



**IAEE Board of Directors Meeting
Tuesday, 22 April 2025: 8:30 AM ET
JW Marriot Marquis Miami, Plaza 5
Miami, Florida**

MINUTES

PRESENT: Chairperson Chuck Grouzard; Chairperson-Elect Brian Pagel; Secretary-Treasurer Mary Bender; Immediate Past Chairperson, Marie Browne, MBA; Member at Large, Emile K. Davis, CEM; Director Mark Bogdanský; Director Mike Carlucci; Director; Director Michelle Edmonson, CEM; Director Sonia Fong, MBA; Director Nicole Hallada; Director Kapil Kher, PMP, CEM; Director Anytra Lowe, CEM; Director Elane Williams, CMP, CEM-AP

EX-OFFICIO DIRECTORS: Chairperson Justin Moore, MBA, CEM (Chapter Leaders Council); Chairperson Lisa Malikow (MATSO Council)

APOLOGIES: Director Michael Clarke; Director Necoya Tyson, CEM-AP, CGMP, CWP, CCEP; Director Nichapa Yoswee, CEM. **EX-OFFICIO DIRECTORS:** Chairperson Chris Brown (Past Chairpersons Advisory Group); Chairperson Daben Mao (China Council); Chairperson Michelle Metter (Consumer Events Council)

CEIR BOARD GUESTS: Director Eric Blanc Sr., CMP; Director Paige Cardwell; Director John Jaworski, CEM; Research Council Chairperson Rich Vallaster III, MBA, CEM, DES

STAFF: Director of Governance, Beverly Benbow, M. Sc.; Senior Vice President, Operations, Lisa Buchanan; 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 8:32 AM ET. Chairperson Chuck Grouzard thanked Director Sonia Fong, JW Marriott Marquis Hotel, and MDM Hotel Group for their hospitality. There was an introduction to Kapil Kher, Chief Information Officer (CIO), from U.S. Green Building Council (USGBC) who is the newest board member.

A. Quorum: A quorum was confirmed.

B. Anti-trust, Conflict of Interest, Confidentiality/Data Privacy and Protection/GDPR: A reminder was provided to keep the noted guidelines in mind during discussion.

The meeting PPT is attached as Exhibit A.

2. APPROVAL OF AGENDA: A MOTION to approve the agenda was made, seconded and unanimously APPROVED.

3. APPROVAL OF IAEE BOARD MINUTES:

A. Approve 28 February 2025 Meeting Minutes: **A MOTION to approve the minutes of the 28 February 2025 Board meeting was made, seconded, and unanimously APPROVED.**

4. CHAIRPERSON'S REPORT: Chairperson Grouzard reported on the recap of activities for 2025 so far. Notable points include:

- China operations and progress was highlighted, including the full-time team member role of Jessica Jia as Director of China Operations.
- Suggestions from committee chairpersons will be shared with staff.
- The board members are encouraged to participate in member link discussions, chapter meetups, and member spotlights.

5. PRESIDENT AND CEO REPORT: President and CEO Marsha Flanagan presented an update, noting the following items:

- Regarding the president's executive orders affecting DEI and women's programs for potential federal funding issues, it was stated that there will be no changes at this time to IAEE's policies or the website or potential impacts.
- IAEE will continue ongoing monitoring of tariffs, tax reform, and government travel restrictions to educate and communicate with members as needed.
- The board is encouraged to attend Legislative Action Day on 29 May 2025.

6. GLOBAL TASK FORCE UPDATE: Immediate Past Chairperson and Task Force Chairperson Marie Browne provided this update.

- Focus on North America (Canada, US, Mexico) and support chapters for members.
- CEM (Certified in Exhibition Management) is identified through the education pillar as an area for international growth.
- MOUs outside U.S. will be carefully vetted for mutual benefit and growth.
- The board recommended that the task force continue to meet annually in the spring before the July staff meeting to inform IAEE's strategy and budget plans.

ACTION ITEM: The Global Task Force should consider meeting before the IAEE's summer staff retreat.

7. IAEE COMMITTEES/COUNCILS/GROUP UPDATES: Board members and staff provided updates for 2025 committees, task forces, councils, and groups.

8. BUSINESS:

A. Consent Agenda: The consent agenda is meant to provide headquarters and department updates. **A MOTION to approve the consent agenda as presented was made, seconded, and unanimously APPROVED.**

B. Financial Presentation:

1) Financial Committee Report – 28 February 2025 Financials: CFO Scott Stanton and Secretary/Treasurer Mary Bender presented the first five months of FY2025.

IAEE had \$825,251 operating income, a 46% positive variance versus a budget of \$565,580. The current net income reforecast is \$948,586. The annual meeting revenue was \$3,149,817, 22% better than expected. Investments year to date posted a loss of 1.9%, due to fluctuations in the financial market accounts. In March 2025, \$300,000 was transferred for reserves into the investment account.

2) Audit Committee Update: For the audit report, CFO Stanton remarked the audit for IAEE and CEIR was issued an unqualified opinion, indicating that the financial statements present a true and fair view without any reservations. Lease liabilities are now required to be reported on the balance sheet, aligning with new accounting standards for lease reporting.

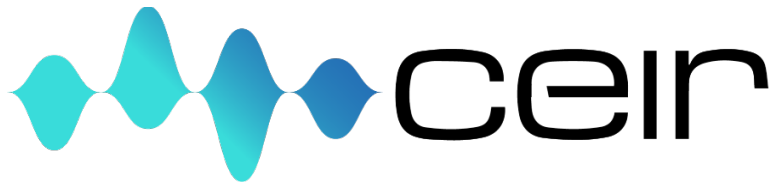
C. 2025 Expo! Expo! Update and Discussion:

- Scenario-based budgeting for Expo! Expo! 2025 will be developed by staff, targeting three to five percent growth with a seven percent plus stretch goal.
- Staff will present the full budget to the board in August.
- The board agreed that staff should set pricing and budget, with board approval.
- The decision on Las Vegas as 2028 Expo! Expo! location was tabled until after breakout group reviews event strategy and presents recommendations.
- Registration will launch in July instead of August.
- Breakout group will consider event timing, location, and strategic direction, especially for the 100th anniversary in 2028.

9. DISCUSSION: WHAT KEEPS YOU UP AT NIGHT: President and CEO Marsha Flanagan provided a preview of the challenges and opportunities for the board strategy discussion breakouts and noted the following:

- CEIR 2.0 aims to relaunch as a trusted authority and profit center, with improved data presentation and relevance.
- Value proposition is key to acceptance of higher dues for revenue and financial strategy.
- Board members emphasized the need for staff to prioritize and focus on a few key initiatives rather than spreading resources too thin.

10. ADJOURNMENT: A motion to adjourn was made, seconded, and unanimously APPROVED. The meeting was adjourned at 2:47 PM ET.



BUSINESS INTELLIGENCE
FOR BETTER EVENTS

**CEIR Board of Directors Meeting
Tuesday, 22 April 2025: 2:30 PM ET
JW Marriot Marquis Miami, Plaza 5
Miami, Florida**

MINUTES

PRESENT: Chairperson Brian Pagel; Secretary-Treasurer Mary Bender; Member-At-Large Emile K. Davis; Immediate Past Chairperson Chuck Grouzard; Director Eric Blanc Sr., CMP; Director Mark Bogdansky; Director Paige Cardwell; Director Michelle Edmonson, CEM; Director John Jaworski, CEM; Research Council Chairperson Rich Vallaster III, MBA, CEM, DES

IAEE BOARD GUESTS: Director Mike Carlucci; Director Sonia Fong, MBA; Director Nicole Hallada; Director Kapil Kher, PMP, CEM; Director Anytra Lowe, CEM; Ex-Officio Director Lisa Malikow (MATSO Council); Ex-Officio Director Justin Moore, MBA, CEM (Chapter Leaders Council); Director Elane Williams, CMP, CEM-AP.

STAFF: Director of Governance: Beverly Benbow, M. Sc.; IAEE Senior Vice President, Operations, Lisa Buchanan; 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 3:02 PM ET.

A. Quorum: A quorum was confirmed.

B. Anti-trust, Conflict of Interest, Confidentiality/Data Privacy and

Protection/GDPR: A reminder was provided to keep the noted guidelines in mind during discussion.

2. APPROVAL OF AGENDA: Chairperson Brian Pagel noted there was an addition to the agenda, a discussion, and a motion to move \$500,000 from investments to the IAEE checking account to cover CEIR obligations as under business as under 8C. **A MOTION to approve the agenda with the noted addition was made, seconded and unanimously APPROVED.**

3. APPROVAL OF CEIR BOARD MINUTES: Approve 16 December 2024 Meeting Minutes: A MOTION to approve the minutes of the 16 December 2024 Board meeting was made, seconded, and unanimously APPROVED.

The meeting PPT is attached in Exhibit B.

4. CHAIRPERSON'S REPORT: Chairperson Pagel reported a recap of CEIR's activities for 2025. Here are the notable highlights:

- Reflecting on CEIR's transition under IAEE, aiming for a stronger foundation and operational efficiency.
- Rolling out the Symphony BI tool to enhance deliverables.
- Emphasizing the need to treat CEIR as a growth business, focusing on profitability and market differentiation.
- Encouraging both boards to think bigger and leverage the new structure for future growth.

5. IAEE PRESIDENT AND CEO REPORT: IAEE President and CEO Marsha Flanagan presented her update and noted CEIR activities in several areas.

6. MARKETING UPDATE: Director Paige Cardwell provided a recap on CSG marketing.

- CSG partnership has driven measurable improvements in website visits and brand awareness.
- 2025 strategy focuses on shifting messaging to highlight CEIR's broader resources and reports, beyond flagship events.
- There was an eight percent growth in attendance for Predict with increased paid attendees and sponsor engagement.

7. RESEARCH UPDATE: IAEE President and CEO Flangan delivered the research update.

- Developed with Oxford Economics, the CEIR Index is now an interactive online dashboard, rather than a large report.
- The dashboard offers five access levels with tiered pricing from \$350 to \$9999 per year.
- Key metrics are attendance, revenue, NSF of exhibit space sold, and exhibitors.
- Features include sector comparisons, forecasting tools, downloadable data tables, and PowerPoint export.

8. BUSINESS:

A. Approval of Consent Agenda: A MOTION to accept the consent agenda was seconded and unanimously APPROVED.

B. Financial Presentation:

1) Financial Committee Report – 28 February 2025 Financials: CFO Scott Stanton and Secretary/Treasurer Mary Bender presented the first five months of FY2025. CEIR is progressing per plan. CEIR posted a revenue of \$93,325 versus a budgeted amount of \$115,348. CEIR's operating loss was negative \$285,943 versus a budgeted amount of negative \$271,358, a five percent variance. Reforecasted net loss at year-end is estimated at negative \$682,887, a 96% variance. Funds available to CEIR are about \$1.17 million in combined checking and investments.

2) Audit Committee Update: For the audit report, CFO Stanton remarked the audit for IAEE and CEIR was issued an unqualified opinion, indicating that the financial statements present a true and fair view without any reservations. Lease liabilities are now required to be reported on the balance sheet, aligning with new accounting standards for lease reporting.

C. Request to move \$500K from CEIR investment account: CFO Scott Stanton presented the resolution to request to move \$500,000 from CEIR investment account to the checking account to cover current and near-future approved CEIR obligations. **A MOTION to move \$500,000 from CEIR investment account to the checking account to cover current and near-future approved CEIR obligations was made, seconded, and unanimously APPROVED.**

9. CLOSING BOARD CHAIRPERSON REMARKS: Chairperson Pagel made these remarks.

- The board is encouraged to use and promote the CEIR Index and Symphony BI tools within their organizations.
- Participate in upcoming sessions and amplify CEIR releases on personal/professional channels

10. ADJOURNMENT: MOTION: A motion to adjourn was made, seconded, and unanimously APPROVED. The meeting was adjourned at 4:33 PM ET.

IAEE & CEIR Board of Directors Meeting
Wednesday, 23 April 2025: 8:00 AM ET
JW Marriot Marquis Miami, Plaza 5
Miami, Florida

MINUTES

IAEE BOARD: Chairperson Chuck Grouzard; Chairperson-Elect Brian Pagel; Secretary-Treasurer Mary Bender; Immediate Past Chairperson, Marie Browne, MBA; Member at Large, Emile K. Davis, CEM; Director Mark Bogdansky; Director Mike Carlucci; Director; Director Michelle Edmonson, CEM; Director Sonia Fong, MBA; Director Nicole Hallada; Director Kapil Kher, PMP, CEM; Director Anytra Lowe, CEM

EX-OFFICIO DIRECTORS: Chairperson Justin Moore, MBA, CEM (Chapter Leaders Council); Chairperson Lisa Malikow (MATSO Council)

APOLOGIES: Director Michael Clarke; Director Necoya Tyson, CEM-AP, CGMP, CWP, CCEP; Director Elane Williams, CMP, CEM-AP; Director Nichapa Yoswee, CEM. EX-OFFICIO DIRECTORS: Chairperson Chris Brown (Past Chairpersons Advisory Group); Chairperson Daben Mao (China Council); Chairperson Michelle Metter (Consumer Events Council)

CEIR BOARD: Chairperson Brian Pagel; Secretary-Treasurer Mary Bender; Member-At-Large Emile K. Davis; Immediate Past Chairperson Chuck Grouzard; Director Eric Blanc Sr., CMP; Director Mark Bogdansky; Director Paige Cardwell; Director Michelle Edmonson, CEM; Director John Jaworski, CEM; Research Council Chairperson Rich Vallaster III, MBA, CEM, DES

IAEE/CEIR STAFF: Director of Governance, Beverly Benbow, M. Sc.; Senior Vice President, Operations, Lisa Buchanan; President and CEO Marsha Flanagan, M. Ed. CEM; CFO Scott Stanton, CEM, CAE

1. WELCOME: IAEE Chairperson Chuck Grouzard and CEIR Chairperson Brian Pagel welcomed both boards who broke into five separate breakout sessions.

2. STRATEGIC PLANNING BREAKOUTS RECAP:

Digital Transformation & Data Strategy:

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

Board: Mary Bender, Michelle Edmonson, and Kapil Kher

Staff Lead: Scott Stanton

NOTES:

- Who is IAEE and who are we? Right now, we are everything to everyone.
- Shifting to a revenue first mindset for staff is necessary from service to growth/making money to growth/making money and service.
- All new digital products have clear revenue models attached.
- Three things: community, trade show, learning
- For community, proposed chapter AMS (Association Management System) as potential community-focused digital product.
- For trade shows, recommend recorded trade show sessions with paid content model and sponsorship opportunities
 - Creating different digital experiences for Expo! Expo! with 24-hour content loop:
 - Pay to put content. Online demand pieces with Expo! Expo! content and sponsorship
 - Pieces could be free to view and get sponsorships.
- For learning, new employees do not know the language. There is a need for an onboarding program and foundational industry learning content.
 - CEM model is used.
 - Different content/platform to pay to play or sponsorship
- Industry Awareness
 - What is IAEE pitching to the customer? How do we double down?
- Digital transformation
 - Who owns digital strategy? Who owns implementation? Fractional CTO?
 - Someone needs to be hired specifically to be a dedicated leader in digital transformation to unify direction.

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.

Board: Eric Blanc, Marie Browne, Paige Cardwell, Sonia Fong, John Jaworski, Lisa Malikow, Brian Pagel and Rich Vallaster

Staff Lead: Marsha Flanagan

NOTES:

- Branding is important. One of the pillars on the website should be research.
 - Consider creating a research tab at the top of the IAEE website homepage.
 - Go ahead and put all CEIR Predict event information as an event on the IAEE website.
 - For Index, it does not break down who the index is for (audiences) and explains how they can use it. Explain to the audience the marketing messaging and the Index website.
 - Tacklebox project findings were reviewed to ensure input was considered.
- Simply CEIR to focus and consider streamlining core research products to include:
 - CEIR Index/Event Performance Analyzer tool

- Organizer Benchmarking Study
- Monthly Pulse Reports
 - Three key questions
 - Social Media
- Consider co-locating Predict during Expo! Expo! instead to order to get senior leaders there.
- There is a need for a road show. Various IAEE members could be considered ambassadors to go and present at various events.
- Creating training on 'how to use the CEIR data research' for board members, students, faculty, and staff with a CEM course.
- During CEM faculty training, show the CEM faculty how to use the new Index tool.

Membership Growth & New Market Expansion:

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

Board: Mark Bogdanský, Mike Carlucci, Emile K. Davis, Chuck Grouzard, Nicole Hallada, Anytra Lowe, and Justin Moore

Staff Lead: Lisa Buchanan

NOTES:

- Membership universe
 - Number of associations and independents
 - Sales plan
- Low hanging fruit – Where can we use data to drive insights?
- Auditing the dues near term for more revenue.
- Conduct a pricing study to determine whether membership and offerings are priced appropriately.
- Who are the communities we serve? Who should be a member?
What is the value proposition for each segment?
- Identify potential membership and map the associations to identify synergies.
- Creating a retention and acquisition sales plan including engagement goals.
- Identify competitive advantages and define primary membership targets.
- Shift from Consumer Events Council.
 - Define consumer participation opportunities.
 - Suggest bifurcating between 'carnival-type' events and 'business led leisure interest' events
- M&A
- Emphasize the need to identify IAEE's core purpose. What is our identity? What is one reason for being? Who do we want to be? This is before expanding focus.

Revenue & Financial Strategy:

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

Board: Mary Bender, Eric Blanc, Marie Browne, Michelle Edmonson, and John Jaworski

Staff Lead: Scott Stanton

NOTES:

- Are current revenue targets off based on current landscape?
- Current revenue is achievable based on market conditions.
- Emphasize the importance of clear branding and awareness for all IAEE products.
- Change the mindset of IAEE staff from member services to revenue generating.
- Staff mindset to become subject matter experts. Realigning sales team to handle both membership and sponsorship as one-stop shop.
- Focus on finance before service. Service offerings will depend on how well we do as an organization.
- Sales mentality is to focus on three things to learn and talk about. Create a concentrated market penetration with the same message for IAEE and CEIR.
- Propose incremental increases to membership fees, noting that people join for specific value and small increases will not deter renewal.
- Recommend package discounting to encourage use of multiple IAEE products. More products purchased leads to higher discounts.
- Combine Predict with Expo! Expo!
- Remove trade sponsorships from sales to operations.
- Prioritize and focus on what really matters. What does this look like beyond 2026 and 2027?

Expo! Expo! and Event Strategy:

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

Board: Paige Cardwell, Sonia Fong, Kapil Kher, Lisa Malikow, Brian Pagel, and Rich Vallaster

Staff Lead: Marsha Flanagan

NOTES:

- Current education is true to the value proposition for middle management, but we have not capitalized on the sales and market track. There is a need to consider expanding to the exhibitor market and executives.
- Expo! Expo! lacks consistency in schedule, location, and dates, creating marketplace confusion. Schedule changes every year.
- Discussed branding challenges. The name does not align with what the event actually is. The theme "show for shows" does not seem a fit. We do not offer products, services, or education for the total ecosystem.
- Recognized content has been strong for operations functions but many in the breakout were not aware of our sales and marketing courses. That audience has not been marketed to or made aware of.
- Consider leveraging brand leaders.
- Suggested merging Predict with Expo! Expo! to attract senior leaders.
- Proposed simplifying the event to provide more consistent value proposition.
- Recommended keeping exhibition focus while broadening to different functions within exhibitions. Products and services will need to match all new audiences.

3. CLOSING REMARKS: IAEE Chairperson Grouzard and CEIR Chairperson Pagel thanked the board for their strategic input and noted the importance of prioritizing initiatives.

4. IAEE AND CEIR BOARDS ADJOURNMENT: MOTION: A motion to adjourn was made, seconded, and unanimously APPROVED. The meeting was adjourned at 11:53 AM ET.

IAEE Board of Directors Meeting 22–23 April 2025

Miami, Florida

Welcome

- Call to Order
- Quorum
- Anti-Trust ,Conflict of Interest, & Confidentiality/Data Privacy & Protection–GDPR Policies
- Approval of Meeting Agenda (MOTION)
- Approval of 28 February 2025 Meeting Minutes (MOTION)

Chairperson's Report

Chuck Grouzard

Executive Vice President of
Business Development of
Creative and Design

GES



**“Meaningful Progress is Measured Not
by Speed, but by Direction &
Consistency.”**

&

**“Positive Change is the Result of Clear
Vision, Focused Effort, and Steady
Momentum.”**



Chairperson's Report

April 22, 2025



**INTERNATIONAL ASSOCIATION
OF EXHIBITIONS & EVENTS**
Exhibitions & Events Mean Business

Highlights

- Weekly Chair/Chair-Elect & Marsha Check-Ins
- Enhancing the IAEE Brand in China
- Ongoing & Active Committee/Council Meetings
 - Committee & Council Chair Survey
- MATSO Behind the Scenes – March 17-19
- Chapter Presentations – State of the Industry
 - Southwest
 - Southeast
 - Dallas Ft. Worth
- Tradeshow Executive Monthly Thought Leadership Column
 - New Year, New Vision for a Bright Future
 - Engaging the Next Generational Leaders
 - Championing Women's Leadership
 - Advocacy Matters More Than Ever
- Finalizing 2025 Chapter Meetups
- Enhancing Our Existing Talented IAEE Team with approval of a VP of Learning
- Finance Committee Momentum



IAEE LEADERSHIP CHINA TRIP



CEFCO 

Overview of the Visit

Beijing, Tianjin

Key Participants:

- Marsha Flanagan
- Chuck Grouzard
- Jessica Jia
- IAEE China Council members

Purpose: Strengthen partnerships, foster new opportunities, advance IAEE's goals in China and internationally

Key Meetings and Highlights



Beijing Union University (BUU) Meeting



Meeting with CCPIT Leadership

- Discussed ongoing partnership and future collaboration.
- New travel policy in China (up to 240-hour visa-free transit).

Hangzhou Breakfast Meeting

- IAEE's participation in the Fourth Global Digital Trade Expo (September 2025).
- Long-term collaboration plan to grow IAEE's regional event around Aisa Market.
- A proposal prepared for discussion with intent for unbudgeted revenue.
- Establishment of IAEE / Hangzhou City University Innovation Center and potential certification program.

China-U.S. High-Level Dialogue



IAEE China Council Meeting

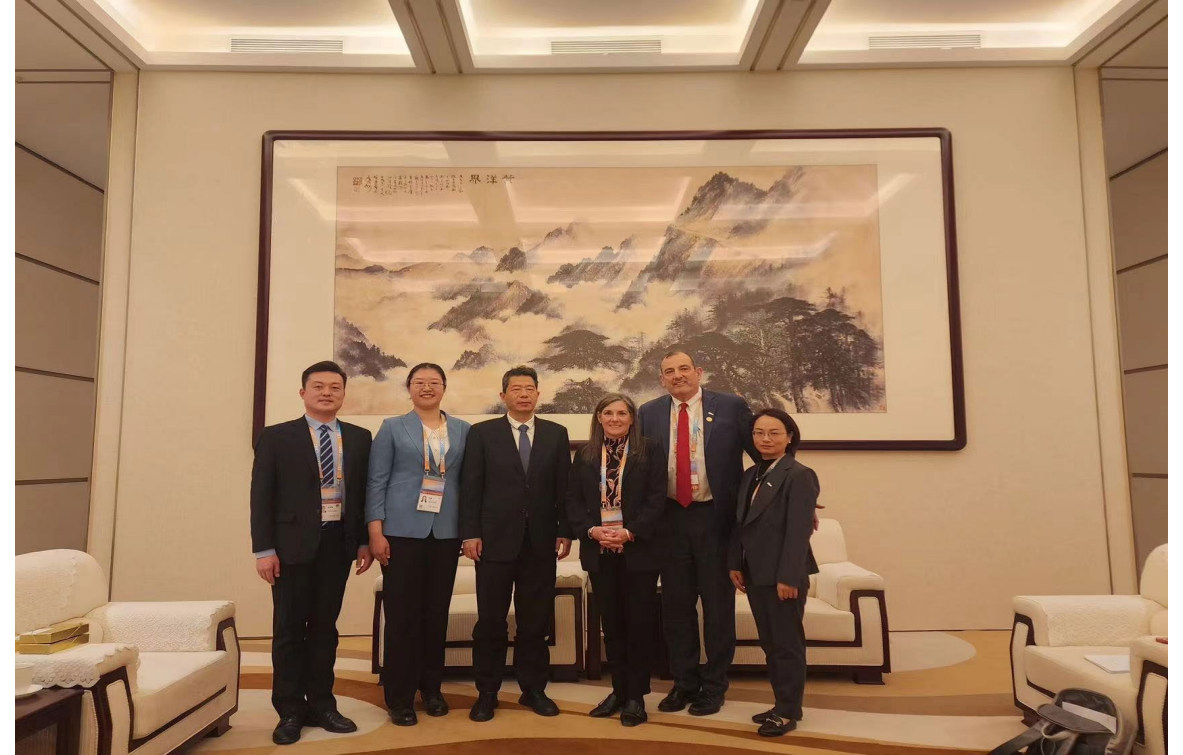


CEM/CIEP Event





Private Meeting with CCPIIT Training Center



Roundtable & Meetings with Municipal Governors

- 2025 Beijing Roundtable Meeting: How conventions and exhibitions contribute to urban development.
- Site Visit: IAEE leadership explored new venues in Beijing.

Roundtable & Meetings with Municipal Governors-Highlights in Beijing



Media Interviews Highlights

13:20

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新华V访谈·CEFCO声音 | 国际展览与项目协会：CEFCO为中外企业搭建良好沟通平台

新华网客户端 142.6万 · 2025-01-15



推广CEM（展览管理认证）培训项目

1月8日至10日，第二十届中国会展经济国际合作论坛（CEFCO）在国家会展中心（天津）举办，来自重要国际会展组织、多个国家和地区的会展机构和商协会、全球知名会展集团代表等600余人共同参会。国际展览与项目协会（IAEE）主席查克·格鲁扎德表示，中国会展经济国际合作论坛为中外企业搭建了良好的沟通平台，期待与更多海外伙伴深耕中国市场。

节后出游正当时！冲浪、赏花、邮轮游……错峰旅行更

下载客户端

13:18

全文翻译

Xinhua News Window on China & the World

Open



GLOBALink | Industry insiders see strong potential in Beijing's exhibition industry

Xinhua Published: 2025-01-15 21:39:59



"I think openness leads to collaboration. Collaboration then leads to innovation. I'm very optimistic for the businesses here in

13:22

18个项目签约！第二十届中国会展经济国际合作论坛在津开幕

津云 融媒体，云天下

打开

18个项目签约！第二十届中国会展经济国际合作论坛在津开幕

2025-01-09 20:18 津云

津云新闻讯：1月9日，第二十届中国会展经济国际合作论坛在天津举行开幕式。



本届论坛以“聚新质生产力，谋可持续未来”为主题，由中国贸促会与国际展览业协会（UFI）、国际展览与项目协会（IAEE）、独立组展商协会（SISO）和国际大会及会议协会（ICCA）等4家国际会展组

13:19

中国贸促会融媒体中心

第二十届中国会展经济国际合作论坛

中美会展手拉手 开启经济增长“快行道”



查克·格鲁扎德 国际展览与项目协会主席

今天我们见证了中美会展行业开启的一次非常有意义的对话

01:02

孟育建 等2个朋友

#第二十届中国会展经济国际合作论坛 中美会展手拉手 开启经济增长“快行道”#CEFCO #热点

中国贸易报 已关注

42 14 14 评论



INTERNATIONAL ASSOCIATION
OF EXHIBITIONS & EVENTS

Exhibitions & Events Mean Business

China Update
Jessica Jia
Director of Operations
IAEE China Office



Video – China Update – IAEE Board Portal

Conclusion and Next Steps

- **Continued Growth and Collaboration:** IAEE's expanding footprint in China.
- **Ongoing Initiatives:** Follow-up on educational programs, digital trade expo, and partnerships.
- **Future Engagement:** Strengthening communications with CCPIT, BUU, and Hangzhou teams.

Committee & Council Liaisons

Brian Pagel: Chapter Leaders Council, Finance Committee

Mary Bender: Finance Committee

Marie Browne: Nominating Committee, Past Chairpersons Group, Global Task Force

Mark Bogdansky: ECA Board Liaison, Finance Committee

Mike Carlucci: ECA Board Liaison

Michael Clarke: Industry Partners, Audit Committee

Emile K. Davis: Event Technologies Committee

Michelle Edmonson: Education Programming Committee, Finance Committee

Sonia Fong: Community Engagement & Belonging Committee

Nicole Hallada: EE Advisory Committee

Kapil Kher: Faculty Advisory Committee

Anytra Lowe: EE Advisory Committee

Necoya Tyson: Women's Leadership Committee

Elaine Williams: CEM Commission

Justin Moore: Chapter Leaders Council

Michelle Metter: Consumer Events Council


Lisa Malikow: MATSO Council

Chris Brown: Awards Committee, Audit Committee, Past Chairpersons Group

Daben Mao: China Council

THANK YOU!

IAEE COMMITTEE CHAIR SURVEY



Thanks for your commitment to IAEE and our industry. Through your leadership, experience and vision we will collectively achieve great results throughout 2025.

Name *

First Name Last Name

Are you enjoying your role so far as Chair of your committee? *

Do you feel you have enough support from IAEE staff to assist with your committee?
If no, what additional help might we be able to provide?

Are your committee members engaged in the meetings? *

IAEE COMMITTEE CHAIR SURVEY

- **Are You Enjoying Your Role as the 2025 Chair of Your Committee?**
 - Yes = 9; 1 = Absolutely Love it!
- **Do You Feel You Have Enough Support From IAEE Staff? What Additional Help is Needed?**
 - Yes = 10
 - Mary Tucker makes it so easy for us to stick to deadlines and stay on task. Her creation of the spreadsheet to rank the applicants in advance has been instrumental in helping us push forward in making decisions. I like the open dialogue that Mary and I keep and we make changes that are sensible for all our volunteers.
 - Yes. I think the staff definitely pays attention to MATSO.
 - I would like to give Stacy Powers a huge kudos. She's so prepared and I enjoy working with her.
 - IAEE staff is superior. They are not only there for me but also anticipate and lead me in the right direction. Couldn't do this without them, especially Stephanie.

IAEE COMMITTEE CHAIR SURVEY

- **Do You Feel You Have Enough Support From IAEE Staff? What Additional Help is Needed? (CONT.)**

- IAEE has always been great about supporting committee's and their chairs. I'm not sure if the committee I'm currently listed as chairing is defunct. Haven't heard.
- Yes, I feel well supported by the IAEE staff. Their responsiveness, organization, and willingness to collaborate have been instrumental in helping our committee function smoothly. From coordinating meetings to providing the necessary resources, their support has enabled us to stay focused on our goals and make consistent progress. I truly appreciate their partnership and dedication to our committee's success. Stacy keeps us on track and focused!
- Yes, really appreciate how the IAEE team stays involved throughout the entire process from setting up the meetings, agenda, facilitating the calls and then capturing next steps and meeting minutes.

- **Are You Committee Members Engaged?**

- Yes = 10

- **What One Word Best Describes Your Experience So Far as Chair?**

- | | |
|----------------|--------------|
| • Enlightening | • Fulfilling |
| • Focused | • Meaningful |
| • Busy | • Inspiring |
| • Pleasant | • Rewarding |
| | • Enjoyable |

IAEE COMMITTEE CHAIR SURVEY

- **What One Word Best Describes IAEE Today?**

- Supportive
- Advocate
- Supportive
- Evolving
- Innovators
- Unifying
- Supportive
- Impactful
- Progressive
- Educators

- **Any Suggestions to Share with IAEE Staff & Board of Directors?**

- Increase chair involvement in content (agenda for meetings)
- Send agenda at least 5 days prior to meeting
- Have chair-elect to learn the ropes for next year
- Highlight committee chairs in social posts
- Facilitate, if appropriate, cross collaboration with other committees
- Provide chairs with feedback and a roadmap to get more involved or on the board

HELP NEEDED!

IAEE MemberLink Open Forum Settings

Community Home

Discussion 8,286

Library 384

Events 0

Members 11,766

Most Recently Updated

Posts in my communities

50 per page

Post New Message

| Thread Subject | Replies | Last Post | Status |
|---|---------|--|--------|
| Brand New to the Events Space-Looking for tools and tips! | 0 | 15 hours ago by Emilie Ansel | |
| Show Floor Tours | 4 | yesterday by Mrs. Kara Dao CEM-Fellow, DES Original post by Mrs. Christen Tye CEM | |
| Blog Article - Top Tips from IAEE's First CEM Fellow | 6 | yesterday by Mrs. Kara Dao CEM-Fellow, DES | |



MEETUP HAPPY HOUR



DMV event professionals –You're invited to an informal, fun and free event industry meetup in Old Town!

 **THURSDAY**
October 24, 2024

 **5-7 PM**

 **HISTORIC OLD TOWN**

RSVP NOW! 

IAEE members Mary Bender, Chuck Grouzard and Rick McConnell are hosting the happy hour in a historic row home, just steps from the Old Town, VA waterfront. No formal agenda, no fees—just good vibes, great company and the chance to connect with other event industry pros.

If you don't know many from the industry yet, join us – we'll introduce you around!

iaee

Our Voice • About • Blog • Careers • Community • Events • Learning • Membership •

FIND/POST A JOB JOIN MEMBER LOGIN

IAEE Member Spotlight

First Name *

Last Name *

Your Email *

Your Email

Company *

Title *

Designation(s)

Are you an Organizer or Supplier? *

☐ Organizer


☐ Supplier

Answer the following questions:

1. Tell us the specific industry area you work in. (Professional, Marketing, Conference Planner, Exhibition, Sales etc.) *

IAEE Ambassadors

Answer Connect Access



Goals for Ambassadors

- Share information about IAEE with prospective members
- Answer questions from prospective members you meet
- Connect those interested in learning about membership with IAEE staff
- Be available to speak with prospective members (referred by staff) who want a peer perspective

The IAEE Ambassador Program invites current members to share the value of IAEE with other potential members. While the "Toolkit" provides resources to help you share the benefits of membership with your peers, your own experience with our association and telling others why you continue to be a member, is the best testimony you can provide.

If you are interested in being an Ambassador, download the resources on this page and use them as a guide when talking to prospective members.

Let your contacts know you are an IAEE Ambassador!

iaee

Our Voice • About • Blog • Careers • Community • Events • Learning • Membership •

FIND/POST A JOB JOIN MEMBER LOGIN

IAEE
AMBASSADOR

channels and wherever you like.

DOWNLOAD BADGE

Click the download button, then right click on the image and save to your computer or device.

As the Board Liaison,
Continue to Support Your
IAEE Committee/ Council

- Send short note after each call
- Thank you chat to the committee
- Social post "Thank you"

Be Strategic – Help Shape the Future of IAEE

- What bold moves should we consider, that can elevate our mission?
- Prioritize & focus on what really matters
- Provide strategic oversight & guidance, and ensure accountability
- What does success look like 3–5 years from now?

Your Voice Matters

- Strategic input
- Insights & best practices
- Forward thinking suggestions
- Spotting potential challenges
- Help us challenge assumptions

“Meaningful Progress is Measured Not by Speed, but by Direction & Consistency.”

&

“Positive Change is the Result of Clear Vision, Focused Effort, and Steady Momentum.”

THANK YOU!!

**IAEE Staff, IAEE/CEIR Board of Directors &
Our Active Committees & Councils**

President & CEO Report

Marsha Flanagan, M.Ed., CEM



Industry Trends & Strategic Implications

- Mission/Vision/Value Prop
- Three Strategic Pillars
- Strategic Plan (In Year Two)
- EIC Future Landscaping Study
- External Forces
- Economic Updates
- Advocacy Update
- Membership Survey Highlights

IAEE

VISION

To be the global exhibition and event industry voice, thought leader and connector of commerce, learning and innovation.

MISSION

IAEE globally promotes the unique value of exhibitions and events and is the principal resource for those who plan, produce and service the industry.

VALUE PROPOSITION

IAEE connects global exhibitions and events industry stakeholders and creates opportunities for members to achieve their business objectives.

Brand Positioning Statement: Exhibitions Mean Business

THE INDUSTRY VOICE

Objective: Leverage partnerships to support the evolution toward positioning IAEE as the Industry Authority for the Exhibition Industry and increase awareness and influence the value of exhibitions.

YOUR TRUSTED COMMUNITY

Objective: Provide personal opportunities for individualized community peer to peer groups to learn and conduct business.

KNOWLEDGE AND INSIGHTS

Objective: Provide professional development pathways and resources to support learners at all levels.



Centennial Pathway: A Roadmap to 100

- New AMS
- Leverage Industry Relationships
- New Fiscal Year – Billing Process
- NEW Healthcare Community
- NEW Small to Mid-Size Community
- Convert Consumer Show to NEW Independent Community Focus
- Marketing Mindset – Industry vs. Events
- Media Partners
- Refine Global Strategy
- Positioning of China Operations
- Education Team Expansion
- Integration of CEIR
 - Organizer Benchmarking Study
 - Symphony BI Tool

EIC Future Landscaping Study Top Forces

Accessibility

awareness of disabilities, the regulatory environment, and adaptable and flexible environments.

Advocacy

coordination, collaboration, urgency, unified voices and proactive messages for industry success.

Business Models

budget and resource challenges, evolving expectations from participants, sponsors and exhibitors, and costs.

Climate Risk

emissions, policy and agendas, public perception, disruption, mitigation efforts, and place-based impacts.

DEI

driving and measuring change and impact within organizations across diversity, equity, and inclusivity.

ESG

public policy, compliance, messaging, corporate values, and employee and customer engagement.

Infrastructure

capacity, changing models, technology, and infrastructure in need of investment/advances.

Mobility

protectionism, visa challenges, travel disruptions, and ability/access for participation in knowledge sharing.

Risk and Security

data security, geopolitical-driven risk and risk management, technology evolution, and hard reduction strategies.

Talent

leadership opportunities, new talent strategies, team growth needs, and generational differences.

Technology

job security, trust equations, productivity impacts, regulatory changes, and training and education needs.

Wellbeing

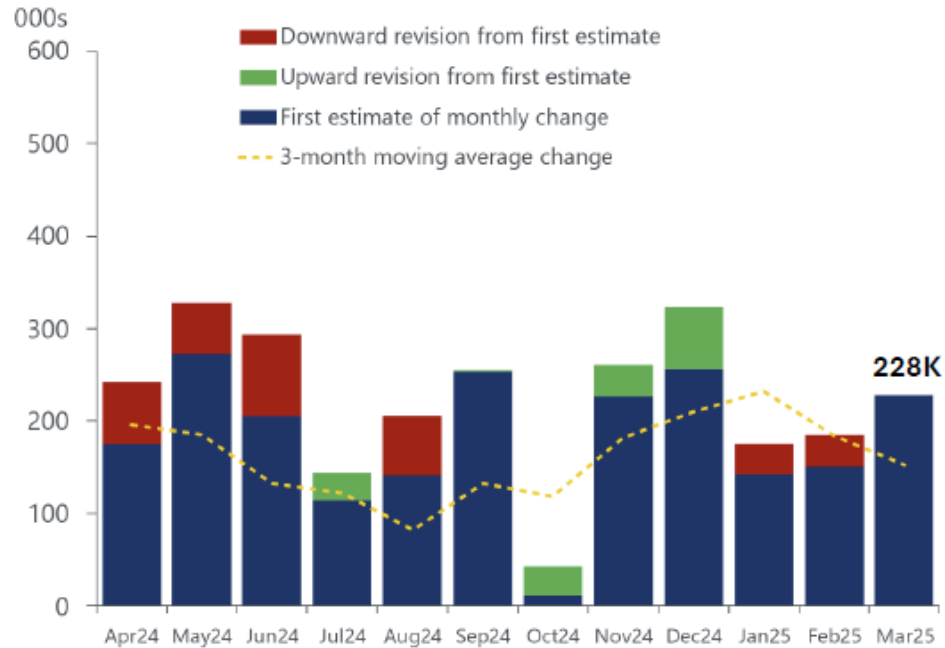
workplace wellbeing (physical, mental, social, etc.) supportive environments, and employee longevity.

Forces for Consideration – Association

- **Executive order, dated Jan. 21, that requires federal contractors to end race-based benefit programs.**
 - US Civil Rights Act of 1866 and Title VI of the Civil Rights Act of 1964
 - Associations are scrubbing websites and programs for targeted word use including DEI, Women, Underserved, etc.
 - Scholarships
- **Tax Reform**
 - Associations earn their tax-exempt status because they exist to serve the public good rather than to benefit private individuals or generate profit.
- **Executive order, dated Feb. 26, "Implementing the President's "Department of Government Efficiency" Cost Efficiency Initiative," which includes the following language (e) Non-Essential Travel Justification government employees**
 - Impact IAEE membership and attendance at events
- **Tariffs (weekly changes)**
- **Fluctuation in Market**

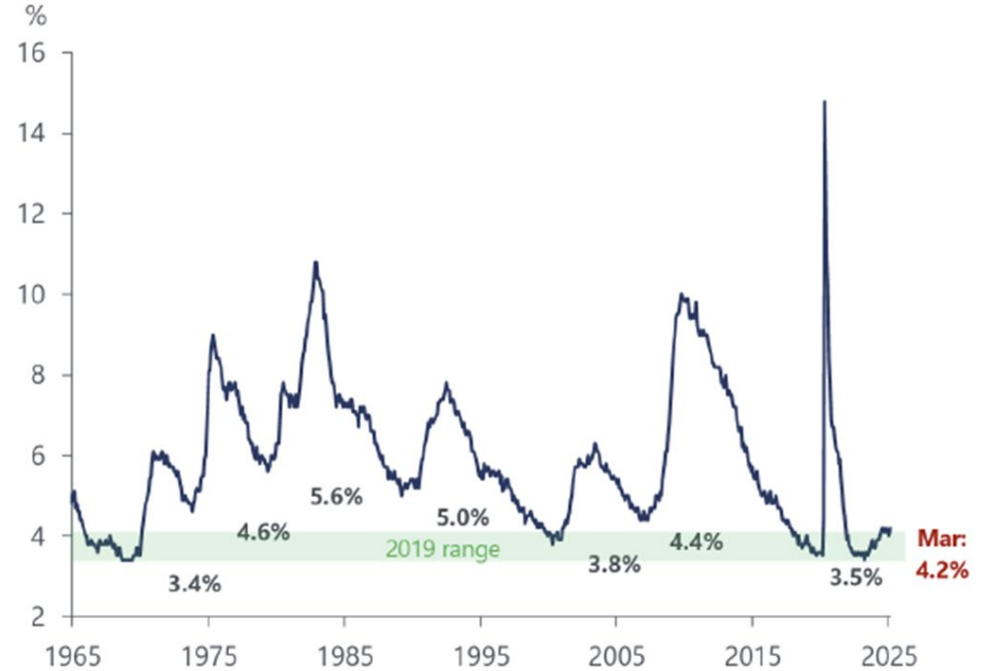
Jobs market continues to be resilient Unemployment remains low at 4.2%

US: Nonfarm payroll employment



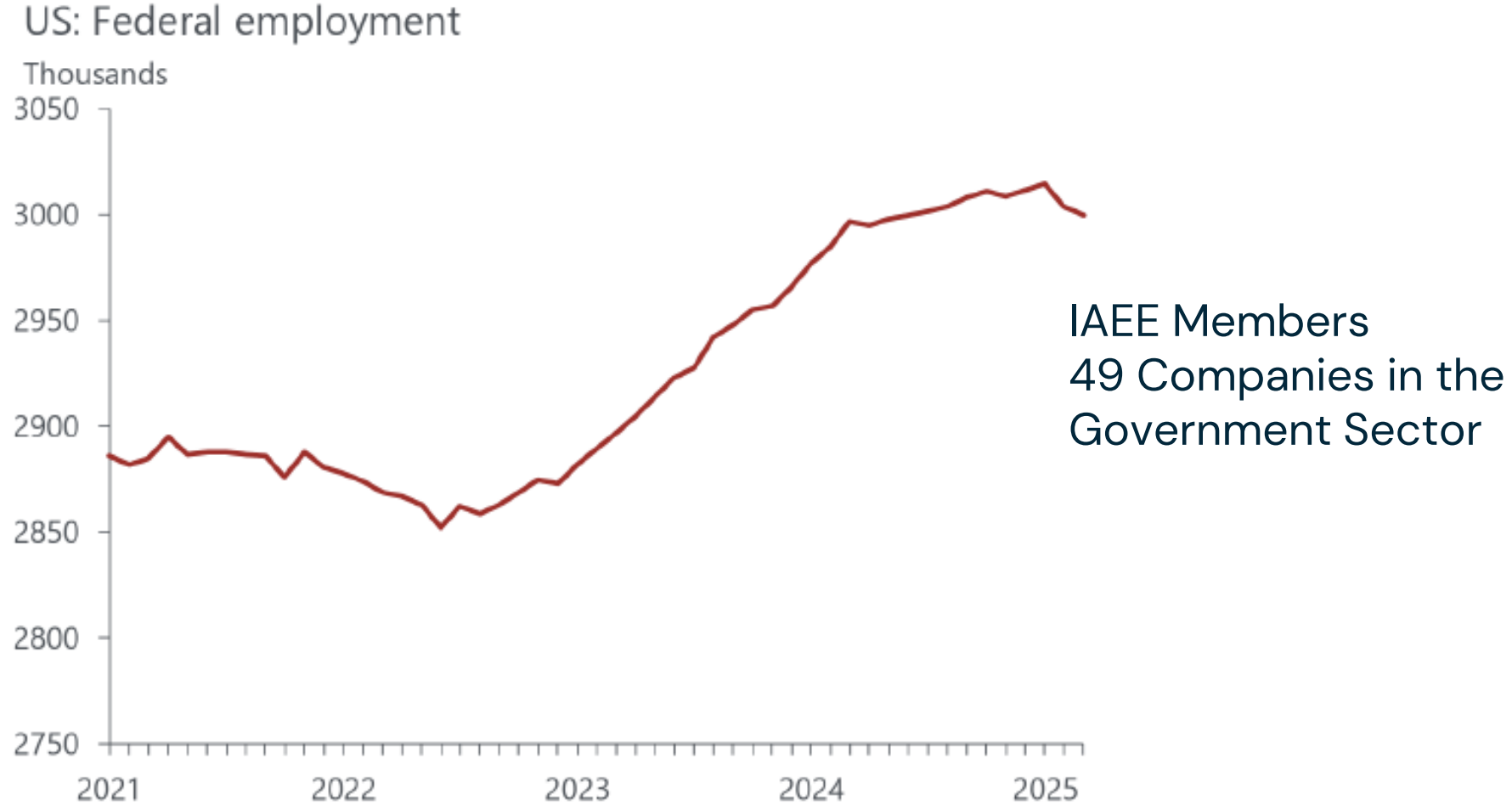
Source: Oxford Economics/BLS/Haver Analytics

US: U-3 unemployment rate



Source: Oxford Economics/Haver Analytics

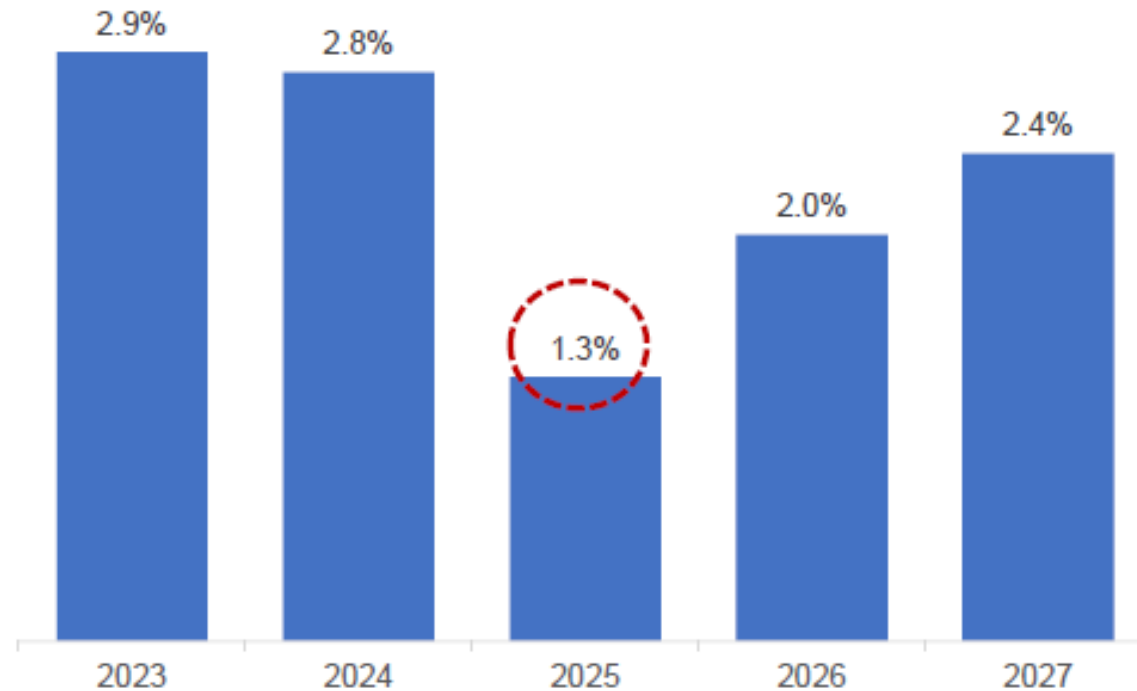
More declines in federal employment are ahead



Source: Oxford Economics/Haver Analytics

Economic growth will slow markedly in 2025

US Real GDP
\$ annualized



Source: Oxford Economics

The betting odds
of a recession
this year have
just risen to over
50 percent

 TOURISM ECONOMICS

Business travel intentions in flux

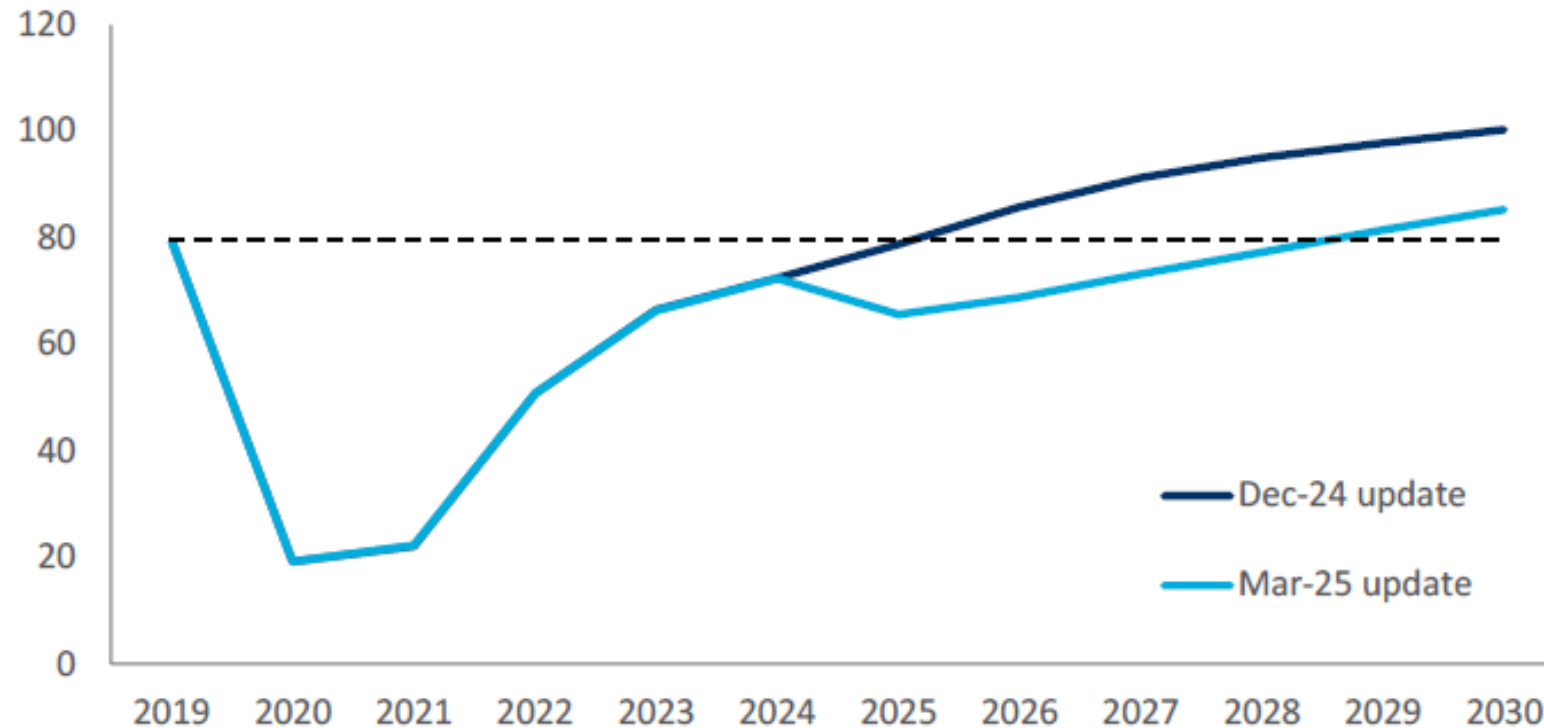
| What is your company's expectation for business travel spend in 2025 vs. 2024 | Response Date: Jan/Feb 2025 | Response Date: April 2025 |
|---|-----------------------------|---------------------------|
| Up more than 10% | 23% | 24% |
| Up less than 10% | 30% | 19% |
| About the same | 30% | 27% |
| Down less than 10% | 11% | 5% |
| Down more than 10% | 5% | 25% |



US inbound arrivals set to fall 9% in 2025

US inbound arrivals

Visits, mns



Source: Tourism Economics

Recovery delayed to
2029

IAEE Membership:

10,798 U.S.

228 China

124 Taiwan

82 Korea

57 Canada

33 Malaysia

18 Singapore

15 Thailand

14 Saudi Arabia

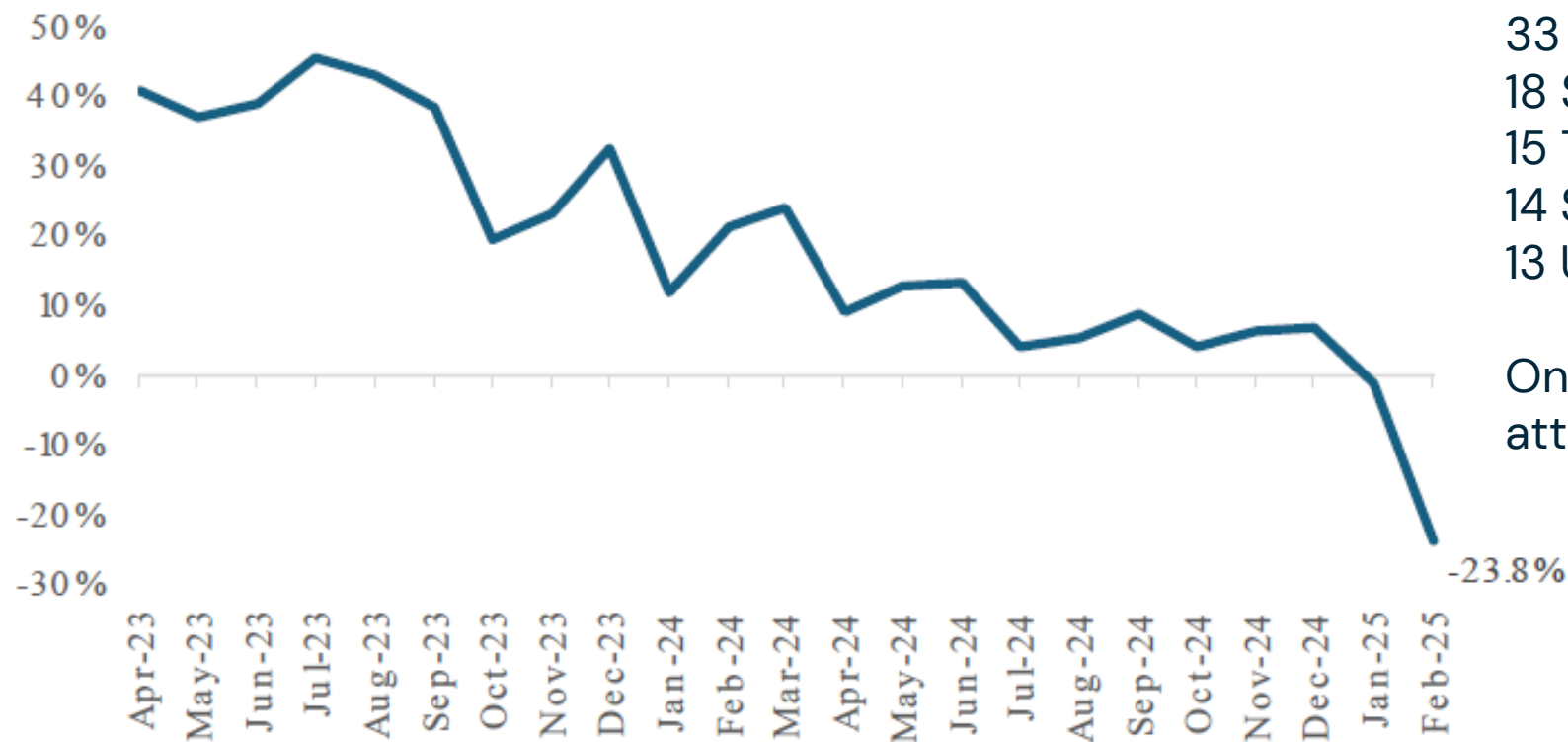
13 U.A.E.

Only 5.8% of Expo! Expo!
attendees are outside the U.S.

TOURISM ECONOMICS

Effects are already evident

Canadian-resident US return trips by land (monthly)
Year-over-year % change



Source: Statcan

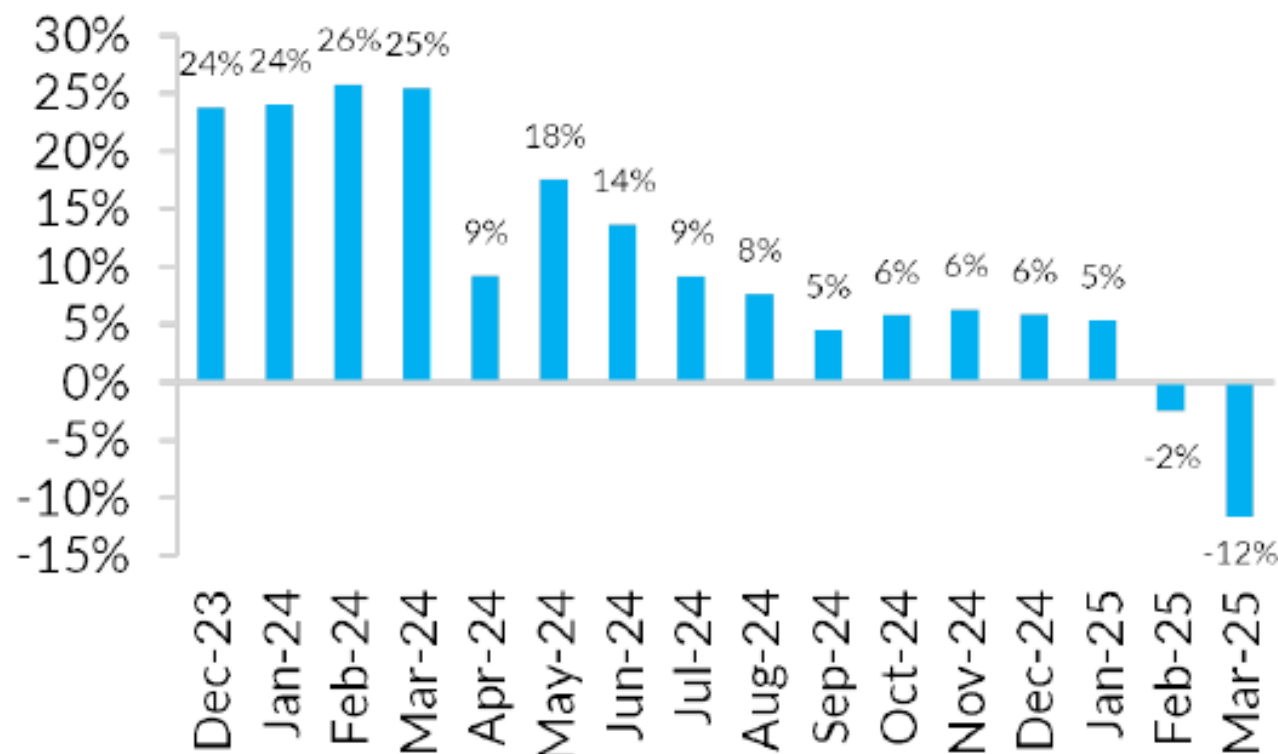
IAEE Membership:
10,798 U.S.
228 China
124 Taiwan
82 Korea
57 Canada
33 Malaysia
18 Singapore
15 Thailand
14 Saudi Arabia
13 U.A.E.

Only 5.8% of Expo! Expo!
attendees are outside the U.S.

Overseas markets are diving as well

US Inbound Travel from Overseas

% year-over-year change



Source: ADIS/ I-94

Note: Lagged data for Canada and Mexico

European Tourists Start Avoiding US as 'Unknown Territory'

French hotel group Accor SA warned that forward bookings from Europe to the US this summer are down 25%, as travelers that feel put off by President Donald Trump's border clampdown divert to other locations.



Bloomberg News
Kate Duffy and Oliver Crook

Published Apr 01, 2025 • Last updated 1 day ago • 2 minute read

Update
Tommy Goodwin
ECA Vice President



[Video – ECA Update – IAAE Board Portal](#)

CEIR Index Overall Update

Tempered performance for completed events set back the Q3 2024 Index value to 89.3 after strong performance in the first two quarters of the year.

In Q4, the stronger performance of exhibitor participation and Real Revenues supported an increase to 95.6.

Preliminary Membership Survey Results

Results as of 4/16, 235 organizer and 200 supplier responses, 4% response rate, target of 7%

Words that Best Describe IAEE

Organizer

- Educator (75%)
- Connector (52%)
- Knowledge Leader (49%)
- Advocacy (38%)

Supplier

- Educator (69%)
- Connector (61%)
- Knowledge Leader (43%)
- Advocacy (47%)

Organizer

NPS: 48

Satisfaction:
Very satisfied – 40%
Satisfied 34%
Extremely satisfied – 25%

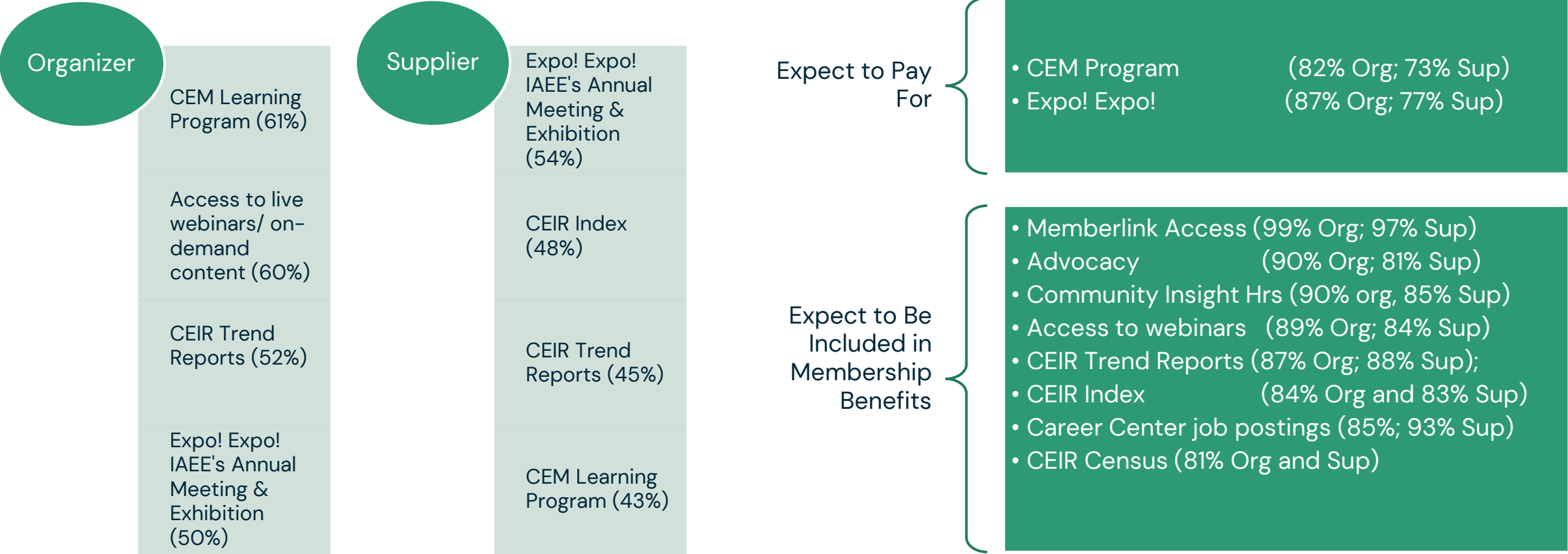
Supplier

NPS: 40

Satisfaction:
Very satisfied – 35%
Satisfied 33%
Extremely satisfied – 25%

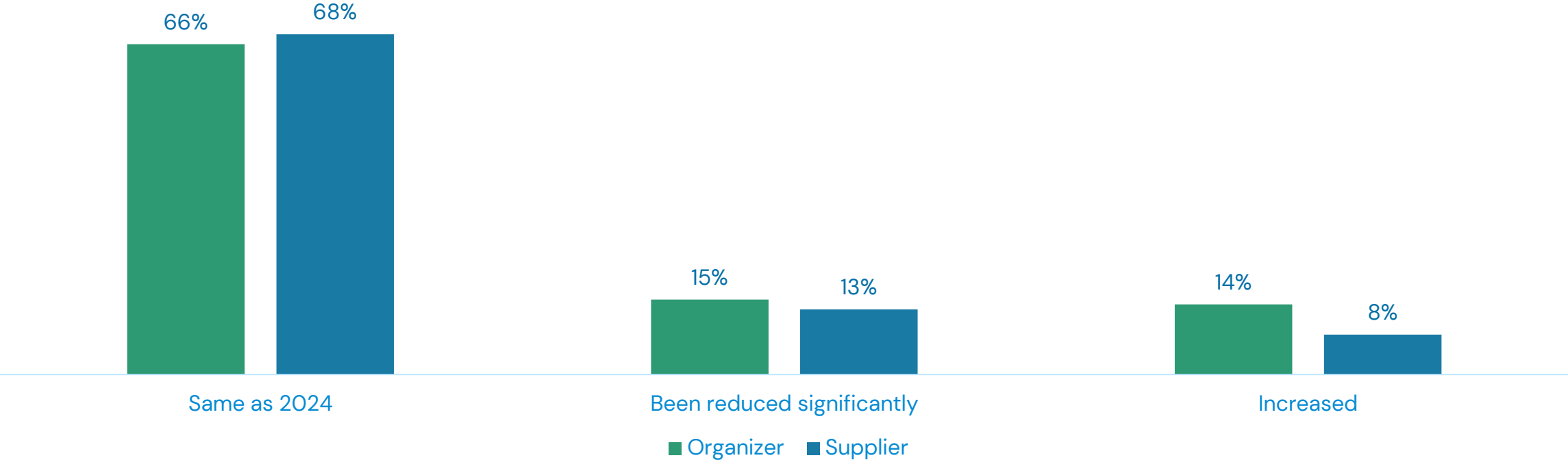
Top Ranked Membership Benefits

Top Ranking for 'Very Valuable'



Budget for Learning

My 2025 Learning Budget Compared to 2024



Global Task Force Update

Marie Browne, MBA
Senior Vice President
RX



Global Task Force:

Prioritize NA; International Association with focus on CEM (knowledge); Proactive vs. Reactive

Members: Marie Browne, Mary Bender, Mark Bogdanský, Michelle Edmonson, Megan Tanel, Melissa Magestro, Dennis Smith. Staff: Marsha Flanagan, Lisa Buchanan, Jessica Jia

(2) meetings held with some pre-reading done by all members. Productive meeting at Expo Expo with following outcomes:

- Discussed IAEE's identity as an International vs. Global association. Definitions from ASAE publication titled: *The Associations Guide to Going Global*.
 - International: Organizations operating in home markets plus additional countries individually.
 - Global: Organizations with holistic worldwide operations outside their home markets.
 - Determined that IAEE operates is an International association and the focus moving forward should focus on:
 - Solidify domestic base and protect the "front and back yards." Domestic base includes Canada, U.S. and Mexico. This includes the support of chapters.
 - Explored pursuing other international markets but emphasis placed on enhancing domestic offerings first.
 - CEM should remain avenue for international growth. When expanding internationally, lead with CEM and leverage the knowledge pillar of IAEE to expand influence.
- MOUs outside CEM should include elements that are consistent across all MOUs and ensure mutual benefit.

Global Task Force:

Strategic Recommendations

- Prioritize North American member needs before international expansion.
- Focus on educational offerings, chapters and research to provide value to North American members which could include:
 - Trade missions
 - Education on launching shows in other countries
 - Producing international pavilions
 - Working with North American government which support international exhibitors.
 - Attach the brand to what the members need
 - Continue to lead with CEM and education (Knowledge Pillar)
- Evaluate potential international opportunities carefully to avoid overextension.

Conclusion

Prioritize North American members while exploring international avenues. The knowledge pillar (Education), particularly through the CEM program, was highlighted as a viable path for growth. The need to continue operations as an international vs. a global was emphasized, along with the importance of mutual benefit in partnerships with other associations. The group should present these strategies effectively to the board for integration into the overall IAEE strategic plan.

BREAK



7. Updates: Committee/Council/Groups

2 minutes each

1. Justin Moore – Chapter Leaders Council
2. Marie Browne – Nominating Committee, Past Chairpersons Group
3. Mark Bogdanský – ECA Board Liaison
4. Mike Carlucci – ECA Board Liaison
5. Michael Clarke – Audit committee will be provided by Scott instead
6. Emile Davis – Event Technologies Committee
7. Michelle Edmonson – Education Programming Committee
8. Sonia Fong – Community Engagement & Belonging Committee
9. Nicole Hallada – EE Advisory Committee
10. Kapil Kher – Faculty Advisory Committee
11. Anytra Lowe – EE Advisory Committee
12. Necoya Tyson – Women's Leadership Committee (not attending)
13. Elaine Williams – CEM Commission
14. Michelle Metter – Consumer Events Council (not attending)
15. Lisa Malikow – MATSO Council
16. Chris Brown – Awards Committee (not attending)

8. BUSINESS

A. Approval of Consent Agenda (MOTION)

B. Financial Presentation

1. Financial Committee Report
2. Audit Committee Update

C. 2025 Expo! Expo! Budget Discussion

9. NEW BUSINESS (Resolutions)

A. Resolution #1 2028 Annual Meeting Date and Location (MOTION)

| Income Summary | YTD Actual | YTD Budget | Variance | Var. % | Prior YTD Actual | Variance | Var. % | Reforecast | FY2024 Budget | Variance | Var. % |
|---|--------------|--------------|--------------|----------|------------------|--------------|---------|--------------|---------------|--------------|----------|
| Revenue | \$ 4,283,244 | \$ 4,452,963 | \$ (169,719) | -3.81% | \$ 4,477,903 | \$ (194,659) | -4.35% | \$ 6,949,530 | \$ 7,158,108 | \$ (208,578) | -2.91% |
| Expenses | 2,069,259 | 2,510,846 | 441,587 | 17.59% | 2,430,357 | 361,098 | 14.86% | \$ 3,057,104 | \$ 3,498,935 | \$ 441,831 | 12.63% |
| Overhead | 1,388,733 | 1,376,536 | (12,197) | -0.89% | 1,203,978 | (184,756) | -15.35% | \$ 3,268,812 | \$ 3,204,015 | \$ (64,797) | -2.02% |
| Operating Income | 825,251 | 565,580 | 259,671 | 45.91% | 843,568 | (18,317) | -2.17% | \$ 623,615 | \$ 455,158 | \$ 168,456 | 37.01% |
| Unrealized Investment Gain/(Loss) | 11,591 | - | 11,591 | -100.00% | 94,395 | (82,804) | -87.72% | \$ 11,591 | \$ - | \$ 11,591 | -100.00% |
| EMB Campaign | 661 | (500) | 1,161 | 100.00% | 1,497 | (836) | -55.83% | \$ (91,700) | \$ (92,000) | \$ 300 | 0.33% |
| Prior Year Items | - | - | - | 0.00% | (28,166) | 28,166 | 100.00% | \$ - | \$ - | \$ - | 0.00% |
| Restricted Funds | 5,077 | - | 5,077 | 100.00% | - | - | 0.00% | \$ 5,077 | \$ - | \$ 5,077 | 100.00% |
| CEIR Sponsorships (formerly CEIR Pledges) | 10,000 | 10,000 | - | 0.00% | - | 10,000 | 0.00% | \$ 400,000 | \$ - | \$ 400,000 | 100.00% |
| Net Income | 852,580 | 575,080 | 277,500 | 48.25% | 911,294 | (63,790) | -7.00% | \$ 948,583 | \$ 363,158 | \$ 585,424 | 161.20% |

| Income by Department | YTD Actual | Budget | Variance | Var. % | Prior YTD Actual | Variance | Var. % | Reforecast | FY2024 Budget | Variance | Var. % |
|-------------------------|-------------|-------------|----------|---------|------------------|-----------|----------|-------------|---------------|-------------|---------|
| Administration | (64,890) | (41,524) | (23,366) | -56.27% | (134,215) | 69,325 | 51.65% | (118,514) | (113,908) | \$ (4,606) | -4.04% |
| Membership | 660,526 | 621,157 | 39,369 | 6.34% | 667,813 | (7,287) | -1.09% | 1,542,584 | 1,502,730 | \$ 39,854 | 2.65% |
| Annual Meeting | 1,306,075 | 1,072,655 | 233,419 | 21.76% | 1,198,659 | 107,415 | 8.96% | 1,282,025 | 1,048,605 | \$ 233,419 | 22.26% |
| CEM | 206,095 | 145,114 | 60,981 | 42.02% | 260,783 | (54,688) | -20.97% | 371,921 | 374,594 | \$ (2,673) | -0.71% |
| Other Meetings & Events | 29,868 | 22,976 | 6,892 | 30.00% | (24,657) | 54,525 | -221.14% | 542,639 | 540,744 | \$ 1,895 | 0.35% |
| Services | 76,310 | 121,737 | (45,427) | -37.32% | 79,162 | (2,852) | -3.60% | 271,772 | 306,408 | \$ (34,636) | -11.30% |
| Overhead | (1,388,733) | (1,376,536) | (12,197) | -0.89% | (1,203,978) | (184,756) | -15.35% | (3,268,812) | (3,204,015) | \$ (64,797) | -2.02% |
| Total Operating Income | 825,251 | 565,580 | 259,671 | 45.91% | 843,568 | (18,317) | -2.17% | \$ 623,615 | \$ 455,158 | \$ 168,456 | 37.01% |

| Annual Meeting | YTD Actual | Budget | Variance | Var. % | Prior YTD Actual | Variance | Var. % | Reforecast | FY2024 Budget | Variance | Var. % |
|------------------------|------------|-----------|-----------|----------|------------------|-----------|----------|------------|---------------|-----------|----------|
| Registration | 457,593 | 441,373 | 16,220 | 3.67% | 459,117 | (1,524) | -0.33% | 457,593 | 441,373 | 16,220 | 3.67% |
| Room Sales Commissions | - | - | - | 0.00% | 7,095 | (7,095) | 0.00% | - | - | - | 0.00% |
| Humanity Rocks | - | 5,000 | (5,000) | -100.00% | 46,595 | (46,595) | -100.00% | - | 5,000 | (5,000) | -100.00% |
| Exhibit Space Sales | 1,346,293 | 1,322,811 | 23,482 | 1.78% | 1,255,659 | 90,634 | 7.22% | 1,346,293 | 1,322,811 | 23,482 | 1.78% |
| Sponsorships - Cash | 347,700 | 337,500 | 10,200 | 3.02% | 340,845 | 6,855 | 2.01% | 347,700 | 337,500 | 10,200 | 3.02% |
| Sponsorships - Trade | 998,232 | 1,178,713 | (180,481) | -15.31% | 1,159,058 | (160,826) | -13.88% | 998,232 | 1,178,713 | (180,481) | -15.31% |
| Total AM Revenue | 3,149,817 | 3,285,397 | (135,580) | -4.13% | 3,268,369 | (118,551) | -3.63% | 3,149,817 | 3,285,397 | (135,580) | -4.13% |
| Operating Expenses | 1,843,743 | 2,212,742 | 368,999 | 16.68% | 2,069,709 | 225,966 | 10.92% | 1,867,793 | 2,236,792 | 368,999 | 16.50% |
| Annual Meeting Income | 1,306,075 | 1,072,655 | 233,419 | 21.76% | 1,198,660 | 107,415 | 8.22% | 1,282,025 | 1,048,605 | 233,419 | 22.26% |

C. 2025 Expo! Expo! Update and Discussion

Real business sales in the BZ sector are expected to increase at a growing rate, where real output is expected to grow by 2.7% in 2025, 2.9% in 2026 and 3.1% in 2027.

Growth across the sub-sectors will vary but will mainly be led by the growth in professional services (advertising, architecture, engineering). Strongest employment growth will be in engineering, marketing, and security, while the audio-visual, human resources, and printing sub sectors are expected to contract.

Resolution #1

2028 Annual Meeting Date and Location





10. PAUSE AND LEVEL SET



Digital Transformation & Data Strategy

Challenges

- New AMS is heavy lift – balance of workload is key.
- New tech systems are expensive.
- Fully understanding capabilities with new technologies – staff change
- Seamless customer experience is important.

Opportunities

- New AMS – increased efficiency and automation, customer experience
- Data needed for continued decision making
- Training
- Staff is using AI.

CEIR 2.0

Challenges

- Go to market quickly.
- Presentation of data – audience engagement
- Research agenda has not data driven.
- Funding sustainability

Opportunities

- Morphing into a department – can relaunch benefits and leverage as trusted authority.
- Provide membership ROI especially to suppliers looking for insights driven activations.
- Expansion of consulting services – what does that look like? Exhibitor surveys, event health check, etc.

Membership Growth & New Market Expansion

Challenges

- Market saturation vs. brand recognition
- Overall industry awareness – workforce development
- Consumer Events Community
- Competition – duplication of efforts (SISO, ESCA, Exhibitor Advocate, etc.)

Opportunities

- Evolve Independent Community – embrace Consumer Events into community.
- Industry Consolidation – Exhibitor Live/CTSM, SISO, ESCA
- Other new communities – marketing, human resources



Revenue & Financial Strategy

Challenges

- Too many groups asking for \$\$s for similar projects.
- Some companies not paying proper levels post COVID.
- New project funding

Opportunities

- Position IAEE with supplier community as a partner and not a transaction – through partner pulse calls.
- If revenue increases from proper dues, lessens the additional asks in the field for ECA fundraising, etc. as IAEE dues should support.
- Combined efforts – one salary survey, one economic barometer

Expo! Expo! and Event Strategy

Challenges

- Expo! Expo! has been flat for 20 years.
- Sponsor fatigue
- Evolving attendee opportunities
- Needed additional staff – but board approved funds! Moving forward.

Opportunities

- Quality of Education is a differentiator.
- Select technology that works for organization and not used as a sandbox
- Innovation in formats – expand online education products, consider translation into other languages.

11. Adjournment



INTERNATIONAL ASSOCIATION
OF EXHIBITIONS & EVENTS

Exhibitions & Events Mean Business



Board of Directors Meeting

22 April 2025

Miami, Florida

Welcome

- ▶ 1. Call to Order
 - A. Quorum
 - B. Anti-Trust ,Conflict of Interest, & Confidentiality/Data Privacy & Protection-GDPR Policies
- ▶ 2. Approval of Agenda (MOTION)
- ▶ 3. Approval of 16 December 2024 Minutes (MOTION)

4. Chairperson's Report

Brian Pagel

Executive Vice President

Emerald X



5. IAEE President & CEO Report

Marsha Flanagan, M.Ed.,
CEM



CEIR Activities

- ▶ CEIR website - redirect of ceir.org to a subdomain of IAEE to control the DNS.
- ▶ 2024 and 2023 CEIR reports have been added to the IAEE store with a list of past reports being added as time allows.
 - Savings of \$14,000
 - Accounting efficiencies as product codes and payments go directly into IAEE AMS.
- ▶ Social channels are in the process of being eliminated as IAEE channels are being used.
- ▶ Continue to work CSG on CEIR messaging.
- ▶ CEIR Benchmarking Studies.
- ▶ CEIR Index 2024.

6. Marketing Update

Paige Cardwell
President
CSG Creative



7. Research Update

ORGANIZER BENCHMARKING STUDIES

Five Reports

1. Healthcare sector
2. Small show sector
3. Mid size show sector
4. Independent sector
5. MATSO sector

Bring the Research To Life plan

- 14 May: CEIR Webinar – with Adam and Nancy
- 25 June: Healthcare Forum
- 25 June: Organizer Forum
- 19-21 August: SISO Leadership Forum
- 20 August: MATSO Virtual Meet Up
- 11 September: MATSO Meet Up at Predict Summer
- December: Expo! Expo! session in Houston

2025 Index Report

2024 Exhibition Industry and Future Outlook

April 2025

Prepared by:



OXFORD
ECONOMICS

Index Pro+

- ▶ Includes: Full CEIR Dashboard access, Overall exhibition industry data, ALL sector analyses, Historical data from 2000 to 2027
- ▶ Ideal for: Advanced users needing comprehensive industry trends over two decades.

Index Pro

- ▶ Includes: CEIR Dashboard access, Overall exhibition industry data, ALL sector analyses, Historical data from 2010 to 2027
- ▶ Ideal for: Users seeking robust, multi-sector insights over the past decade+.

Index Sector+

- ▶ Includes: CEIR Dashboard access, Overall exhibition industry data, ONE sector analysis of your choice, Historical data from 2010 to 2027
- ▶ Ideal for: Users focused on one specific sector with broader industry context.

Index Contributor Access

- ▶ Includes: CEIR Dashboard access, ONE sector analysis, Historical data from 2010 to 2027, Available only to data submitters.
- ▶ Ideal for: Organizations that contribute data and need access to their sector's analytics.

Index Report PDF

- ▶ Includes: Downloadable PDF report only, No dashboard access, Topline summary of overall exhibition industry, Event size breakdown, sector rankings for 2024, and 2025 outlook, Includes macroeconomic commentary
- ▶ Ideal for: Executives or stakeholders needing a snapshot without digital access.

Customized Consulting Services

- ▶ CEIR offers customized consulting services that leverage its extensive research and data to help organizations make informed, strategic decisions. These services provide actionable insights tailored to client needs, supporting growth, performance benchmarking, and market analysis across the exhibitions industry.



BUSINESS

- ▶ A. Approval of Consent Agenda (MOTION)
- ▶ B. Financial Presentation – *Mary Bender/Scott Stanton*
 - ▶ 1) Financial Committee Report – 28 February 2025 Financials
 - ▶ 2) Audit Committee Update

| Snapshot | Actual | YTD Budget | Variance | Var. % | Prior YTD Actual | Variance | Var. % | Reforecast | Budget | Variance | Var. % |
|----------------------------------|-----------|------------|----------|----------|------------------|-----------|----------|------------|-----------|-----------|----------|
| Revenue | 93,325 | 115,438 | (22,113) | -19.16% | 266,419 | (173,094) | -64.97% | 219,600 | 643,175 | (423,575) | -65.86% |
| Expenses | 379,267 | 386,796 | 7,528 | 1.95% | 209,383 | (169,884) | -81.14% | 902,486 | 991,134 | 88,648 | 8.94% |
| CEIR Operating Income | (285,943) | (271,358) | (14,585) | -5.37% | 57,036 | (342,979) | -601.34% | (682,887) | (347,959) | (334,927) | -96.25% |
| Unrealized Investment Gain(Loss) | (5,039) | - | (5,039) | -100.00% | 103,404 | (108,443) | -104.87% | (5,039) | - | (5,039) | -100.00% |
| Net Income | (290,981) | (271,358) | (19,623) | -7.23% | 160,440 | (451,421) | -281.36% | (687,925) | (347,959) | (339,966) | -97.70% |

| Program Operating Income | Actual | YTD Budget | Variance | Var. % | Actual | Variance | Var. % | Reforecast | Budget | Variance | Var. % |
|----------------------------|-----------|------------|----------|---------|---------|-----------|-----------|------------|-----------|-----------|----------|
| Administration | (41,658) | (49,455) | 7,797 | 15.77% | 24,974 | (66,633) | -266.80% | (148,646) | (158,942) | 10,297 | 6.48% |
| Fundraising - Unrestricted | (244,285) | (221,903) | (22,381) | -10.09% | 24,564 | (268,849) | -1094.48% | (534,241) | (195,017) | (339,224) | -173.95% |
| Fundraising - Restricted | - | - | - | 0.00% | 57,036 | (57,036) | -100.00% | - | 6,000 | (6,000) | -100.00% |
| CEIR Operating Income | (285,943) | (271,358) | (14,585) | -5.37% | 106,574 | (392,517) | -368.30% | (682,887) | (347,959) | (334,927) | -96.25% |

| Fund Resources Available as of 2/28/2025 | |
|--|------------------|
| Operations | \$ (414,830) |
| General Fund (Unrestricted) | \$ 1,610,245 |
| Helen Brett Fund (Restricted) | \$ - |
| Bob Dallmeyer Fund (Restricted) | \$ - |
| DE&I Fund (Restricted) | \$ - |
| Total Funds Available | 1,195,415 |
| Unrestricted | 1,195,415 |
| Restricted | - |

| Plan to Utilize Remaining Assets | |
|---|--|
| 1,155,893 CEIR Assets @ 04/09/25 | |
| (260,000) Salaries 2025 | |
| (253,000) Index 2025 | |
| (75,000) Management Fee | |
| (200,000) AMS | |
| (367,893) Transfer to IAEE @12/31/25** | |
| - CEIR Assets @12/31/25 | |
| **Annual Ongoing cash needs beyond 12/31/25: | |
| (267,800.00) Salaries & Benefits | |
| (253,000.00) Index | |



Meeting Adjourned