



THE EXHIBITION ORGANIZER OF THE FUTURE

Denzil Rankine, AMR International

Agenda

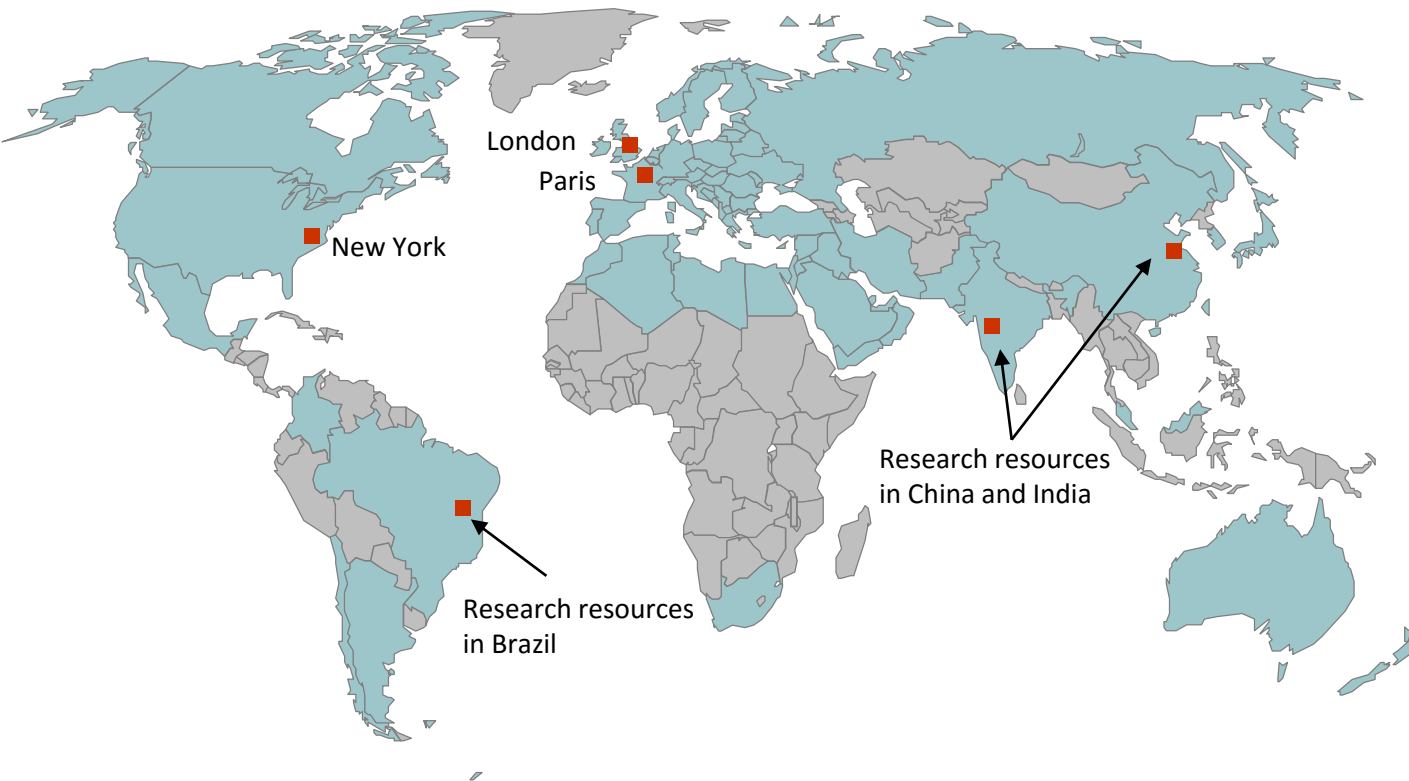
1. AMR International
2. Context
3. Solutions

AMR's mission is to guide the transformation of the events industry

Profile

- 25 year track record
- c.50 consultants
- Worked in over 40 countries
- Dedicated exhibitions and events teams
- Completed over 600 events projects

Guiding the transformation of the events industry



AMR International offices and research resources: ■
Markets analysed by AMR International: ■

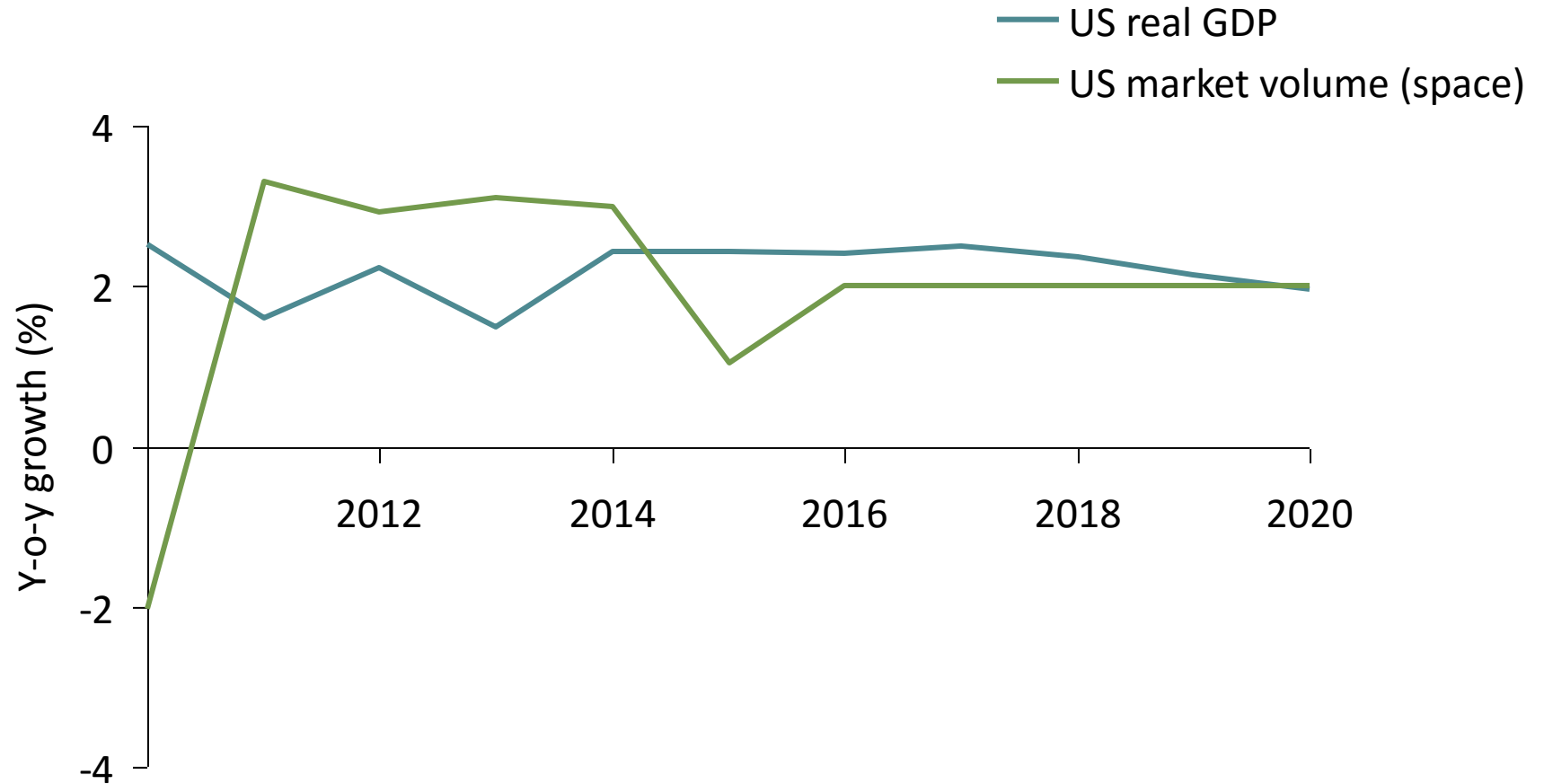
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The exhibitions industry is going through unprecedented change

- The industry is maturing – forecast growth is converging with GDP
- Attendees are becoming more demanding – as their choices increase, dwell time is decreasing
- Forward-thinking players are grappling with how to adapt and structure in light of new challenges and harness opportunities
- Data and digital have the potential to be major enablers

The industry is maturing – growth is converging with GDP



Source: IMF, AMR Globex 2016, TSNN

Attendee engagement wanes, as shown by Explori data

First time

1

2

3

4

5+



41%

12%

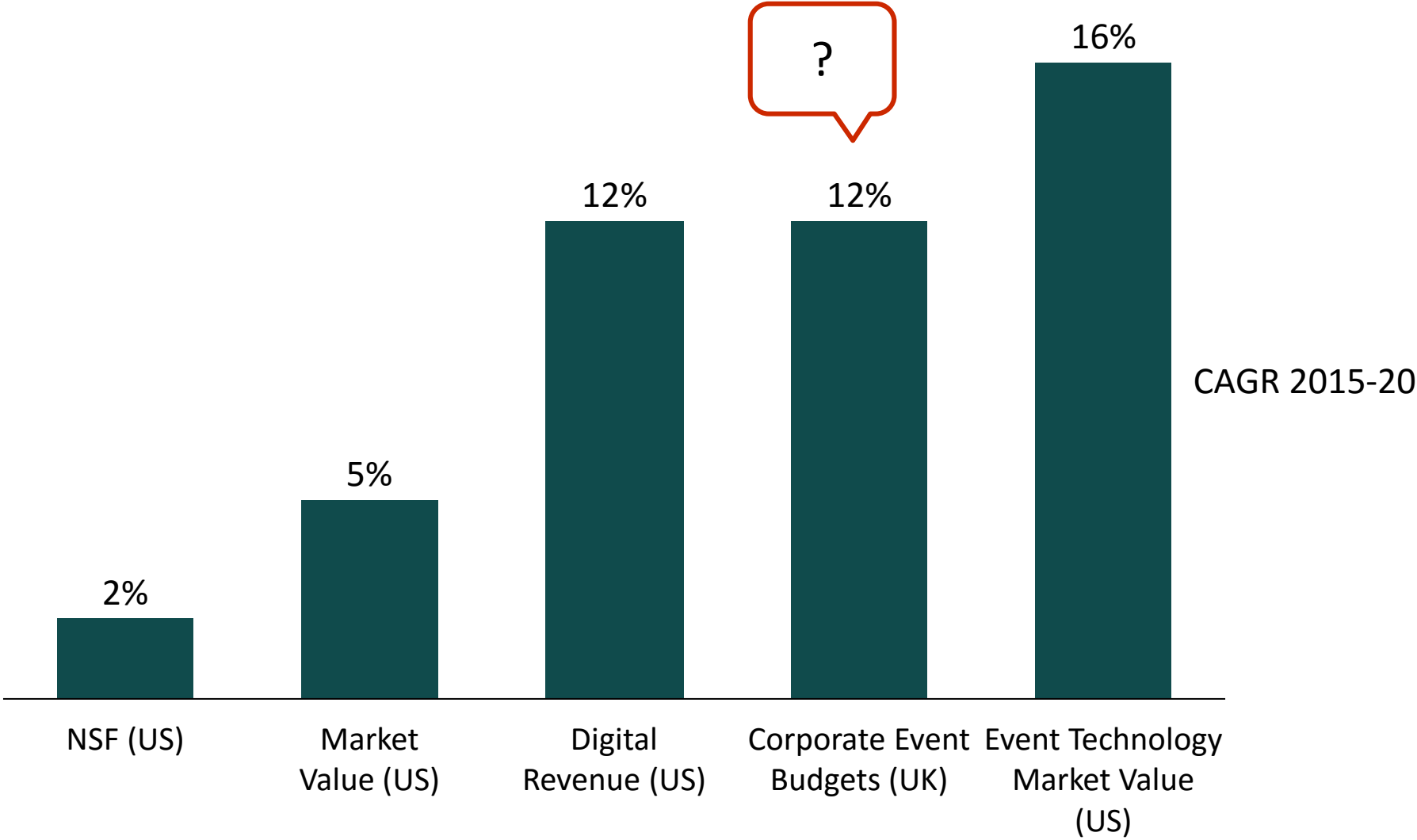
12%

10%

6%

19%

The core product of exhibitions has low growth



Source: AMR research and analysis, AMR Globex 2016, IPA

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We have a new set of fundamental organizational principles

- Event directors must be capable of owning the strategy of their events
- Marketing should be at the heart of the organization
- Data analytics should be coupled to strategy, marketing and sales, feeding into digital strategy and pricing
- Incentives should be linked to results as well as to KPIs that indicate future performance
- Innovation has to be a constant

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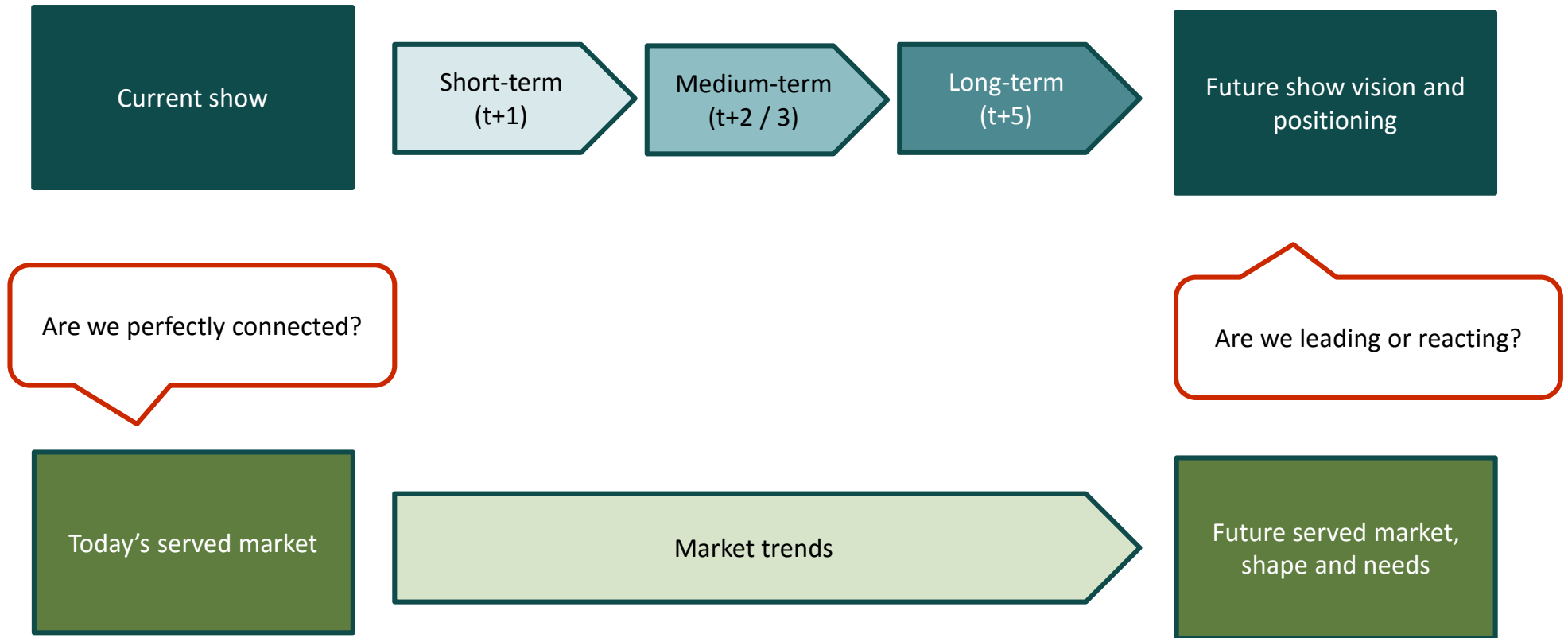
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Q: Do Exhibition directors develop the event strategy annually with a 3-5 year vision of the served market and the event?

“We do have an annual strategy, but that changes for a variety of reasons.”

“I can’t say that we have an overriding 3-5 year strategy. Rather we look at individual innovations / programs and have a 2-4 year plan and each one and constantly reassess and tweak.”

Shows need strategies that reflect the realities of the future market, not just budgets



Organisers need to attract top talent

“If P&G can make the role of brand manager for diapers a really exciting career path, why can’t we do that in the exhibition industry?”

The skills required of an event director have changed

- What is the event of tomorrow achieving for participants?

- Leads
- Networking
- Education
- Experience
- Delivery of value?



- What does that mean for the organizer?

- Role of event director
- Real customer understanding
- Content strategy
- Routes to engagement
- Revenue mix
- Orchestration of expert services
- Incentives
- Training
- Etc.

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Q: Is marketing at the heart of the organization, as opposed to sales?

“Sales drives the revenue ...

*... but if marketing does not bring the
attendees, then exhibitors aren't
happy*

*... exhibitors now care more about
attendee quality over quantity.”*

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Big data – big story?

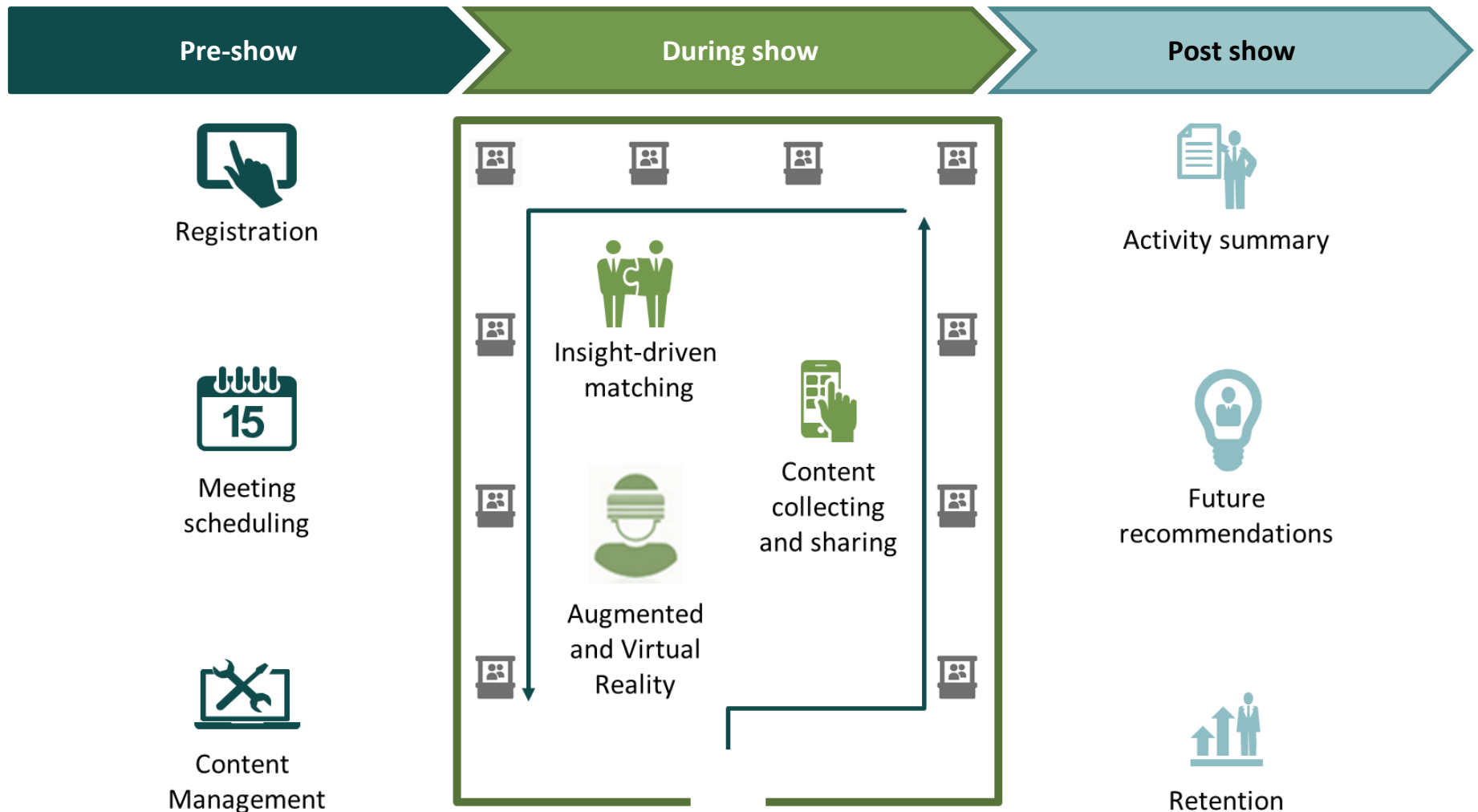
*“Big data is like teenage sex:
everyone talks about it, nobody really
knows how to do it, everyone thinks
everyone else is doing it, so everyone
claims they are doing it...”*

Digital tools and improved analytics are opportunities

- Provide **digital tools** to **collect data** and build **analytics** to **convert data into business insight**
 - Example: attendee intelligence for better marketing
- Use **analytics and segmentation** to **identify lost and potential opportunity**
 - Examples: market penetration; align price to value for each exhibitor
- Diversify business models via addition of **non-stand revenue streams**
 - Examples: digital services; online communities; data products

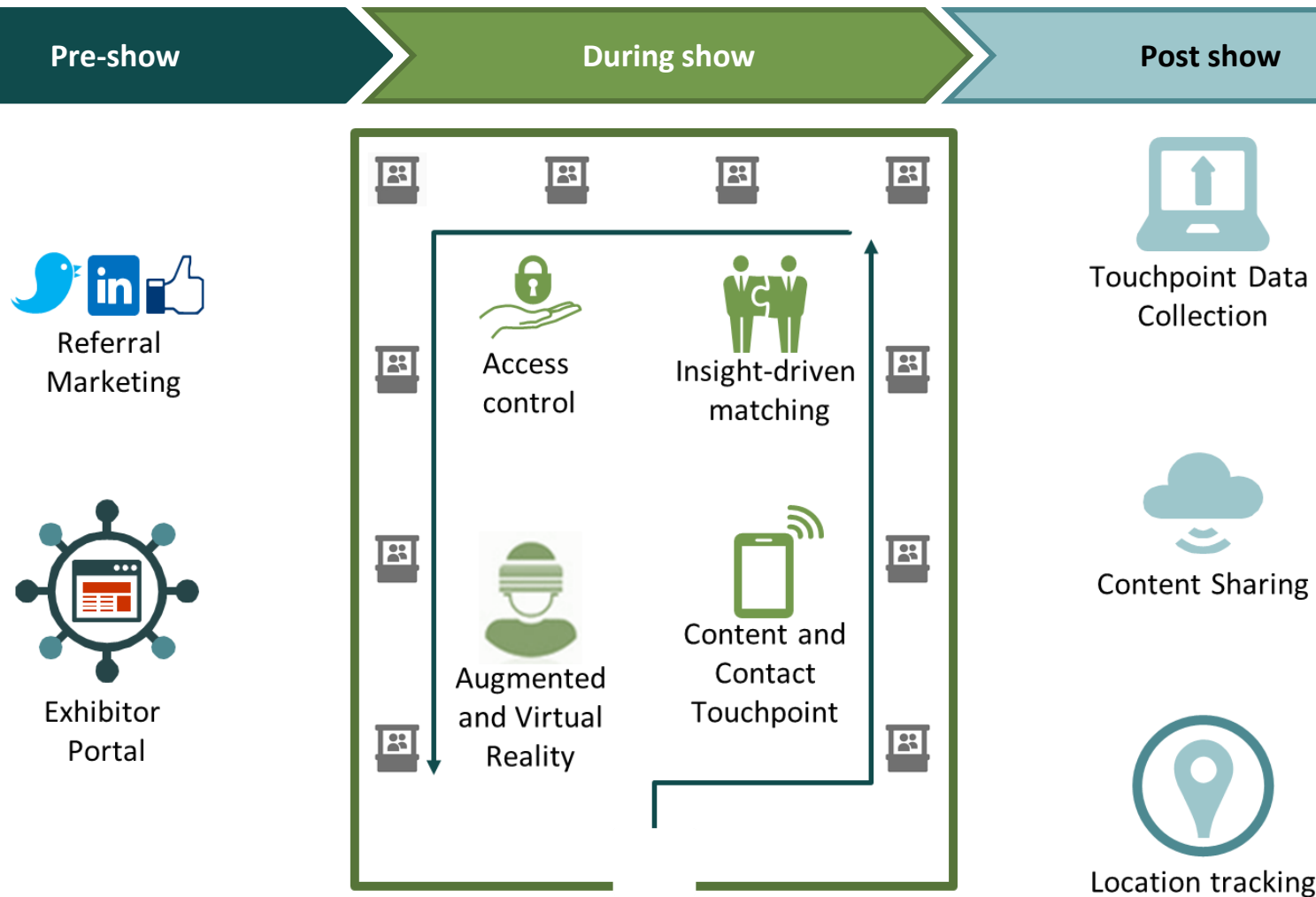
Various digital tools can improve attendee engagement and experience

Attendee technology enabled event tools - Illustrative



There is also a series of digital tools that can impact exhibitors' ROI and sales effectiveness

Exhibitor technology enabled event tools - Illustrative



Case study:

An organizer-created an integrated digital services package

Feature	Packages		
	Bronze	Silver	Gold
Display company's profile on the event website	✓	✓	✓
Notify job vacancies	✓	✓	✓
Allow visitors to download exhibitor literature	✓	✓	✓
.....	✓	✓	✓
Display company logo on exhibitor list and floorplan		✓	✓
Display a product prominently on event website		✓	✓
Feature in event emails		✓	✓
Scan visitor badges to gain digital contact information		✓	✓
.....		✓	✓
Access the list of visitors who collected info on company literature			✓
.....			✓

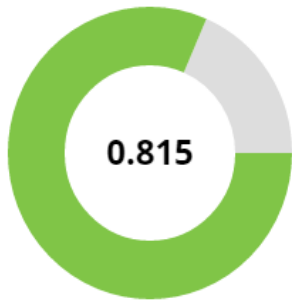
Result

- Improved attendee engagement and return on time (RoT)
- Improved exhibitor value / RoI
- Bonus for good execution - Improved organizer profit:
 - Improved show strength
 - Revenue uplift

A glimpse into the future: Organizers will use start to use predictive analytics

Prophesy's Predictive Score output

Predictive Score



Score and Interpretation

SCORE	INTERPRETATION
> 0.8 to 1	EXCELLENT
> 0.7 to 0.8	Very Good
> 0.55 to 0.7	Good
> 0.4 to 0.55	Average
> 0.2 to 0.4	Below Average
> 0 to 0.2	Poor
0	Bad

- Predicting exhibitor or attendee **churn**
 - Enabling corrective sales action
 - Supporting pricing
- Focusing **cross-sell** and **customer acquisition**
 - Driving penetration and revenue

NB: Applicable to large scale events only

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The trick is to measure and incentivize the future

- Profit is a **trailing** indicator
- Pacing is a **current** indicator
- We need **leading** or predictive indicators
- Combined metrics can provide the necessary view
- Data visualization tools can make them real



- Revenue and margin bonuses drive performance
.... but do not incentivize the future
- What does?
 - Market share gain
 - Event strength / customer satisfaction

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Q: We have a culture of innovation as a constant?

“We could be doing a lot more, but our organization is not a huge risk taker, but we do have the money to try new things and we recognize the need to keep the event fresh and new.”

“Internally we are always encouraged to try new things in our operations. Reasonable failure is accepted as a part of learning. We have to appreciate and understand our tolerance to risk, therefore calculated risks are accepted.”



QUESTIONS

AMRinternational.

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