

**MANAGING DIRECTOR'S
REPORT TO THE GENERAL
ASSEMBLY**

November 2011

As the time available during the annual meetings of the UFI General Assembly is limited, we have prepared the following report for members' information. It presents a summary of key UFI activities since the 2010 meeting of the General Assembly in Singapore. A similar report has been tabled for discussion by the Board of Directors and we welcome your questions and comments.

KEY ACTIVITIES SINCE SINGAPORE.....	2
STRATEGY REVIEW	4
FINANCIAL PERFORMANCE.....	4
UFI APPROVED EVENTS PROGRAMME	4
UPCOMING ACTIVITIES.....	5
MEMBERSHIP DRIVE	5

Key activities since Singapore

Completed office move

The sale of UFI's old offices in rue Jouffroy d'Abbans, Paris and purchase of new premises in Levallois-Perret was completed on schedule and renovations undertaken in the new office. The UFI head office team moved in late January and has been extremely pleased with the improved quality of working environment. Several UFI meetings have been held in the much larger conference room including the September meeting of the Executive Committee.

Events

The following events have taken place since the Singapore Congress:

Event	Location	Host	Delegates
UFI CEO Forum	Geneva, Switzerland	Palexpo	80
Open Seminar in Asia	Bangkok, Thailand	TCEB	260
Focus Meeting on Sustainable Development	Bangkok	TCEB	50
Open Seminar the Middle East & Africa	Sharjah, UAE	Expo Center Sharjah	75
ICT and Operations Focus Meetings	Kiev, Ukraine	Kyiv Expo Plaza	90
Open Seminar in Europe	Ghent	Artexis	205

Awards

UFI's annual awards will be presented as part of this year's General Assembly. Our thanks go to the Chairs and members of the Operations, ICT and Marketing Committees for their hard work in over-seeing the awards programmes as well as to International Fair Plovdiv, our partners in the annual Poster Competition. Congress delegates will also have an opportunity to hear the 10 minute award-winning presentations from the Marketing, ICT and Operations Awards winners.

Relaunch of website

We invested in a complete overhaul of the UFI website and the databases which underpin it and much of our other activity. The new site has been designed to provide easier access to the huge amount of information available for members and non-members. It also includes a number of interactive tools such as the newly-launched

knowledge exchange for exhibition education best practice, building on the successful model launched last year for members' sustainable development activity.

At the same time, we are gradually expanding our communications through other social media channels such as Twitter, LinkedIn and the UFI Live blog.

Research

As well as the ongoing barometer research and collection of industry statistics, we have used the additional flexibility of our new office space to recruit a temporary research assistant who has been helping to research delivery of online education services as well as supporting some important government affairs/lobbying activities which we have been undertaking.

The final report of Prof. Beier's major, UFI-sponsored research project, the Delphi Study, looking at trends which will affect the industry for the next 10 years, is about to be published.

Education

Education remains a high priority for UFI. We have been busy planning new programmes which include a new EMD in Macau due to start shortly and EMD projects in Kuwait and Thailand expected to get under way in 2012. A venue management programme was run in Shanghai in the summer of 2010. Students who successfully completed this course can use that towards a future EMD qualification. Discussions with the Institute of Trade Fair Management at the University of Cologne have allowed us to relaunch the UFI International Summer University programme for June 2012. Information is available on the UFI website.

A number of initiatives are also under development for online education services using UFI's existing content. Watch out for exciting news on this in the coming months.

Government affairs

EU

Following the formation of the EU Sub-Committee of the UFI European Chapter, we have been actively involved in researching and lobbying in Brussels and the highly confusing and, in some instances, anticompetitive interpretation of new VAT regulations. An UFI submission to the European Commission's Green Paper consultation on this issue has recently been submitted.

A serious issue involving exhibitions and new EU consumer protection regulations has also recently been brought to our attention and, working closely with the associations in France and Germany, we have developed an appropriate UFI response to this.

India

Following requests from a number of members in India and the rest of the world, UFI has engaged in the process of lobbying the Indian government at a municipal, State and Federal level. The goal of this exercise is to raise the profile of exhibitions and create a greater understanding of their economic importance and to support industry pressure for the development of appropriate new venues, particularly in the Delhi and Mumbai regions.

Elections

Our three year cycle of leadership positions drew to a close this year, so we have undertaken elections for the Board of Directors, Regional Chapter Chairs and Committee Chairs. The results of these elections will be announced to the General Assembly. The new Board of Directors will meet directly after the GA to elect its new Executive Committee.

Strategy review

Prior to the Geneva meetings of the Executive Committee and the UCF, a group of former UFI Presidents met to review our strategy. This was further reviewed and discussed at the various meetings of our Executive Committee and Board during the year. The key outcomes of this process were:

1. A reaffirmation of the PIN strategy with an agreement that networking in all forms remains at the heart of how UFI offers value. It was also agreed that more attention needed to be paid to the “promotion” element of the PIN.
2. A member survey to update the research undertaken in 2008 was proposed and has been completed. A summary of this survey will be presented to the General Assembly.
3. 1- and 3-year action plans are now being developed as a follow-up to the survey and strategy discussion.
4. Many of the areas discussed in which UFI was called upon to do more highlighted a need for additional resources. It was agreed that diversifying revenue generation away from membership fees was vital if this were to be achieved. With this in mind, a Business Development Manager with a focus on sponsorship and other sales has been recruited. He joined UFI on 1st July with a goal of doubling sponsorship revenues within two years.

Financial performance

The key financial goal for the year was to return UFI to surplus and, thanks largely to strong financial performance from our events, this has been readily achieved (our 2010/11 final closing and Treasurer’s report has already been circulated to members). As our goal is not profit but to achieve a solid, balanced budget, we have re-invested some of the additional surplus in the following:

- Website
- Additional research
- HR commitments not previously provided for

The cost to UFI of the office move had also been substantially under-budgeted but the increased revenues have more than covered that.

UFI Approved Events Programme

We are now finalising analysis of compliance with audit requirements. Many members have submitted the audit certificates that the rules now require. We believe that most of the other fairs are audited although there are some which are not. Some fairs also clearly no longer meet the requirements for UFI approval. We will bring to Valencia recommendations for those who are non-compliant. This may include some companies which no longer reach UFI membership requirements.

Upcoming activities

2012 Events

The following events are now confirmed for 2012:

Dates	Event	Location
1 – 3 February	UFI CEO Forum	Istanbul. Hosted by Istanbul Expo Centre (IFM) and staged at the Pera Palace Hotel
23 – 24 February	UFI Open Seminar in Asia	Shenzhen. Hosted by Shenzhen Convention & Exhibition Centre
15 – 16 March	UFI Open Seminar in Middle East/Africa & Expo Summit Africa	Cape Town, S. Africa. Hosted by Cape Town International Convention Centre and jointly organised with Manch Communications
25 – 27 April	UFI week: Executive Committee and ICT and Operations Focus Meetings	Utrecht. Hosted by Royal Dutch Jaarbeurs
18 – 20 June	UFI Open Seminar in Europe	Hamburg. Hosted by Hamburg Messe
12 – 15 November	79th UFI Congress	Abu Dhabi. Hosted by ADNEC

As well as these UFI events, we will, as always, be supporting the CEFCO meeting in China which will take place 12 – 14 January 2012 in Hainan Island.

Membership drive

With the economy improving it was agreed that we should actively be promoting UFI membership in all parts of the world. Our target was for 30 new members this calendar year. 25 have been achieved year-to-date and we are optimistic of achieving the target with the new members admitted in Valencia. The “Member-get-member” programme has been well-received and has already generated two new members.

The UFI global network now comprises 571 members in 84 countries. UFI membership includes 192 venues offering 12 million square metres of indoor exhibition space and 416 organisers who together produce more than 3,000 exhibitions each year with a total net rented space of over 31 million square metres.

Report prepared for information of UFI members
 Paul Woodward
 Managing Director

9th November 2011