

AFRICA, SOUTH EAST ASIA, AND SOUTH AMERICA: WHERE THE OPPORTUNITIES LIE

During yesterday's 'Pressures, Profits and Opportunities in Emerging Markets' panel discussion, a pertinent question was asked from a congress delegate: "What is the one emerging market to look out for?" Damion Angus, Managing Director, Montgomery said South East Asia, Martin Glynn, CEO, MAD Event Management, said South America, and Martin März, Founder and CEO, fairtrade Messe und Ausstellungen GmbH & Co, said Africa. The follow up question asked what red flags to look out for when entering a new territory, which saw Martin März citing the size of the market as the key deciding factor. "At least 100 exhibitors must be confirmed before the decision is made to enter the region", said Martin. Damion Angus cited China's tier one cities as fully emerged, but see's tremendous opportunities in its second and third tier cities. Damion feels that Africa is unique - "Africa is not a country. It is made up of 54 countries which each have their own set of challenges. Doing business in Africa is not for the fearful or the faint-hearted". On the subject of South East Asia, "there are many acquisitions happening in the region, and we are competing with the most experienced exhibition organisers in the world."

Damion elaborated on the challenges he faces in emerging markets, which he has divided into three categories:

1. Known Knowns: these are the factors that have been well documented and planned for through the process of extensive market research.
2. Known Unknowns: these are issues or circumstances that could occur, such as economic instability, and currency fluctuations, which affect the pricing of shows. Political factors and terrorism are also known unknowns.
3. Unknown Unknowns: these are black swan events, that cannot be predicted, such as an Ebola outbreak.

Martin Glynn believes that anticipating problems is crucial to a show's success, and well as identifying where true business value lies. "What do we want to accomplish? Can we find common ground for the benefit of the collective? How we move through the world informs the kind of opportunities we can derive. It's not ROI directly related to the money we spend, opportunities manifest in all sorts of ways, and the journey is really great."



Martin März, Martin Glynn and Damion Angus

Time	What's Happening
08:30 - 09:00	Networking and Refreshments
09:00 - 09:15	Welcome by the Congress Moderator
09:15 - 10:15	Panel Session: Changing Formats
10:15 - 10:45	Networking and Refreshments
10:45 - 11:45	Asia-Pacific Chapter Meeting
10:45 - 11:45	European Chapter Meeting
10:45 - 11:45	Latin America Chapter Meeting
10:45 - 11:45	Middle East, Africa Chapter Meeting
12:00 - 13:15	Global Industry Review
13:15 - 13:30	Congress Close
13:30 - 14:30	Networking Lunch
14:30 - 16:30	Africa Focus Session

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WINNERS OF UFI BEST PRACTICES AWARDS TELL THEIR STORIES



84th UFI Global Congress 2017

ufi The Global Association of the Exhibition Industry

Industry success stories that exemplify best practices were shared at the Special Interest Group session (Best Practices) yesterday, with a focus on education, marketing, operations and service, sustainable development and technology.

The 2017 UFI Award winners in each of these categories represent global companies that are leading the way in these fields, providing solutions to the industry as a whole.

Education category winner is Artexis Easyfairs, a European leader in eventing. "It is difficult to find and retain the right talent, so we need to keep and develop it. We developed an HR framework (called eHR) for talent development in which all job descriptions are standardised, and

the same metrics are used to measure performance," said Stephan Forseilles, chief technology officer of Artexis.

The goal of this tool was to standardise HR practices and to build talent that could be used anywhere in the world, an "easy transfer" of people with the same skillsets in the same job descriptions, he said. The eHR tool also provided for constant performance evaluation, and a map of talent profiles to gauge where the attrition of quality talent is, in order to stem this attrition, said Forseilles.

The Artexis academy programme, meanwhile, looked at the core competencies required by companies and was improving measurements of these competencies, also bringing attrition rates down. "Ideally, we want

people to reach their full potential in a company," said Forseilles.

The marketing award went to UBM, a global business-to-business events organiser, for its innovative design thinking of The Sleep, Europe's hotel design, development and architecture event. This year the event was themed the 'Science of Tribes', which elevated it to an outstanding experiential show. "We challenged the orthodox and

thought about how we could be heard above the noise of our competitors. Visitors loved the Tribes theme," said UBM brand director Joel Butler.

Winner of operations and services is Birmingham's National Exhibition Centre (NEC), for its "customer journeys", experiential elements of a show that move the dial from purely functional to innovative, creative and emotive. "We put money into implementing new ideas and did a variety of things, including redeveloping our website, and adding a sense of fun on arriving at the venue," said Richard Mann, market development director at NEC.

Fira de Barcelona, Barcelona's trade fair institution, won the sustainable development award, for its increased energy efficiency using solar panels, reducing water usage, waste recycling, increased sustainability of its suppliers, and eco-design guide, a good practices manual.

Winner of the Technology and Innovation award is Grip, the leading App empowering professionals to achieve their networking potential. "Matchmaking is key to making high quality connections Grip has built an App integrating all other networking platforms (LinkedIn etc) that has enabled a higher conversion to show attendance," said Tim Groot, co-founder and CEO of Grip.

"We put money into implementing new ideas and did a variety of things, including redeveloping our website, and adding a sense of fun on arriving at the venue."

LOW ADVOCACY A CHALLENGE FOR THE INDUSTRY

Low advocacy is one of the biggest challenges facing the MICE industry globally. When the question was asked, 'how likely are you to recommend an event?', trade show exhibitors produced an average global Net Promoter Score (NPS) of -17, meaning most wouldn't recommend it.

This is the key finding of post-show research into 1 040 trade shows from over 40 countries, conducted by Explori, an audience listening platform, and presented at the exhibitor expectations closing session yesterday.

Presented by Mark Brewster, CEO of Explori, the findings show that 25% of shows have an NPS of less than -36, the same percentage of shows that have a positive NPS score.

Unsurprisingly, exhibitors are more likely to recommend the larger events, but there is no correlation between visitor numbers and exhibitor satisfaction, which means larger events enjoy higher loyalty but low satisfaction, Mark said.

When exhibitor NPS was compared with growth metrics, shows with a higher NPS were performing better across all metrics. Thus 71% of shows with positive NPS are experiencing growth in exhibitor numbers. Also, shows with high NPS are experiencing notable revenue growth.

Mark said the fact that less than 50% of exhibitors say they achieved their objectives at a show is a factor in the low NPS score. "It tells us as

an industry that we overestimate the average exhibitor's success in achieving their objectives," he said.

Many exhibitors also faced significant challenges in engaging visitors. This could lead to low exhibitor satisfaction, even at shows with very high visitor numbers. "Organisers can counter poor exhibitor performance by offering training programmes and actively working with exhibitors to showcase innovation and launch products," said Mark.

Shows that offered exhibitor training to all or most saw a 23 point boost in NPS vs shows that did not, he said.

"Newness" was also a booster of NPS scores. "Shows with a

well-defined "newness" strategy are more successful at satisfying both visitors and exhibitors, said Mark.

Please get a copy of the UFI & Explori Global Exhibitor Insights Report.

"Organisers can counter poor exhibitor performance by offering training programmes and actively working with exhibitors to showcase innovation and launch products."

MAKING THE MICE INDUSTRY SMART

Innovation and sustainable growth is as applicable to the MICE industry as any other, and the question of how to achieve this was presented by the recipients of five UFI Next Generation Leader (NGL) grants, at the NGL Grant session yesterday.

The grants were awarded to future leaders who have shown exceptional initiative in driving change and innovation in their area of the exhibition industry. They are: Selin Cakici, Vice-Chair of the board of HKF Trade Fairs, Turkey; Katharina Keupp, project consultant at Messe Munich, Germany, Neo Mohlatlole, business development director of Seven Colors Communications, South Africa; Thomas Revell, sustainability manager of GES (Global Experience Specialists), UK; and Diana Salman, HR strategic change manager of IFP Expo, Lebanon.

Together, they investigated the future of exhibitions, working closely with the team at UFI headquarters in Paris, and in presenting their findings, unpacked the meaning of SMART exhibitions – meaning 'Sustainability, Managing Innovation, Audience Focus, Responsive Technology and Transfer Knowledge'.

Sustainability required a strong focus on renewable energy, said Revell, not only as an environmental imperative, but also because people were increasingly more willing to pay for products and services that were green and openly sustainable.

"In 2035, 75% of the workforce will be made up of Millennials, and they will take this ethos into their business, and they will pay for what they want," he said, adding that research had shown the percentage of people who said they'd pay more for green products had risen from 50% in 2013 to almost 70% in 2016.

Addressing the issue of innovation, Selin Cakici pointed out that 90% of executives believe the long-term success of their companies depends on new ideas. The exhibitions industry needed to treat innovation as a streamlined process, creating strategies designed for specific tasks. "Customer centricity is key to knowing what the market wants," she said.

Audience focus, said Katharina Keupp, is about looking at what the customer thinks and needs. In the exhibitions industry, research had shown that participants want to be more involved in events, and the challenge was to use analytics technology to get to know these individuals beforehand, to anticipate their needs.

At Messe Munchen, one of the largest exhibition companies in the world, a customer centric development process had been set up to better understand the needs of exhibition participants, she said.

Responsive technology, meanwhile, was about live information. "Live feedback empowers the event visitor with information they want, and generates more valuable response," said Diana Salman.

Looking at transferring knowledge, Salman and Neo Mohlatlole made the observation that an ageing workforce in

the MICE industry actually posed a threat, as the transfer of their knowledge and skills to younger generations was difficult given current workplace dynamics.

Career expectations were changing – 42% of Millennials are likely to leave their job because it's not challenging enough – so securing and retaining quality talent was a big challenge. High staff turnovers, employee insecurity and the short lifespan of skills exacerbated the problem. "The question is, how do you retain institutional knowledge in this environment," said Salmon.

The answer, said Mohlatlole, was to provide a trusting work environment and secure leadership support. "We need to create a culture of easy flow of information within the industry," he said.

For information on eventing industry research and best practices, visit The Iceberg, www.the-iceberg.org.

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a holistic sustainable system. There are good people out there doing great things, but change needs complete buy in. To date, 26 countries are leading the way – using Xanita board for signage, exhibition stands, interiors and point of sale units.

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JOIN THE NGL GRANT 2018

The UFI NGL grant promotes next generation leadership in the exhibition industry, rewarding professionals who show clear initiatives in driving change and innovation in their area of activity. The programme is spread over a period of 12 months, allowing you to continue to fulfil your daily work obligations. This grant will be awarded to up to five industry professionals in 2018.

The NGL grant reflects UFI's commitment to recognising and supporting the best talents within the exhibition industry, and will bring you:

1. Exclusive, confidential C-level mentoring over a 12-month period
2. Global recognition and media coverage among exhibition professionals before, during and after the UFI Global Congress
3. Unique, high profile opportunities to enhance your professional network with peers and industry leaders
4. Expert guidance throughout the project by UFI

How does the grant work?

The grant programme will kick off with a workshop at the UFI European Conference in Verona, Italy (2-4 May 2018). Meeting the other grantees is the best way to get to know one another, UFI, and experience first-hand what makes UFI events special! Thereafter, you will be required to work remotely with the other grantees. UFI will cover your travel and hotel costs to both Verona in May and to St. Petersburg in October and you will of course have complimentary registration to attend both events.

You may apply if you:

- Are a full-time employee in the exhibition industry;
- Have no more than 10 years of work experience in the exhibition industry;
- Are motivated to work on the project whilst managing your responsibilities at work, finding between 3 – 5 extra hours per month.

HOW TO APPLY:

Kindly provide before and up until 27 February 2018:

1. Your video statement (maximum 2 minutes) sharing your career ambitions, your strength and weaknesses, the reasons why you should be chosen for the UFI NGL grant, your motivation to participate in the programme and your reason(s) for choosing to work in the exhibition industry.

2. Written application (maximum two pages) displaying your concrete idea(s) to drive change and innovation in the exhibition industry.
3. Completed mentorship matchmaking form (form provided by UFI) including the section on expectations relating to mentoring.
4. Signed statement from your employer agreeing for you to join the grant programme (example statement provided by UFI).

"The programme is spread over a period of 12 months, allowing you to continue to fulfil your daily work obligations. This grant will be awarded to up to five industry professionals in 2018. The NGL grant reflects UFI's commitment to recognising and supporting the best talents within the exhibition industry."



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THE ICEBERG: A GLOBAL ONLINE RESOURCE FOR DATA, BEST PRACTICES AND CASE STUDIES

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What is the Iceberg? Quite simply, it is the fact that the focus of our value proposition as an industry has been shifting from one based on delegate and organiser spending to the value of what these events actually achieve for organisers, participants and host communities. As simple as it sounds, this in fact has huge implications, because it places us at the very centre of both the global economy and the underlying scientific, professional, academic, business and social advancements that drive it.

As an industry, we are all about facilitating the kinds of exchanges that are essential to knowledge transfer, innovation, collaboration and advancement that make the wheels of the world go around – and that today are proving to be even more important in the face of other forms of information delivery that require validation through face to face encounters.

The new collective view of the industry – and certainly those who actually develop and carry out these events – is

that such outcomes are their real purpose and value, however attractive the related spending impacts may be. However, they are also the most challenging to quantify or monetize because they are often long term and based on things like the benefits of knowledge transfer and relationship-building that are hard to attribute to a single factor.

The fact that something may be difficult to precisely quantify doesn't mean it should be ignored – yet that is precisely what we've been doing for decades by focusing on delegate and organiser spending and essentially ignoring what is actually being accomplished. Today's challenge is while still acknowledging the major financial values generated by the events we support to correct that huge omission by shifting the spotlight onto those broader outcomes while still acknowledging the major financial benefits generated by the events we support.

We cannot possibly quantify the range of benefits arising from every event that takes place around the world but equally obviously don't need to. Instead, we can provide in-depth

analyses of representative events that illustrate these, and use them to demonstrate the broader principles. The events that are documented in this manner will serve both to illustrate those elusive values and as examples of how others can perform similar value measurements in their own events.

At the same time, they will get a great deal of attention, which will bring appropriate credit to those who organized and delivered them.

The outputs and legacies to be identified and quantified in these studies will potentially cover a wide spectrum, from the value of networks and business transactions arising from an event to medical advancements like improved disease awareness, research and treatment practices. Also to be explored are the benefits that hosting events can deliver to the host community, including profiling a particular country or city in connection with key elements of their economic or social agenda or attracting new talent to key sectors.

And with the Iceberg, we have an industry-supported vehicle that

is powerfully equipped to tell the story effectively – both as a source of information and resources to members engaged in advocacy and as a communications force with media networks that can open up new audiences.

We have all been hearing about good examples for many years – now is the time to get these on the table and capture these examples in ways that will enable us to demonstrate the broader values to the rest of the world. This is something that will benefit everyone in and around the industry for years to come – a way of securing our collective future by demonstrating to those whose support we need just how valuable our work really is, not just to this industry but in fact to global advancement on so many fronts.

The Event magazine, Africa's most widely-read business-events publication, is the exclusive African partner of the Iceberg initiative. To learn more, or to contribute to these valuable and far-reaching case studies, contact Katie Reynolds-Da Silva katie@filmeventmedia.co.za +27 21 674 0646

THERE CAN BE NO GREATNESS WITHOUT GOODNESS



Johan Reyneke, Founder and Owner of Reyneke Wines, shared his inspirational story in his keynote speech at the UFI Congress yesterday. An avid surfer and student of philosophy, Johan's "different" look meant that job offers were scarce as a young man. He took a job, paying just R90 a week, as a farm labourer, and quickly discovered a passion for the industry. An idea began to germinate in his mind; he wanted to develop an organic wine brand underpinned by his

personal philosophy "there can be no greatness without goodness", gleaned from his favourite book, Life of Pi.

He purchased a piece of land, and began to grow grapes without using any pesticides or artificial components. Soon, disease, insects and infestations had blighted his land. He sought advice from a well-known plant expert, who told him, "Your farm is a book, and the plants are the letters in that book. You need to learn to read again". This guidance led Johan to embrace biodynamics, a method that appreciates the individual contributions of the entire system. Johan turned his problem into opportunity, by harvesting the largest snails that were eating his plants, and exporting them to France as escargot. He bought 100 geese to eat the smaller snails, which then provided useful fertiliser in the form of manure. Biodynamics had taught Johan that he didn't need to reinvent the wheel; he just needed to learn what nature was trying to teach him.

Years of trial and error followed, and Johan was plagued by the financial insecurity that so often characterises

"Your farm is a book, and the plants are the letters in that book. You need to learn to read again."

the farming industry. He was turned down by the banks who were unwilling to take a chance on a young farmer. He took comfort from an Indian philosopher who said that "if you want to empower people, give them choice". Johan's choice was to continue to pursue his dream, although it caused him severe stress and health crises.

A quarter of a hectare became 40, and 40 hectares have become 80. He now has 40 families living on his farm, and has developed a cooperative that will empower his employees through education, housing and investment,

all underpinned by his firm belief that people are not objects or commodities; they are an essential cog.

Johan closed his talk by imploring the UFI Congress delegates to use their considerable intellectual properties and knowledge, and get in touch with Reyneke Wines and assist Johan in achieving his dreams; not just of financial success, but of truly empowering his colleagues to ensure a legacy of freedom and independence.

Follow Johan on Twitter using the handle @ZAVineHugger



UFI'S OUTLOOK FOR THE YEAR AHEAD

During the General Assembly held on Wednesday, UFI members reiterated the strategy and priorities for the next year. At present, nine UFI events are confirmed for 2018 including the 85th UFI Global Congress in St. Petersburg, Russia (31 October–3 November 2018). To serve the fast-growing number of members in Latin America, the 1st Latin America Regional Conference is being prepared for September in Mexico City.

The first class of a new Venue Management School in 2017 will take place later this November, in Shanghai, China - in collaboration with

the Australian Venue Management Association (VMA). New UFI-EMD courses are also under preparation, as well as focus meetings on HR Management, Sustainable Development, Operations & Services, and Digitisation.

Preparations for the third edition of Global Exhibitions Day (GED) are already underway. Together with the GED partners, UFI is guiding two working groups to expand the toolkit and prepare in-depth material for industry advocacy and talent attraction. GED will take place on Wednesday 6 June 2018.

Corrado Peraboni, Chair of the Board of Directors of CIPA Fiera

Milano Publicações e Eventos Ltda (Brazil) will take over the reins as UFI President for 2017-18 at the conclusion of the Congress today. He is to be joined in UFI's new presidential leadership trio by: Craig Newman, Chief Executive Officer, Johannesburg Expo Centre (South Africa) as Incoming President and Dr Andreas Gruchow as Outgoing President.

In addition, after this year's regular elections of UFI's Board of Directors and Executive Committee in September, the respective groups embarked on their 3-year mandate in Johannesburg. A full list of the

respective members can be found at: <http://www.ufi.org/about/structure/>

UFI is grateful to all its members, partners and sponsors, notably the two Diamond Sponsors GES and TCEB.

"Together with the GED partners, UFI is guiding two working groups to expand the toolkit and prepare in-depth material for industry advocacy and talent attraction."

OPENING RECEPTION—WEDNESDAY 1 NOVEMBER



VOX POPS



**ANN DALTON,
AGRI-EXPO,
SOUTH AFRICA**

For a local operator like myself, UFI is fantastic for networking. I'm keen to meet people who are in a similar industry to me, which is agriculture. Sustainability in agriculture and food is a major problem, and I am finding out how others are dealing with challenges.



**CEMSIT YELGIN,
WAYTATION,
AUSTRIA**

This is the first time we are attending the UFI Congress, and we are really happy with the conversations we've had. For us as a start-up entering the exhibition market, it's very important to get feedback from decision makers regarding their goals and challenges.



**RAVINDER SETHI, R.E.
ROGERS, INDIA**

South Africa is amazing, and just gets better every time. Visiting a game park with my wife on the way here was one of the best experiences of my life. The Congress is so well organised, so professional, and with a wonderful human touch. Everything just clicks.



**ALBERT G AOUN,
IFP,
LEBANON**

The Congress content is very good, and the city itself is very interesting. I have been in this industry for 40 years, and I look forward to meeting old friends and making new contacts.



Matthias Tesi Baur @Matthias_Tesi · 13m

"Business in South Africa is different.... it is relaxed" says Sisa Ntshona - CEO SA Tourism at #ufijoburg

21 13 18



Cemsit Yelgin @cemWaytation · 16h

It was a pleasure to present Waytation at the #ufijoburg @UFILive in front of all of you! Amazing to see a fully packed room :-)

23 8 21



kai hattendorf @kaihattendorf · 4m

"To succeed, I had to reinvent my way of growing wine - had to work with nature, not fight it" Hardest thing! @zavinehugger #ufijoburg

14 10 9



Projeni Pather @ProjeniPather · 18m

Privilege to be present at the #ufijoburg Global Congress. 57 countries represented. Welcome to Africa!

10 12 21



Stuart Bailey @SBaileyHK · 18h

Congratulations to Chris Craig Newman the incoming president of UFI for 2018 #UFIJoburg

23 17 20



The Event @TheEventSA · 43m

"The best way to promote key growth sectors is through exhibitions. Your currency is square metres, and Africa has plenty square metres. This is time for Africa!" @jhbexpocentre1 @UFILive #ufijoburg

13 18 27



Joyce DiMascio @dimasciojo · 29m

"With knowledge comes obligation" says Johan Reyneke at opening of #ufijoburg #ufilive

15 21 18



Nomathemba Ndlovu @nomandlovu23 · 14m

#ufijoburg The capacity to learn is a gift, the ability to learn is a skill, the willingness to learn is a choice.... setting the tone for a great Congress

11 8 19

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