

# IAEE & CEIR Board Strategy Breakouts

(8:05 AM – 11:15 AM), with 75-minute wrap up)

📌 **Breakout Room 1** – (Plaza 6) – *Digital Transformation & Data Strategy (8:05 – 9:30 AM)*

- Mary Bender
- Chris Brown
- Michelle Edmonson
- Kapil Kher
- **Scott Stanton**

📌 **Breakout Room 2** (Plaza 5) – *CEIR 2.0 (8:05 – 9:30 AM)*

- Eric Blanc
- Marie Browne
- Paige Cardwell
- Michael Clarke
- Sonia Fong
- John Jaworski
- Lisa Malikow
- Brian Pagel
- Rich Vallaster
- **Marsha Flanagan**

📌 **Breakout Room 3** (Plaza 3) – *Membership Growth & New Market Expansion [Full Session]*

- Mark Bogdansky
- Mike Carlucci
- Emile K. Davis
- Chuck Grouzard
- Nicole Hallada
- Anytra Lowe
- Justin Moore
- **Lisa Buchanan**

**II Break: 9:30 – 9:45 AM**

📌 **Breakout Room 1** (Plaza 6) – *Revenue & Financial Strategy (9:45 AM – 11:15 AM)*

- Mary Bender
- Eric Blanc
- Chris Brown
- Marie Browne
- Michelle Edmonson

- John Jaworski
- **Scott Stanton**

📌 **Breakout Room 2** (Plaza 5) – *Expo! Expo! and Event Strategy* (9:45 AM – 11:15 AM)

- Paige Cardwell
- Michael Clarke
- Sonia Fong
- Kapil Kher
- Lisa Malikow
- Brian Pagel
- Rich Vallaster
- Marsha Flanagan

📌 **Breakout Room 3** (Plaza 3) – *Membership Growth & New Market Expansion* (Continued)

- Mark Bogdansky
- Mike Carlucci
- Emile K. Davis
- Chuck Grouzard
- Nicole Hallada
- Anytra Lowe
- Justin Moore
- **Lisa Buchanan**

## **Breakout: Digital Transformation & Data Strategy**

**Objective:** Ensure IAEE is fully leveraging digital tools and data to enhance member engagement, operational efficiency, and revenue growth.

### **Discussion Points:**

- Digital Strategy Project progress & expected completion by 2025.
- Implementation of the new AMS system (2026 rollout)—key milestones and challenges.
- Enhancing data-driven decision-making for membership engagement.
- Opportunities to improve frictionless digital experiences for members.

### **Key Questions:**

1. What challenges or gaps exist in our digital strategy implementation?
  2. How can we maximize the value of our AMS investment?
  3. What additional tech solutions (AI, automation) should we explore?
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## **Breakout: CEIR 2.0**

**Objective:** Position CEIR as the research and intelligence arm of IAEE, driving data-driven decision-making, industry forecasting, and innovative insights that shape the future of exhibitions and events.

### **Strategic Priorities:**

- Seamless CEIR Integration (January 2026): Aligning financial structures, governance, and strategic goals to maximize industry impact.
- Expanding CEIR Consulting Services
- CEIR Index
- Industry Intelligence & Benchmarking – i.e. Industry Salary Survey?
- Sustainable Funding & Growth Strategies: Strengthening the CEIR Index and other funding mechanisms to fuel long-term research and development.

### **Key Questions for Discussion:**

1. What research opportunities can CEIR unlock for IAEE and the broader industry?
  2. How can we expand CEIR's influence and engagement?
  3. What high-value services should be prioritized for consulting and research?
  4. What emerging trends and challenges should IAEE focus on through research to best serve our members?
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## **Breakout: Membership Growth & New Market Expansion**

**Objective:** Identify strategies to grow and retain IAEE membership while expanding in key global markets.

### **Discussion Points:**

- Increasing North American membership, particularly among independent, consumer, and healthcare show organizers.
- What about event marketers? B2C strategies

- Strengthening engagement in China, Canada and Mexico/LATAM
- New membership billing cycle (July 1)—expected impact and implementation strategy.
- Strategies to improve member retention (goal: 84%) and satisfaction (NPS score goal: 55).

**Key Questions:**

1. How can IAEE better serve and recruit independent and consumer show organizers? Can these two groups be merged as a strategy?
2. Who are the untapped/unfulfilled communities within our membership/rosters? (HR, etc.)
3. What steps should IAEE take to reach its break-even goal in China by 2025?
4. How can we further increase membership retention and engagement?

## **Breakout 4: Revenue & Financial Strategy**

**Objective:** Align revenue growth strategies with IAEE's financial goals and sustainability.

**Discussion Points:**

- Projected 11.7% revenue growth (2025)
- Event attendance & exhibitor participation goals for Expo! Expo! and other programs.
- Sponsorship revenue growth (goal: 20% increase)—new opportunities and pricing models.
- Cost efficiencies and revenue diversification (e.g., new education programs, consulting services).

**Key Questions:**

1. Are current revenue targets achievable based on market conditions?
2. What additional revenue streams should IAEE explore?
3. How do we balance growth initiatives with financial sustainability?

## **Breakout 5: Expo! Expo! and Event Strategy & Industry Positioning**

**Objective:** Optimize IAEE's event strategy while reinforcing its leadership position in the industry.

**Discussion Points:**

- Reimagining Expo! Expo! – what needs to evolve?
- New Tech Demo Days and expanded Healthcare & Independent Show Organizer Forums.
- Positioning IAEE as a thought leader in AI, technology, and sustainability in events and education.
- Evolving CEIR Predict's Role: Defining its future under IAEE, expanding its influence, and reinforcing its value as the industry's leading forecasting event.

**Key Questions:**

1. What changes are needed to make Expo! Expo! 2025 more impactful?
2. How can IAEE increase participation in new forums and education initiatives?