAEE - **MPI** in Louisville, Kentucky
- IAEE - **ESCA** Summer Conference in Hot Springs, Virginia
- IAEE - **IAEE** Central Texas Chapter
- IAEE – Sam Lippman Attendee Acquisition Roundtable

► INTERVIEWS

- Interviewed during two podcasts by industry podcast experts
- Interviewed by NPR
- Interview to be published soon by Spring Manufacturers Institute



What's Been Going On? Since May

▶ RESEARCH

- CEIR has released **Part One: Exhibitor In-booth Tactics: People, Product, Learning and Other Strategies** and has 184 downloads (78 IAEE members)
 - Part Two (of 8 reports) released Week of August 5
- Overall research process has been streamlined and process continues to evolve
- Research Council work – market feedback process, analysis, discussion and 2025 research topic identification – [THANK YOU JENN AND RESEARCH COUNCIL](#)
- Conversations with Oxford Economics on Index enhancements, scalability and usability

▶ FUNDRAISING EFFORTS

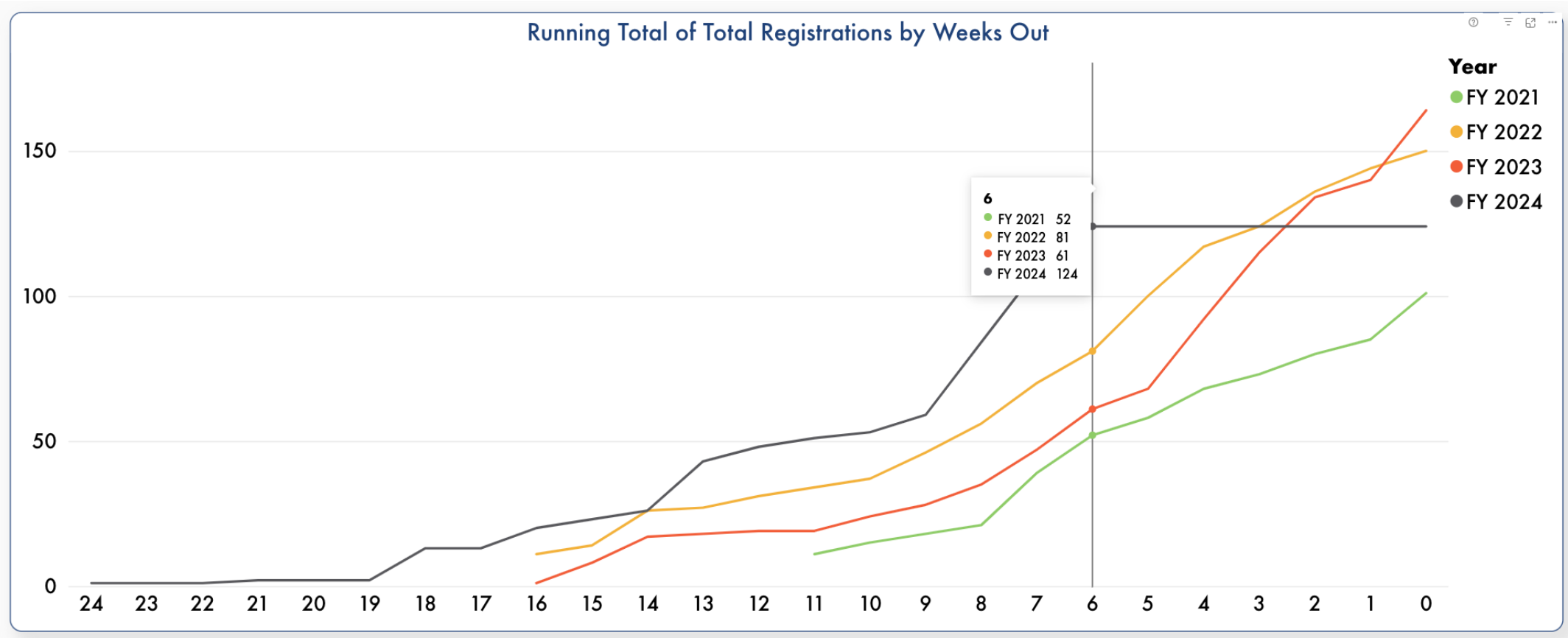
- Funds raised to date = \$386,735
 - 15 Company donations = \$379,501
 - 2 associations, 2 independents, 4 DMOs, 1 contractor, 1 anonymous, 5 suppliers
 - 1 Chapter donations = \$500
 - 16 Individual donations = @ \$1,734
 - Proceeds from 2 events = \$5,000
- Silent Auction – revamping donation form to web based



Marketing Update

EVENTS

- Attended Legislative Action Day
- AI Master Course Registrations: 21 as of 8.2.2024
- CEIR Predict Registration: 189 as of 8.2.2024





CSG & CEIR – BOD Update

July 11, 2024



| overarching goals and objectives

- Develop & implement multi-channel campaigns to reduce workload on IAEE staff
- Develop full-funnel campaigns to drive attendance to AI Master series and Predict
- Heighten awareness and impact of the new and improved CEIR Index
- Increase engagement and relevance of CEIR in core and prospect audiences
- Improve awareness of CEIR's mission, resources and value to fuel fundraising efforts
- Increase engagement and thought leadership in social channels and other content driven opportunities

| near-term KPIs

- **Increase CEIR Index purchases by 10% over 2023**
- **Increase attendance to 180 at Predict**
- **Sell-out AI Masterclass with 50 paid registrations**

■ highlights to date

- Presented multi-channel marketing plans and tactical recommendations for Index, Predict and AI Masterclass (June)
- Developed extensive number of marketing assets and messaging strategies to support campaigns
- Actively leveraging AI and lookalike audiences to expand reach outside of IAEE prospect databases (finance, M&A, consultants, other primary target audiences)
- Predict registrations trending up over 2023 – 189 registrations (as of 8/02)
- AI registrations at 21 (as of 8/02) – need 50 to cover costs
- Digital campaigns performing well above benchmarks
- ECEF Index retargeting campaigns have very high CTRs

Campaign Status: Index

- Emails - 3
 - Focused on financial experts and general exhibition leaders
 - Animated e-card with 3 highlights about the Index
 - Testimonials from past purchasers
 - Email on deck: Where the Index has been featured and mentioned in media
- Digital Ads
 - Website retargeting - above engagement benchmarks
 - LinkedIn ads to email list and lookalike audience
 - Above benchmark engagement rates and improving.
 - 4 purchases so far.
 - ECEF event attendee targeting - above engagement benchmarks
- Social Posting
 - 5 posted
 - 2 coming in September

STOP PLAYING IT
SAFE. SMART. PLAY IT

Download the all new 2024 CEIR Index for B2B exhibitions.

POWERED BY:
 ceir OXFORD ECONOMICS

DOWNLOAD 

SAY GOODBYE TO GUESSWORK.

ceir OXFORD ECONOMICS


Say HELLO to CEIR's proven, independent data for B2B exhibitions in North America. All-new 2024 CEIR Index available now.



BOLD DATA FOR BOLD MOVES.

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Get your copy of the 2024 CEIR Index.

DOWNLOAD 

DATA vs. INSTINCT.

Trust your gut but verify with data. Bridge the gap with confidence with the all-new CEIR Index.

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Campaign Status: Predict

- Emails - 4
 - An ecard highlighting the event
 - An automatic email sent to AI registrants encouraging them to share Predict info with relevant team members
 - 3 Reasons to Attend Predict 2024
 - Testimonials and Attending Organizations
 - Next email on deck: Agenda highlights
- Digital Ads
 - Website retargeting - above industry engagement benchmarks
 - LinkedIn ads to email list and lookalike audience
 - Close to benchmark engagement rates. Monitoring for optimizations.
 - Geofence campaigns
 - ECEF attendees - started beginning of August
 - Physical addresses of past attendees - started beginning of August
- Social Posting
 - 2 posted
 - 1 scheduled
 - 1 coming in September

**ceir
predict**

See the BIG Picture.
Hear about trends that will
impact your event.
12-13 Sept. 2024
MGM National Harbor

REQUEST AN INVITE

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will impact your event.

REQUEST AN INVITE 12-13 Sept. 2024
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impact your event.

12-13 Sept. 2024 | MGM National Harbor **REQUEST AN INVITE**

**ceir
predict**

**See the
BIG Picture.**
Hear about trends
that will impact
your event.

12-13 Sept. 2024
MGM National Harbor

REQUEST AN INVITE

Campaign Status: AI Masterclass

- Emails - 4
 - Ecard
 - Automated email sent to Predict registrants
 - Automated email sent to AI registrants inviting them to bring a friend
 - Highlights, who should come, what to expect
 - Email scheduled for next week: Agenda highlights
- Digital Ads
 - Website Retargeting - above engagement benchmarks
 - Email list targeting - above engagement benchmarks
- Social Posting
 - 2 posted
 - 1 coming in August
 - 1 coming in September



Not All AI Training is Created Equal.

11 Sept. 2024
MGM National Harbor



REGISTER TODAY

Not All AI Training is Created Equal.

Learn from the business AI pioneers.

11 Sept. 2024 | MGM National Harbor



11 Sept. 2024
MGM National Harbor

REGISTER TODAY

Not All AI Training is Created Equal.

Learn from the business AI pioneers.

—
thank you



csG strategy
design
results

CEIR | IAEE Discussion

▶ Why?

- Help CEIR to be fiscally independent and sustainable
- No Management Agreement
- Process Improvement

▶ Does CEIR need to be Independent? Define Independent?

- Regarding Company status?
- Regarding Research Methodologies? Or Both?
- Despite the decision – staff will support but status quo is not option

▶ History for Context

- IAEE NEEDS CEIR – Top Benefit
- CEIR is NOT Going Away
- CEIR brand will remain

▶ Two Scenarios

▶ Three Supporting Budget Scenarios



CEIR Timeline 1978-2024

1978-2005 (Pre-IAEM/IAEE)

- Trade Show Bureau created in 1978
- CEIR governed by volunteers but saved from financial collapse twice
- Moved offices from NYC to CT to MA to IL
- 1995: Changed name to Center for Exhibition Industry Research
- 1997: Created the CEIR 501C3
- 1997: Foundation received \$500,000 gift from Freeman family
- 2000: First CEIR Index published
- 2004: CEIR awards management contract to SmithBucklin (2 years)



2006 – Relationship Begins

- Agreement between CEIR and IAEM entered for 5-year agreement
- IAEM changes name to IAEE and changes model to trade association
- CEIR relocates to Dallas for complimentary office space and support staff provided by IAEE
- IAEE was responsible for operations and administrative support at no cost to CEIR
- CEIR CEO salary is funded by IAEE
- Cathy Breden becomes CEIR Managing Director and salary is funded by IAEE
- CEIR maintains autonomy and own board
- CEIR maintains own bank account and financial statements
- CEIR remains a member organization, IAEE annual dues paid \$30,000.



2007

- CEIR continues to financially struggle, but is awarded a \$1 million grant for enhancing CEIR Index from the World Shoe Association
- Agreement reached with the Sloan School at USC to provide economic analysis and editorial for the Index and is funded by CEIR
- 2 golf tournaments launch for fundraising purposes



2008-2009

- Cathy Breden promoted to Executive Director funded by IAEE
- Plan approved to launch fundraising campaign to support the Index. (utilized outside consultant for fundraising – raised \$1M less 25% commission)
- Plan approved to pro-actively seek additional events to assist in funding the Index.
- Research Committee formed
- Project Manager hired to assist with the work of CEIR from 2008 – 2010 and was funded by IAEE.



2010

- CEIR and IAEE's Foundations merge to create current CEIR Foundation
- Asset contribution equal
- CEIR board approves new 5-year management agreement with IAEE with same previous considerations – with no financial reimbursement to IAEE
- CEIR board approves funding an in-house research capability funded by CEIR
- Industry Council dissolved
- CEIR expands board to include seats for industry members
- First CEIR Predict Conference invitation only event planned for September 2011 in NYC to provide prediction for 2011 and forecast for 2012.



2011

- CEIR hires Nancy Drapeau, PRC, as Director of Research funded by CEIR
- First Predict Conference held in New York City in September
- Three-year contract with new Index economists and analysts approved and funded by CEIR (Dr. Allen Shaw, Global Economic Insights)



2012-2014

- 2012: IAEE names David DuBois as President & CEO of IAEE
- 2014: Doug Ducate retires, and Brian Casey is hired by IAEE President & CEO as full-time CEIR President & CEO and relocates to Dallas (half salary to IAEE and half salary to CEIR)
- Challenges continue in obtaining contributions
- IAEE agreement remains in place for one additional year (thru 2016)



2015-2016

- Event Performance Analyzer launches, initially funded by SISO
- Marketing agency hired to conduct a marketing audit
- Strategic planning consultant (Slack Consultants) hired to work with board on the future direction of CEIR
- IAEE and CEIR Management agreement formally expired in 2016 but services continue free of charge



2016 Strategic Planning Consultant Findings

- Slack Consultants interviewed 25 industry professionals and association executives
- Does CEIR need to exist? 33% YES / 67% NOT SURE
- Should CEIR exist as an independent entity?
 - Independent entity 46%
 - Merged with IAEE or another organization 25%
 - No opinion 29%



2016 Strategic Planning Consultant Findings

Board Small Table Discussions

- Fold into IAEE and focus research to drive member value
- A stand alone CEIR is not viable in good times or bad. Therefore, a merger with IAEE is the only viable path currently available that will enable CEIR's products to prosper over the longer-term
- Merge but repackage data to be more useful
- Noting CEIR's position as an independent voice is important (suggesting there may be implications post-merger – e.g., some support for CEIR may not continue for a CEIR merged with IAEE)



2016 Outcome of Strategic Planning

- Brian Casey's contract was not renewed
- Cathy Breden assumed role of CEO of CEIR and continued to be funded by IAEE
- Bylaws updated following the ASAE Foundation model
- IAEE board serves as voting directors on the CEIR Foundation Board.
- Incoming Chair of IAEE board serves as the Chair of the CEIR Foundation Board



2017

- Bylaws amended to add the Research Council chairperson as a voting director on the CEIR Foundation Board
- Industry Council was eliminated and in its place Industry Supporters pay \$3,500 each year for their members to have access to CEIR research (Current supporters include SISO, IAVM, EDPA and ESCA)
- Research Council includes a representative from SISO, IAVM, EDPA and ESCA
- New strategic plan submitted to board and approved, with Vision, Mission and Pillars
- Research Project Manager hired, and salary allocated to CEIR



2018-2021

- New products and services managed by IAEE staff (Silent Auction, webinars, newsletters, blogs)
- Research Project Manager position eliminated in 2020 due to COVID (work absorbed internally by IAEE)
- Collaborate with organizations on research
- Launched a new [store](#) where most current/relevant research is housed



2022-2023

- CEIR contracts with Tacklebox to conduct a market analysis to assist with low research downloads and brand recognition issues.
- New brand refresh is suggested
- The project wraps and with new logo and brand
- Downloads have not increased since brand refresh



2024

- With Cathy's retirement, and no current management agreement in place, discussions begin again on a possible restructure of the organization.
- A fundraising campaign is launched with a 2024 goal of \$800,000 over 3 years (as of May \$387,000). Current FY budget is \$190,000.
- A Marketing Task Force is created
- Marketing Consultant hired to assist with Predict, Index and AI Master Series
- Two Pickleball tournaments were planned but cancelled



Scenario A – Resume Current Relationship with Modifications

- Formalize IAEE and CEIR management agreement
 - Agreement includes clear rules of engagement
 - IAEE assesses management fees (overhead, staff other than outlined below, etc.)
- CEIR determines any additional staffing needs outside the scope of the management agreement. (sales/fundraising/research assistant)
- CEIR evaluates subscription model to reflect value of CEIR offerings
- CEIR invests in necessary infrastructure items (HubSpot account/database, etc.).
- **Evaluate CEIR products and services for profitability**

Scenario B – Roll CEIR in as IAEE Department

- Staff alignment eliminates management agreement
- Leverages synergies and combines sales efforts
- IAEE provides research services consistent with trade associations
- CEIR research compilation and methodology doesn't change
- Retains CEIR brand
- Operational flexibility due to streamlined governance, processes and systems, resulting in cost savings.
- **Evaluate CEIR products and services for profitability**

Summary

- ▶ Since its inception, CEIR has been challenged by funding. The grant from the Freeman family and the World Shoe Association \$1M Grant saved CEIR and allowed the organization to move forward with the Census and Index, and producing the research it is conducting today.
- ▶ IAEE was the logical entity to take on CEIR in 2006, as IAEE did not have a research department.
- ▶ Maintain the CEIR brand.
- ▶ Business model requires change no matter the choice.
- ▶ Proper staffing required no matter the choice.
- ▶ Products and services offered by CEIR must be evaluated no matter the choice.

CEIR as a department of IAEE

- ▶ **Unified Operations and Reduced Overhead**
- ▶ **Enhanced Advocacy and Lobbying**
- ▶ **Expanded Membership and Networking Opportunities**
- ▶ **Financial Benefits and Fundraising**
- ▶ **Enhanced Programs and Services**
- ▶ **Stronger Brand and Public Image**
- ▶ **Regulatory Compliance and Governance**





Meeting Adjourned