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To provide material or comments, please contact: lili@ufi.org

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UFI Meeting and Events Calendar 2012

* UFI event open to members and non-members

** UFI event open to members by invitation

2012		
UFI Marketing Committee Meeting	23 April	Cologne (Germany)
UFI Executive Committee Meeting	25 April	Utrecht (Netherlands)
UFI Special Interest Group on Large Venues**	25 April	Utrecht (Netherlands)
UFI Operations Committee Meeting	25 April	Utrecht (Netherlands)
UFI Operations Focus Meeting*	26 April	Utrecht (Netherlands)
UFI ICT Committee Meeting	26 April	Utrecht (Netherlands)
UFI ICT Focus Meeting*	27 April	Utrecht (Netherlands)
UFI Executive Committee Meeting	18 June	Hamburg (Germany)
UFI Board of Directors Meeting	18 June	Hamburg (Germany)
UFI Associations Committee Meeting	18 June	Hamburg (Germany)
UFI Open Seminar in Europe*	18-20 June	Hamburg (Germany)
UFI European Chapter Meeting	19 June	Hamburg (Germany)
UFI Education Committee Meeting	20 June	Hamburg (Germany)
UFI Sustainable Development Focus Meeting*	21 June	Hamburg (Germany)
UFI Marketing Committee Meeting	4 September	Stockholm (Sweden)
UFI Executive Committee Meeting	17 September	Paris (France)
UFI Executive Committee Meeting	5 November	Abu Dhabi (UAE)
UFI Board of Directors Meeting	6 November	Abu Dhabi (UAE)
UFI Researchers' Meeting	6 November	Abu Dhabi (UAE)
79th UFI Congress	6-9 November	Abu Dhabi (UAE)
UFI Asia/Pacific Chapter Meeting	7 November	Abu Dhabi (UAE)
UFI European Chapter Meeting	7 November	Abu Dhabi (UAE)
UFI MEA Regional Chapter Meeting	7 November	Abu Dhabi (UAE)
UFI Education Committee Meeting	8 November	Abu Dhabi (UAE)
UFI Associations' Committee Meeting	8 November	Abu Dhabi (UAE)
UFI Supported Events		
International Summer University (ISU)	13-15 June	Cologne (Germany)

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Message from UFI's President

Dear UFI colleagues,

I'm writing this from SISO's annual CEO Summit taking place in San Diego, California. The Society of Independent Show Organizers' event has grown considerably in recent years. This year's event is bringing together 250 delegates from 18 countries. It's also an excellent opportunity to keep an eye on what's happening in the Americas. A large number of the international delegates are UFI members with a strong interest in developing their business in the world's largest market.

It's been over three years since UFI signed its alliance agreement with SISO. This has turned out to be a very positive relationship for both of us. At UFI we've also seen a marked increase in North American participation at our Congress. North American delegates now represent almost 10% of Congress participants, up from 1.4% in Bangkok back in 2004.

So it's with pleasure that I am announcing that we will be renewing our agreement with SISO. This gives members access to each others' major events, allowing them to experience first-hand the value that both organisations offer.

But our cooperation goes beyond events as we are also collaborating on education and research projects. SISO members have been active in providing North American input to our twice-yearly Global Barometer research.

We've also been exploring new avenues for cooperation with IAEE on a diverse range of topics including research (where we work closely with CEIR), education and international event quality.

But UFI is not just focusing on North America. There is a lot of talk and excitement about Latin America these days and we are seeing increased interest from our members around the world in this developing exhibition market. Brazil is lining up alongside China and Russia as one of the more important emerging exhibition markets in today's world. As an example, one of our larger group member companies has a business unit there which, standing alone would already rank in the top 20 exhibition companies in the world. This is no longer a market of tomorrow; it is clearly a market of today. I am pleased that we have developed a close working relationship with the national association in Brazil, UBRAFE. Other markets such as Colombia and Mexico, are rising rapidly to the top of members' target lists for new business. So, our close working relationship with AFIDA, the regional association headed by UFI Associations' Committee Chair Andres Lopez Valderama, is vitally important to our future in that region.

I believe that there is more that UFI can do with both SISO and AFIDA. I look forward to hearing your ideas and suggestions about this. Our vision is for UFI to be truly the global association of the exhibition industry and, to achieve that goal, we need to reflect the important world markets in which our members are active pursuing business opportunities.

We're well on the way to doing just that and I look forward to closer working relationships with all the key players in North and South America.

A handwritten signature in black ink, appearing to read 'Arie Brienen'. The signature is fluid and cursive, written over a light-colored background.

Arie Brienen
UFI President

Developing tomorrow's leaders... and sleepless nights

By: Paul Woodward
UFI Managing Director



Over the years I lived in Hong Kong I was fortunate enough to meet on a number of occasions the American Admirals who sit in Pearl Harbour, Hawaii, then bearing the grand title of Commander-in-Chief, Pacific Command (CINCPAC). One of the most telling questions we could ask them would be "what is your first thought when your telephone rings in the middle of the night"? I'll leave you to guess what the answers might have been but, right after that question, the next most interesting was "what keeps you awake at night?"

We asked the CEOs of our group member companies something similar when they sat down with us in Valencia back in November. One of the most interesting answers, and certainly one which has stuck in my mind, was the challenge of developing the leaders of tomorrow for our industry. There are a number of elements related to this issue and they're all very relevant to the work of an international association such as UFI.

For business in the more developed, mature economies, the key issue is the need in the first instance to attract people into an industry which generally has a very low profile among the general student population. Very few of the brightest and best in our universities are dreaming of a career in the exhibitions industry although most who find their way to us love it and stay. Secondly, the competencies we increasingly need in our businesses are frequently very different from the established middle and senior managers we employ today. Changing and developing those new competences for the industry thought leadership roles we need, the integrated online and live media offerings, the rapidly changing marketing communications channels we use, all takes time and significant efforts.

In emerging markets, these qualitative issues are all at play as well. But we also face the simple numerical challenges arising when our business is doubling in size every three to five years and where there simply is not the depth of experienced management on which UFI members can draw as they develop their teams. China went from about 10 to 93 purpose-built exhibition centres over a period of little more than 10 years. Little surprise then that there is a serious shortage of experienced venue managers. One CEO told me this week that he expects his business to grow by 100% in Brazil this year. Another, with an already large and well-established company in Brazil expects it to double in size in three years. Our business will grow particularly in cities where, as yet, there is little or no established culture of international exhibitions management.

We are proud at UFI of what we have achieved so far with our education programmes such as the UFI EMD, the International Summer University, our seminars and focus meetings. But there is clearly more that we need to be doing and we need to be evolving the content and delivery of our programmes as quickly as the industry is changing. Look out for news very soon about new online resources as well as programmes designed to help train educators around the world with the leading experts in our industry and UFI-developed resources.

If you have ideas about how the UFI network can be used to help you identify and develop new talent, do let me know. There is nothing more important that you as senior managers can do than develop your company's next management team. And, as the association supporting you around the world, this has to be very high on UFI's agenda too.

Out of Africa

The UFI Open Seminar and Expo Summit in Africa, organized by UFI in collaboration with Manch Communications, was held in Cape Town from 15 –17 March. Hosted by Cape Town International Convention Centre (CTICC) and moderated by its CEO Rashid Toefy, the event attracted more than 70 participants from 18 countries in 4 continents who came from as far afield as China, the UK, USA and Thailand. It was a “not to be missed” chance to have a closer look at the African market and in particular the “Reality, Potential, Access and Needs” as its theme proposed.

“We are particularly glad that UFI could open this path to Sub-Saharan Africa for the first time, and create this networking and knowledge platform for its members and the industry professionals at large in such a successful event, which was possible only by the involvement and support of our partner in this event Manch Communications, and our host CTICC”, commented Ibrahim Alkhalidi, UFI Middle East Africa Regional Manager.

Africa, with 54 countries in total, accounts today for approximately 14% of the world’s population. However, only 1.5% of global exhibition space is in Africa with more than half a million

square meters in 25 venues. Bearing in mind that in the last ten years six of the ten world’s fastest growing economies were in Sub-Saharan Africa, delegates felt that it is very surprising that there are so few international organizers currently exploiting this market. Indeed, according to the IMF, Ethiopia, Mozambique, Tanzania, the Democratic Republic of Congo, Ghana, Zambia and Nigeria will be in the top ten countries over the next three years with more than 7.5% GDP growth. This was the message prepared by Dirk Elzinga, the Managing Director of Convention Industry Consultants Pty Ltd.

The concern for infrastructure and the need to improve current exhibition facilities in certain countries was addressed by Dr. Gerd Weber of JWC in Cologne, Germany. His speech included a methodical and fully integrated approach to the development of exhibition facilities. “The trade fair industry lives in a flat world. Organizers, exhibitors and visitors travel and know what the standards should be. Don’t be tempted to compromise”, was the advice advocated by Weber. If there are budget concerns then it is best to compromise quantity not quality.



Out of Africa (continued)

Sylvie Fourn of Reed Exhibitions France and Douglas Emslie of Tarsus both provided interesting case studies on their experience of working in Africa. Speaking French very much facilitated entering several North African markets for Fourn, who explained how all the exhibitions she cloned there were profitable from year one. Emslie attributed his successful cloning of exhibitions to the importance of branding and building up services/products around that brand. "Marketing is too important to be left to the marketing department", he commented.

Essam El Haddad, Chairman of the Arabian Development Group in Egypt, gave a frank account of the Arab Spring, with a detailed study of the implications for the economy in general and the exhibition industry in particular. He underlined the strategic importance of Egypt in terms of geography and the strength of the economy. He said opportunities are plentiful in this region too, and many exhibition companies were involved in "rebuild" exhibitions.

Thorsten Kolbinger of Ungerboeck in Germany and Corbin Ball from the USA rounded off the event with a refreshing look at new technologies for the exhibition industry. Kolbinger gave a word of caution on the use of social media which should always be carefully planned and

thought out. Several companies had paid the price when their social media campaign backfired. Corbin Ball focused on the ever increasing use of smart phones and the interesting products now available for meeting and trade show attendees.

The CEO of CTICC, Rashid Toefy, was very happy to host the 2012 Seminar. "It has been an immense pleasure for me to host this UFI Seminar/Expo Summit here in Cape Town, and to be able to share with the international exhibition industry the potential of this massive market." He shared his plans to double the exhibition facilities within the next few years, a clear sign that business is booming in Cape Town.

The rich and versatile social programme ranging from breakouts to a traditional South African gala party and sightseeing offered the delegates unmatched opportunities of networking in the most wonderful natural attractions of the Cape, in a friendly relaxing atmosphere.

And as the sun set on Table Mountain, the UFI Open Seminar/Expo Summit in South Africa came to a close...



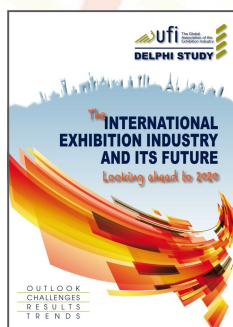
The exhibition industry in 2020

After two decades of continuous growth, the opening of new and emerging markets, and the unprecedented expansion of global trade, the financial markets and the "real economy" have had to accept the reality of a strong downturn of the economy. Following the economic crisis, the global economy and the exhibition industry will have to face fundamental changes.

According to experts interviewed for the UFI Delphi Study, "thought leadership" and "the digital revolution" will be the two core challenges for the exhibition industry. Both trends will be enhanced by a strong focus on CRM.

Companies will have to commit to well-selected partners both within and outside the exhibition industry if they are to ensure a leading position. Only if exhibition companies are able to become "thought leaders" and make use of the digital revolution which is currently taking place, will they overcome the challenges facing us today and gain a long term competitive advantage.

In three chapters covering more than 160 pages, the UFI Delphi Study analyses trends in detail. 200 experts contribute their views on the future developments for our industry for 2020.



The UFI Delphi Study can be purchased for 490€ by UFI members and for 600€ by non-members. For further information please contact delphi@ufi.org or to place an order go to <http://bit.ly/GUaKaK>.

India on the move

As a follow-up to the UFI Executive Committee delegation visit to India in November last year (see UFI Info, December 11/January 2012), a working group has continued discussions with high level government officials regarding provision of venues in the New Delhi and Mumbai regions.



LtoR: The UFI team comprised Confederation of Indian Industry Deputy Director-General Gurpal Singh, MMI Managing Director Eugen Egetenmeier and UFI Executive Committee member Ravinder Sethi of RE Rogers India.

The group met once again with Kamal Nath, the Minister for Urban Development along with his colleagues Deepti Vilasa, Additional Secretary in the Ministry and K B Jamal, the Minister's Private Secretary. Minister Nath was extremely supportive of the UFI group's research and proposals and they believe that concrete results can be anticipated.

Following the November meeting with Haryana Chief Minister Bhupinder Singh Hooda, the group also met with Randeep Singh Surjewalla, Industry Minister, State of Haryana and Arvind Kapur, Managing Director, Rico Auto Limited, a Haryana industrialist. Very detailed discussions followed on the steps which need to be taken to develop appropriate facilities in this region of India.

Further discussions are anticipated in Mumbai in late April at the time of the Indian Exhibition Industry Association's Open Seminar (26 – 27 April).

UFI Middle East/Africa Chapter

Chaired by Abdul Rahman Al Nassar, UFI's MEA Chapter meeting was hosted by CTICC in Cape Town on 15 March 2012, prior to the UFI Open Seminar and Expo Summit in Africa.

The highlight of the Chapter meeting was a highly informative presentation by Craig Newman, CEO of Johannesburg Expo Centre, which gave a clear introduction to understanding business in Africa.

Craig explained how informal trading makes up over 40% of the total economy and provides up to 75% of total employment in most African countries. For Newman, this infrastructure is a source of expansion and growth with numerous opportunities with exhibitions providing a "safe and proven route to market services and products in Africa".

Johannesburg is the "melting pot of business in Africa" according to Newman, with 10% of South Africa's population, 17% of its GDP and numerous international companies actively doing business there. Newman gave a clear view of the current exhibition infrastructure and activities



Left to right: Sonia Thomas, UFI Director of Operations, Ahmed Saleh Baabood, UFI Chapter 1st Vice Chair (OITE), Abdul Rahman Al Nassar, UFI Chapter Chair (Kuwait International Fair) and UFI MEA Regional Manager, Ibrahim Al Khaldi.

Johannesburg enjoy as the business heart of the nation.

Chapter Chair Al Nassar announced that an agreement has now been reached with Expo Center Sharjah (UAE) to relocate the UFI Middle East/Africa regional office to Sharjah later this year.

4th International Summer University for Trade Fair Management

June 13th – June 15th, 2012 in Cologne
- Open to exhibition professionals -

Excellence in Sales – Selling Excellence





Exhibition pros to go head-to-head in Utrecht

On April 26 and 27, the industry's finest will present their winning ideas in the final rounds of the 2012 UFI Operations and UFI ICT Award competitions. Participants in the respective UFI Focus Meetings will have the opportunity to vote for the best ideas in each case.

The UFI Operations Award has as its 2012 theme outstanding service quality management approach within the exhibition environment. This year's finalists, Fira Barcelona, Messe Frankfurt Venue GmbH, and Messe München GmbH will present their entries on April 26 for a final vote by the UFI Operations Focus Meeting participants.

On April 27 during the UFI ICT Focus Meeting in Utrecht, participants will have the opportunity to

hear finalists REEDPOP - Reed Exhibitions, Messe Frankfurt GmbH and Messe München GmbH present their best efforts on the topic "which new services did your mobile app provide to your exhibition customers."

So if you want to find out what successful programmes are being implemented today, join us in Utrecht on April 26 and April 27.

Complete Focus Meeting programmes and registration options are available at www.ufi.org/utrecht2012. All exhibition professionals are welcome to join in the selection of this year's winners!

UFI's first Sustainable Development competition draws enthusiastic response

Earlier this year, UFI launched its first competition in the area of sustainable development. The competition's objective is to reward the best exhibition industry initiatives, to give exhibition professionals the opportunity to exchange interesting cases and to honour those who have successfully implemented creative and results-oriented initiatives.

In order to promote the full scope of sustainability, UFI decided that the theme of the first sustainable development award would be "Best Sustainable Strategy".

This theme was especially challenging as only those companies with a significant history and results in this domain could qualify. Still, many entries were received and the jury, composed of members of the UFI Sustainable Development Committee, finally selected the following

six finalists: Amsterdam RAI (The Netherlands), ARTEXIS (Belgium), CTICC (South Africa), Messe Frankfurt GmbH (Germany), PALEXPO Geneva (Switzerland) and UBM Live Amsterdam (The Netherlands).

These companies are now in the final phase of the competition. Their detailed entries will be made available on the UFI website at the end of the competition. The winner, selected by the jury, will receive the award during the 79th UFI Congress, in November 2012 in Abu Dhabi (UAE).

Results of this first Sustainable Development competition will be announced in September, so keep your eyes on UFI Info for the name of the 2012 winner!



Strong UFI support for Fondazione Fiera Milano forum

UFI turned out in force to support a forum organised by Fondazione Fiera Milano on behalf of the Italian exhibition industry. The one-day event was held at MiCo, the Milano Congressi and attracted more than 250 delegates. The theme of the forum was “Exhibition in Years 2.0”. Paul Woodward, UFI’s Managing Director and Mark Cochrane, UFI’s Regional Manager, Asia Pacific, both made presentations during the panel sessions. Rowena Arzt, Director of Business Development from the UFI office in Paris also attended the forum.

Gianpiero Cantoni, chairman and CEO of Fondazione Fiera Milano opened the forum by outlining the long history of the Italian exhibition industry, its strengths and the challenges facing Italian exhibitions today. In addition, a number of senior representatives of the local and national industry discussed the potential of exhibitions to be used as a tool to promote economic growth and promote exports. There was a spirited debate on the role that the public policy should play in supporting and nurturing Italian exhibitions.

UFI’s Mark Cochrane was invited to join a panel session with the theme, “Exhibitions between Live and Digital: New Business Models”. The panel also featured Simon Parker, Managing Director of UBM Live, Silvia Dorigo, Managing Director, Brand Events Italy, and Carlo Gulielmi, President of Cosmit – I saloni, organiser of Italy’s largest furniture exhibition.

Cochrane discussed sources of new competition for exhibition organisers examining how operators of B2B websites are well-positioned to potentially enter the exhibition industry.

Cochrane reviewed two case studies: Global Sources, a Hong Kong-based company which has successfully entered the exhibition industry and Chinese e-commerce giant, Alibaba.com which has not committed to an event strategy, but could easily do so.



Paul Woodward joined the final panel session which focused on the issue of “Internationalization and Local Development” of the Italian exhibition industry. Also on the panel were Enrico Pazzali, CEO, Fiera Milano, Gian Domenico Auricchio, President of Confindustria Agency for Exhibitions, Adalberto Corsi, President of Comitato Fiere Terziario and several others. Woodward highlighted some essential macro-trends impacting exhibitions globally such as the growing importance of Asian markets, the need for organisers to be thought leaders for the industries they serve, as well as the need to provide better ROI for exhibitors and visitors through technology.

This was the first edition of this forum and based on the positive feedback and strong support from the local industry Fondazione Fiera Milano has plans to make it an annual event.

UFI member group on LinkedIn reaches over 200 and UFI Twitter followers soon to hit 1000

The UFI member group on LinkedIn, an exclusive group open to UFI members only, is an alternative forum for discussion of UFI-related or industry-related topics. So if you’re a member of UFI and wish to join, look up the UFI member group on LinkedIn.

And start to follow UFI on Twitter as well at @ufilive. We provide long distance event coverage and news about what’s happening within the association.

Instant info is what it’s all about!



3rd UFI Focus Meeting on Sustainable Development in Hamburg in June

UFI will organize a one-day Focus Meeting on "Winning strategies for sustainable development" theme on 21 June in Hamburg (Germany). The Focus Meeting will immediately follow the UFI Open Seminar (18-20 June). Finalists in the 2012 UFI Sustainable Development award competition will present their programmes related to "Best Sustainable Development Strategy".

Other programme sessions will include an overview of the recently released international ISO and GRI frameworks applicable to the event industry and an introduction to educational materials that UFI is launching to encourage the exhibition community to embrace sustainable actions.

In an open panel discussion, experts will answer questions that Focus Meeting participants will be invited to provide, by email, prior to the meeting.

This Sustainable Development Focus Meeting

provides an excellent opportunity to hear about best practices, tools and tips for developing sustainability in the exhibition industry!

Open to all exhibition professionals, registration and full programme information will be available at www.ufi.org/hamburg2012 in early April. Combo registration rates are available if you participate in both the UFI Open Seminar in Europe and Sustainable Development Focus Meeting in Hamburg. So don't miss out on either of these sessions!



Changing customer expectations: from renting space to facilitating business

Join us in Hamburg from 18 – 20 June at the 2012 UFI Open Seminar in Europe hosted by Hamburg Messe, as we discuss this topic which is at the core of today's exhibition business.

One of the big opportunities and challenges for today's exhibitions industry is the change in expectations of our clients: both visitors and exhibitors. They are increasingly looking for organisers to provide much more than simple space for rent.

Marketeers, communications specialists, sales teams and project managers are all having to provide increasingly sophisticated opportunities

for lead generation and business branding and development around their events.

UFI's 2012 Open Seminar in Europe will focus on what this means, how we can meet the challenge and take advantage of developing opportunities.

The Open Seminar programme and registration options will be online at www.ufi.org/hamburg2012 in early April. The seminar is open to all exhibition professionals and promises to be a stellar event for the international exhibition community!





Projects abound with UFI's Education Committee

The UFI Education Committee is currently working on a wide range of different topics. At its recent meeting at UFI Headquarters in Paris, the Committee advanced in its preparations for the creation of a network consisting of professors who have published articles in the field of exhibitions. The purpose of this project is to identify the authors' motives for developing an exhibition related topic. The identification of these motives should encourage other professors to publish on the exhibition industry and to include exhibition management into their teaching curricula.

The Committee is also developing the programme of the next UFI Focus Meeting on Education and pursuing the development of a UFI E-Learning Platform. The platform will be an ad-

ditional educational feature complementing UFI meetings.

The UFI "knowledge exchange platform" encourages educational professionals to share information on existing educational programmes linked to the exhibition industry. The platform already has 178 entries describing courses from over 20 countries. This knowledge database can be consulted at:

<http://bit.ly/GY0f8M>

If you have any further questions on the current work of the Committee, please contact Rowena Arzt (rowena@ufi.org) at UFI headquarters.

Sponsorship of 2012 UFI events

UFI's events are going from strength to strength. On the back of successful events in Valencia, Istanbul, Shenzhen and now Cape Town, we are pleased that our events have never been more popular. The networking opportunities that our events offer are unmatched in the industry.

If you have never considered UFI and our events as a channel for your marketing campaigns, then get in touch today. Access to the powerful UFI network is a unique opportunity and has already demonstrated an excellent ROI for our sponsors. There are only a limited number of opportunities at each event, which are allocated on a first-come first-served basis.

So if you are considering sponsorship of a UFI event this year then make sure you do not miss out and act now, by contacting nick@ufi.org.

UFI visit to TCEB!



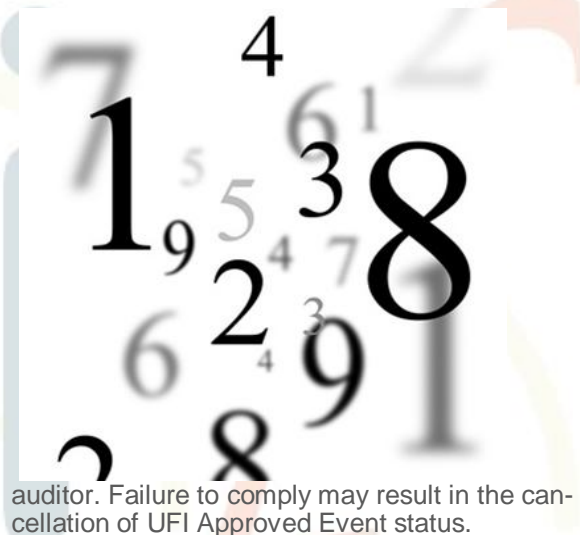
On a recent visit to TCEB's head offices in Bangkok, Thailand, UFI's Rowena Arzt, Director of Business Development was welcomed by Supawan Teerarat, TCEB's Exhibition Director and her team.

Update on the auditing of UFI Approved Events

UFI continues to believe that the auditing of exhibition data is vital in the promotion of the exhibition industry. The provision of reliable data is a necessary step in the comparison of exhibitions with other marketing media.

Since the introduction of UFI's Auditing Rules in July 2010, UFI member organizers have been ensuring that the statistics of their UFI Approved Events are audited. It is now necessary to audit the number of visitors and exhibitors, with a breakdown into international and national, for every other edition of a UFI Approved Event. If an exhibition is held every three years or less frequently, then every edition must be audited. The only exception is for exhibitions which were audited for the first time to obtain UFI Approved Event status – the next edition must also be audited in this case.

The audit must be conducted in accordance to the UFI Auditing Rules, and by a UFI certified



auditor. Failure to comply may result in the cancellation of UFI Approved Event status.

Further information is available on the UFI website, or by email to Sonia Thomas (sonia@ufi.org) or Deborah Charman (deborah@ufi.org).



ufi The Global Association of the Exhibition Industry **UFI Marketing Award 2012**

Now is your chance! Show us what you have achieved that may win UFI's 2012 award for the «Best Marketing Activity of the Year».

Your entry must cover a marketing activity or campaign related to the exhibition industry which had proven quantitative and qualitative results in 2010/2011.

Tell us how you met your project objectives and the successful results obtained.

If you're the winner of the internationally recognized 2012 UFI Marketing Award you'll have the opportunity to present your entry during the UFI Congress in Abu Dhabi, UAE, in November.

So check out the guidelines now, and prepare your entry. You could be the next winner!

The value of continuing education an interview with EMD graduate Marcus Bergström

UFI Live blogger Barry Siskind recently exchanged impressions with UFI Exhibition Management Degree graduate Marcus Bergström. A 2008 graduate of the EMD programme, Bergström gave his views on the value of continuing education for professionals in the MICE sector.

Education is more than the sharing of ideas. It is a formal method of adding a level of professionalism to a job where its customers are becoming increasingly demanding and just like other professionals – doctors, lawyers and engineers – need to understand the sophistication of the business environment and be able to provide credible solutions.

What makes seasoned professionals seek higher education? How does a busy executive find the time and motivation to add to their personal value by investing in themselves?

I caught up with Marcus Bergström, CEO of Adforum AB, to talk about the issues around continuing education. Adforum is an exhibition organizing company that specializes in organizing events, exhibitions and conferences for the pulp and paper industry. They organize the world's largest exhibitions, such as the SPCI Exhibition in Stockholm, PulPaper in Helsinki, China Paper in Beijing/Shanghai and IPX India in Mumbai. As a graduate of UFI's Exhibition Management Degree programme, Marcus is the perfect person to talk to.

Barry: Tell me a bit about your background.

Marcus: I am currently working as the CEO of Adforum Ab. Currently Adforum is organizing exhibitions and events in Sweden, Finland, China, India and Russia. I started as the CEO in September 2011. Before that I held the position of vice president of the company.

Barry: What formal level of education have you achieved?

Marcus: I studied marketing and business logistics at Hanken School of Economics and I have a Master degree of Science in Economics and Business Administration. I also studied at the University of St. Gallen in Switzerland.

Barry: What motivated you to seek out additional education?

Marcus: When I started to work for the exhibition business, I found it crucial to look for more targeted education opportunities in the exhibition and event industry.

Barry: Why did you choose the EMD programme?

Marcus: The EMD programme was a natural choice and the best education offered on the market.

Barry: What feature of the programme had the strongest appeal?

Marcus: The EMD offers a good overview of the MICE industry. That is one of its most important features.

Barry: Did you encounter any difficulty balancing your work and learning?

Marcus: No, as my employer was flexible regarding my workload for the education period. However, when doing the EMD, you must be prepared to also study in your spare time.

Barry: What other continuing education opportunities have you taken advantage of?

Marcus: I have taken part in sales education. This education helped me to improve my sales skills on a theoretical and practical level.

Barry: In what other continuing education programmes are you likely to participate in the future?

Marcus: I am eager to learn more languages. My aim has always been to learn a fifth language. (For the moment I can deal in Finnish, Swedish, English and German.) As the event and exhibition industry is rapidly changing, it is, of course, important to follow the trends in the market.

Barry: Has the EMD programme helped you with your day to day responsibilities?

Marcus: Yes, definitely. As mentioned earlier, the EMD programme covers most of the needs in the MICE industry.



The value of continuing education

Barry: Would you recommend the programme to your colleagues?

Marcus: Definitely, I am sure that the EMD programme is a good investment for the employer. It is also a fact that very few universities offer educational programmes for the exhibition industry which means that there often is a clear need for this programme.

Barry: Is there anything else you would like to add that would be helpful to your industry colleagues who are considering educational opportunities?

Marcus: The EMD programme is a good educational opportunity, but you must continue to study before and after the formal education

event in order to maintain your educational level. What does that mean? Today everything is about learning and understanding trends in the industry.

American educator and writer Robert M. Hutchins once wrote, "Education is a kind of continuing dialogue." It is an apt quote that seems tailor made for an industry that prides itself on the power of dialogue particularly when it is in a face-to-face scenario.

UFI's EMD programme is soon to begin in Bangkok. If you are interested in participating, please go to www.ufi.org/emd or contact emd-bkk@ufi.org.

Follow the UFI Live blog at www.ufilive.com

Are you thinking about raising your exhibition professional knowledge and skills?

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Module 4 (On-site)
Advanced Studies in Exhibition Management II
27 August - 1 September 2012

For more info on the UFI EMD
Or contact: emd-bkk@ufi.org

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UFI Operations Focus Meeting

Service Quality Management in Exhibition Operations

Thursday 26 April 2012

Venue: Jaarbeurs Utrecht, Media Plaza, Utrecht, The Netherlands

(Full programme and registration details available at www.ufi.org)

Register online at www.ufi.org/utrecht2012



Opening of the Focus Meeting

by: Dr. Andreas Winckler, Chair of the UFI Operations Committee and Moderator of the Focus Meeting.



Results of the questionnaire on Service Quality Management in Exhibition Operations

by: Dr. Rowena Arzt, Director of Business Development, UFI

Monitoring and steering of the service level from providers / suppliers

by: Thierry Vaneycke, Director Telecommunications and Audiovisuals, VIPARIS, Paris (France)



Service quality – accident or system?

by: Dr. Markus Nienhoff, Head of Logistic & Business Development, TÜV SÜD Management GmbH, Munich (Germany)



Service quality from an organizer's perspective

by: John van der Valk, Managing Director Exhibitions & Cross Media, VNU Exhibitions Europe, Utrecht (The Netherlands)

How can a good service delivery lead to profitability?

Examples of excellence from other industries

2012 UFI Operations Award

by: the 3 finalists of the 2012 UFI Operations Award:

- Fira Barcelona,
- Messe Frankfurt Venue GmbH,
- Messe Muenchen International.



Conclusions of the Operations Focus Meeting

by: Dr. Andreas Winckler, Chair of the UFI Operations Committee and Moderator of the Focus Meeting.

UFI ICT Focus Meeting:

**Mobile: A world of new opportunities
or just a new channel for old content?**

Friday 27 April 2012

Venue: Jaarbeurs Utrecht, Media Plaza, Utrecht, The Netherlands

(Full programme and registration details available at www.ufi.org)

Register online at www.ufi.org/utrecht2012



Opening of the Focus Meeting

by: Maria Martinez, Chair of the UFI ICT Committee.



Moderation of the Focus Meeting

by: Andy Hitzler, CEO, Meplan, Munich (Germany)



Mobility and lead management : creating value for exhibitors and generating revenues for organizers requires more than an address

by: Franck Louis-Victor, Founder & CEO, all-Sense Group, Paris (France)



Mobile App Evolution – An Inconvenient Truth

Security, use of data, post marketing results and logistics of mobile apps

by: Jo-Anne Kelleway, CEO, Info Salons Group, London (UK)



Rethinking business opportunities – creating user driven value in the digital age

by: Mikal Hallstrup, Chief Innovation Officer and Co-Founder, Designit, Copenhagen (Denmark)



Can a phone change your business model? - Smartphones: new business in your pocket

by: Nitin Madan, Business Innovation Manager, Swisscom (Schweiz) AG, Bern (Switzerland)

2012 UFI ICT Award “Which new services did your mobile app provide for your exhibition customers?”

by: the finalists of the 2012 UFI ICT Award



Conclusions of the ICT Focus Meeting

by: Andy Hitzler, CEO, Meplan, Munich (Germany)