



Exhibition & Convention Executives Forum

The Profitability of Restraint: Why Leaving Money Behind Pays Off

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***What if the fastest way to grow
your revenue is to
stop chasing every dollar?***

My Journey



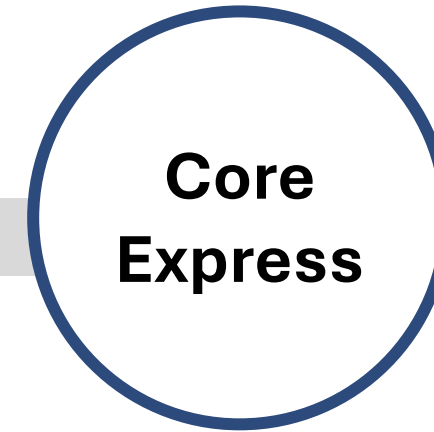
I learned back of house in my operations role.

Met great people and mentors.



Similar role with more responsibilities and accountability.

Gained more connections and confidence.



My big risk!

Event marketing – I was an exhibitor.



I found my passion!

Love this industry because it serves a big purpose in our daily lives, and

Has the best customers!

The Engine Behind NACS

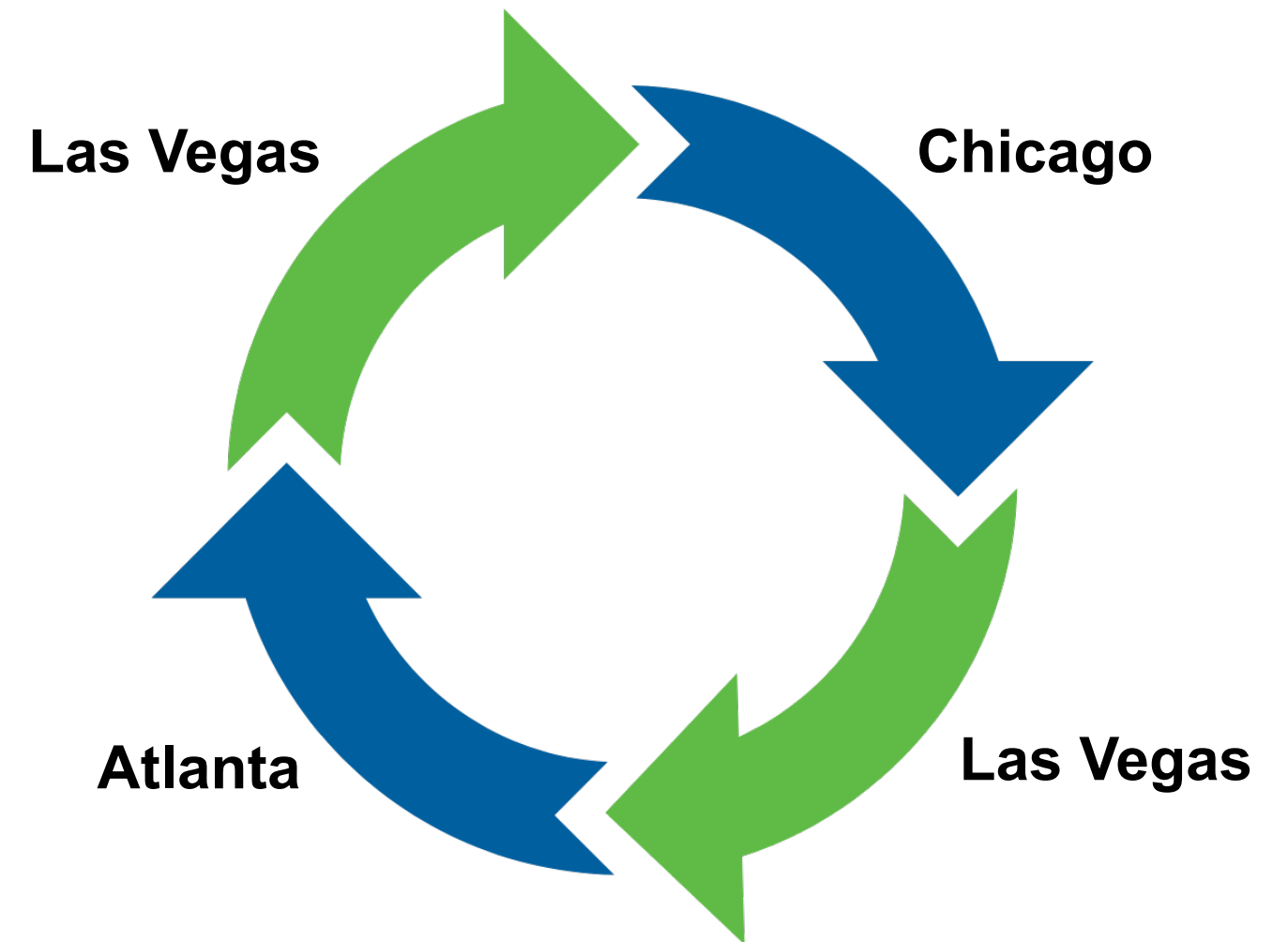
- 80 full-time employees
- 10 employees dedicated to the NACS Show



NACSSHOW

- **Annual Exposition is:**
 - 67% of revenue
 - 1,200 exhibiting companies
 - 450,000 net square feet of exhibit space
- **Normal, but here's where the controversy starts...**

Our Venue Rotation



Create Value

**Listen to your members/exhibitors and
create products not designed for them,
but for their customers.**

**Every dollar our customers
spend with us....**

**...must have an equal or greater ROI
than spending anywhere else.**



Have you ever recommended a smaller footprint?

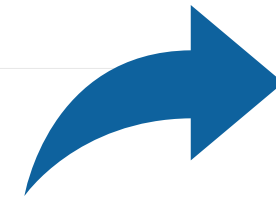


- Yes
- No

Limiting short-term revenue = Long-term trust

Explore their goals with them.

And only sell to their strategic opportunities.



NACS

Convenience
Summit Europe



NACS

Innovation
Leadership
Program

MIT MANAGEMENT
EXECUTIVE EDUCATION

BIGGER PRICE TAG & STRONGER ROI

Conduct on-site space selection?



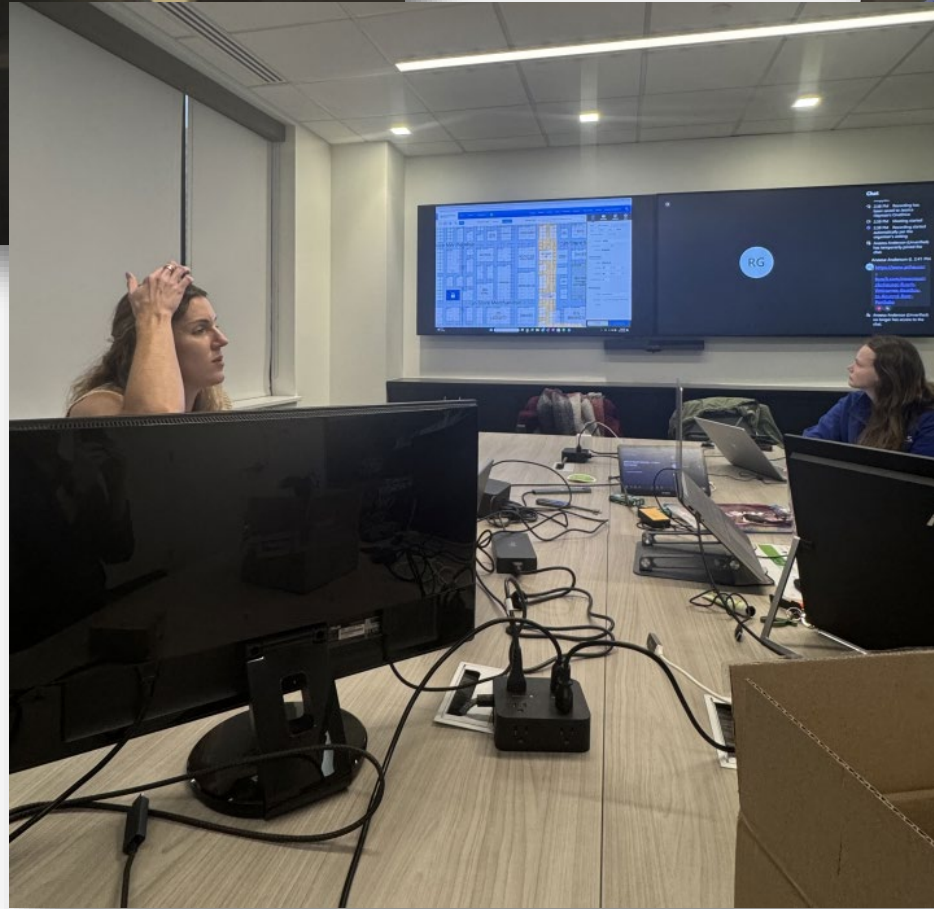
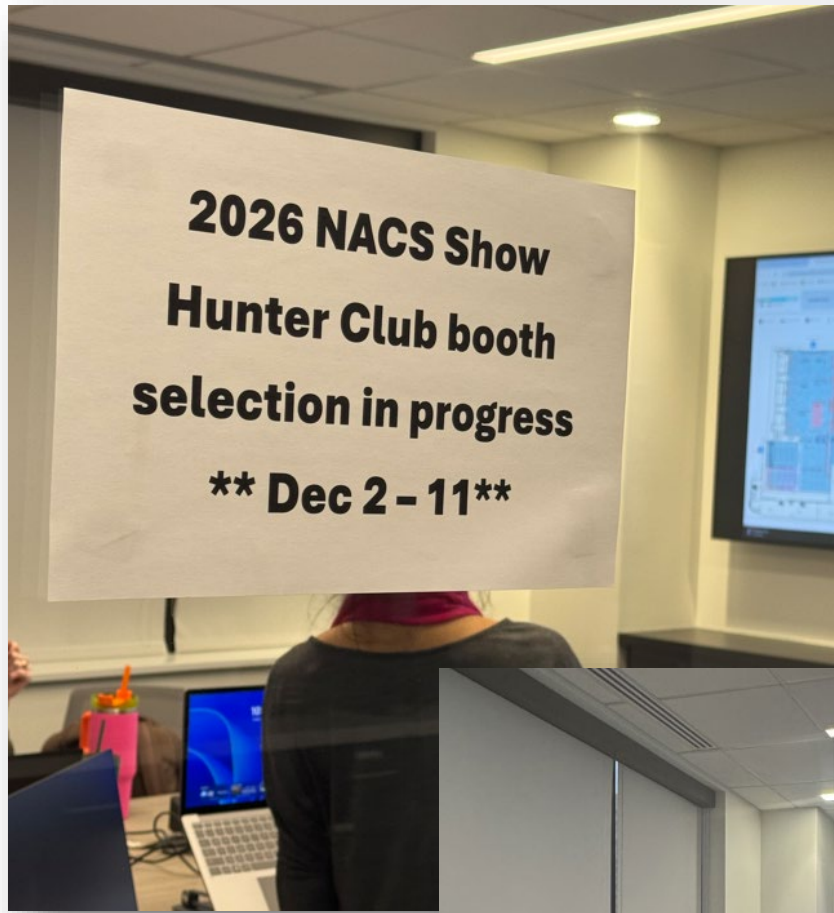
- **Yes**
- **No**
- **Did it, then stopped**
- **We're considering it**

NACS Show is in October

Sell space 2 months after the show

- **Want to experience the show and make adjustments if needed.**
- **Review show survey and tweak the user experience.**
- **Provide an additional connection point in December.**
- **And...it allows our customers to focus on their customers onsite.**

We should not be a distraction!



When/Why Change Our Sales Process

- 2005 – NACS Show was scheduled for New Orleans in October
- Moved show in 3 months to Las Vegas and had conversations with every exhibitor.
- The value both ways was priceless and we never looked back.



Sell the Right Booth

- Share additional data during sale via mystery shopping reports for our largest clients
- Review a photo of every booth to advise on how to orient their display for maximum impact.
- Suggest not being next to a certain booth because it has loud demos or a 20' wall.
- They appreciate the added insights and often thank us at the next show.



**Our exhibitor waitlist has over
200 companies every year**

NACS Show Trends

Year	Exhibitors	NSF	Waitlist
2026 (Las Vegas)	1,204	442,500	202
2025 (Chicago)	1,245	452,000	218
2024 (Las Vegas)	1,222	445,200	240
2023 (Atlanta)	1,235	446,800	211

Density of 20–25 square feet per person produces ENERGY.



We restrict the booth growth of our largest exhibitors/best customers.

If they grow, the number of other exhibiting companies decreases, reducing the value for our attendees.



So, I love my job and have no worries...

- **January 2026, new CEO in 20 years,**
- **He is challenging us to increase revenue:**
 - **Bigger show floor**
 - **Higher increase in nsf price**
 - **More large sponsorships**
 - **More paying attendees**



Key Takeaways

Listening builds
trust → trust
drives
engagement.

Selling
outcomes
elevates your
value.

“ROI-first”
mindset creates
sustainable
growth.

Your Challenge

**Eliminate something you're selling today
that's not providing value to your customer.**

Q&A