



# UFI INFO

## July-August 2011

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## UFI Meeting and Events Calendar 2011

2011		
UFI Marketing Committee Meeting	5 July	Levallois-Perret (France)
UFI Operations Committee Meeting	8 September	Munich (Germany)
UFI Marketing Committee Meeting	8-9 September	Munich (Germany)
UFI ICT Committee Meeting	19 September	Munich (Germany)
UFI Executive Committee Meeting	27-28 September	Levallois-Perret (France)
UFI Executive Committee Meeting	8 November	Valencia (Spain)
UFI Board of Directors Meeting	9 November	Valencia (Spain)
UFI CEO Think Tank**	9 November	Valencia (Spain)
UFI Research Working Group	9 November	Valencia (Spain)
UFI General Assembly	10 November	Valencia (Spain)
UFI 78 <sup>th</sup> Congress	9-12 November	Valencia (Spain)
UFI Asia/Pacific Chapter Meeting	10 November	Valencia (Spain)
UFI European Chapter Meeting	10 November	Valencia (Spain)
UFI MEA Chapter Meeting	10 November	Valencia (Spain)
UFI Associations' Committee Meeting	11 November	Valencia (Spain)
UFI Education Committee Meeting	11 November	Valencia (Spain)

\* UFI event open to members and non-members

\*\*UFI by-invitation-only event open to members and non-members

UFI 2011 Supported Events		
Trade Show Executive: 2011 Gold 100 Awards	21-23 September	Half Moon Bay, CA (USA)



## UFI Meeting and Events Calendar 2012

2012		
UFI Executive Committee Meeting	1 February	Istanbul (Turkey)
UFI CEO Forum (UCF)**	1-3 February	Istanbul (Turkey)
UFI Asia Pacific Chapter Meeting	23 February	Shenzhen (China)
UFI Open Seminar in Asia*	23-24 February	Shenzhen (China)
UFI MEA Chapter Meeting	15 March	Capetown (South Africa)
UFI MEA Open Seminar Committee	15-16 March	Capetown (South Africa)
UFI Executive Committee Meeting	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 Open Seminar in Europe*	18-20 June	Hamburg (Germany)

\* UFI event open to members and non-members

\*\* UFI by-invitation-only event open to members and non-members

UFI 2012 Supported Events		
CEFCO	12-14 January	Hainan (China)

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## Message from UFI's President

Dear UFI colleagues,

Authenticity is the name of the game in business today. The authentic organization tells the **truth about itself** and to itself, its **image reflects what the organization really is** (or is striving to become) and its **actions demonstrate the qualities that the organization holds dear**. I think these are inviolable truths.

While we always **wish to accentuate the positive**, we are required to **provide accurate, reliable information concerning our activities and commitments**. It is there, in our UFI code of ethics, which every member has signed up to.

That means we have to **tell the truth at all times**, even though the truth is not always as unremittingly positive as we would like.

Becoming an authentic organization is not only the right thing to do. It also makes **excellent business sense** in a world where **everything is becoming transparent**. Mark Twain wrote, "A lie is halfway round the world before the truth can get its boots on". Today, **in the era of social media, the opposite is the case**. An untruth, even if well-intentioned, is exposed very quickly. We have seen enough instances recently where the public has punished a corporation, celebrity or politician not for the original error of judgment but for trying to cover it up.

In the exhibitions industry **we need to embrace old wisdom and new realities**. For example, in the past, there was tremendous pressure to show year-on-year growth in visitor numbers. This was the headline figure that every journalist would ask for. A drop in numbers was an admission of defeat. **But while headline figures obviously matter, they are not the be-all and end-all**. Do exhibitors really care so long as they are making sales? Do visitors care so long as they enjoy the event? In the era of social media we have new opportunities to accentuate more meaningful news. If the show is a success, this will be reflected in tweets, Facebook messages, blogs and other **social media buzz**.

It is the task of our marketing and communications professionals to listen to this chatter and to **engage in an authentic way** across a broad range of activities. That, after all, was the original vision for public relations – building relationships with an organization's public.

The UFI code of ethics stresses that a commitment to ethical conduct is **a constructive way to achieve our professional goals**.

We need to remind ourselves of this commitment on a daily basis.

A handwritten signature in black ink that reads "Eric Everard". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Eric Everard  
UFI President



# UFI On the Move

**Hard to Believe**  
By: Paul Woodward  
UFI Managing Director



It's hard to believe that a year has already passed since I took over Vincent Gérard's desk in the old UFI Paris offices. It's been an exciting time for me and, I hope, for UFI and our members as well.

There have been some big and visible changes. Most obviously, we moved offices to the new UFI HQ in Levallois. Vincent's long-serving desk fell apart in the process of moving and had to be replaced although we did try to recycle as much of our old furniture as we could. We try to practise what we preach in the increasingly important area of sustainability.

Our UFI website got a complete makeover along with the databases that underpin it. There is, though, still a lot of work to do in electronic communications and we are now working hard to develop plans for e-education services. We have been able to take advantage of the extra space in our new offices to have a research intern work with us on that project. She presented her initial findings to the Education Committee which just met in Ghent.

And, talking of Ghent, you'll see elsewhere in this issue a lot of smiling faces. This year's Open Seminar in Europe was a great meeting, powered along by good growth in exhibitions in most parts of the region. The fact that Ghent is a really lovely city certainly helped along with the fact that we were royally hosted by Expo Flanders. In the interests of sustainability, you'll see that we used the Ghent tram system to get to and from the venue from our city centre, canal-side hotel.

I have been fortunate to be managing UFI at a time when the market is clearly picking up in most parts of the world. Our Board of Directors also met in Ghent and took the opportunity to share their views of the development of the industry. The general consensus was that 2010 ended up pretty

well and that 2011 is looking better. UFI Directors were now much more focused on the opportunities of locating new sources of exhibitors and helping them to work in new markets than they were on recovery from the crisis. That's obviously good news for everybody.

We are moving straight on to focus our full attention on the UFI Congress in Valencia. You'll be hearing very shortly from us about the great line-up of speakers that has come together as well as the exciting opportunities there will be to network with your fellow UFI members from all over the world. Valencia is a beautiful city and we're looking forward to another memorable event there from 9 – 12 November. Watch out for more information from UFI very soon.

We've become more engaged in government lobbying in the past few months with issues where UFI has been asked to take a position in the EU and in Asia. With membership now up to 562 leading organisations in 84 countries, we are truly representative of the industry and speak with a powerful voice which is listened to by those making decisions in government.

I conclude my first year with a powerful impression of a very strong and enthusiastic UFI membership. I thank you for your great support. I should also mention the remarkable dedication and performance of the UFI staff in France, Hong Kong and Kuwait. We are fortunate to have a marvellous, multinational team who work really hard for your interests. Thank you to them too!

Best wishes to those of you taking off time with your families over the summer. We look forward to another full agenda in the second half of the year.

## Invention and reinvention in Ghent

UFI held the 2011 European edition of its highly successful series of Open Seminars in Ghent, Belgium, from June 20-22.

This year's Open Seminar in Europe covered topics on the theme of "invention and reinvention" in the world of trade fairs. Hosted by Artexis at Flanders Expo, the seminar programme attracted 200 participants from over 35 countries – a sure indication that the exhibition industry is aggressively pursuing new options for growth and development.

Eric Everard, UFI President and Executive Chairman of the hosting Artexis Group, welcomed the group to the "green" Flanders Expo venue, saying, "Ghent is a UNESCO designated City of Music. We're delighted to welcome this group of trade fair professionals here as we exchange ideas, network and make music together!"

The seminar attracted some of the leading names from the world of exhibitions. Introduced by Seminar moderator Ronnie Overgoor (Pitchmanagement), John van der Valk (VNU Exhibitions Europe) kicked off the two day meeting by examining the elements required for successful exhibition lifecycle management. Jonny Baynes (AMR international Ltd) then walked delegates through the steps necessary to the identification of new exhibition launch opportunities. Katharina Hama (Messe München GmbH) and Markus Oster (Koelnmesse GmbH) shared their hands-on experience on how to become a global market leader and how to hold on to that spot in the long run.





## Invention and reinvention in Ghent (continued)

And if learning how to integrate a recently acquired show into an existing portfolio seemed to be a scary proposition, panellists Howard Klein (Reed Exhibitions), Simon Foster (UBM Head Office) and Wolfgang Schellkes, led by UFI MD Paul Woodward, tackled the measures required to reduce the risk of post-acquisition failure.

Avoiding stumbling blocks in today's competitive landscape and developing strategies for successful portfolio management and adapting existing themes to meet market needs was addressed by Jean-Francois Quentin (easyFairs) and Rob Nathan (Media 10 Ltd.) respectively. Clo Willaerts (Conversity.be/Sanoma Magazines) then worked with the group to identify how best to grow exhibitions by using social media to reach out to stakeholders, exhibitors and visitors alike.

Paul Woodward, UFI Managing Director, stated, "All the best exhibition organisers are looking to enhance their portfolios of events. As an industry, we are constantly seeking new ideas and concepts that allow us to renew our value as the best

As you read through the other articles in this edition of UFI Info you'll find news of many other additional UFI meetings held alongside the Seminar. Our Associations' and Education Committees, European Chapter and of course, our UFI Board of Directors, were also busy in Ghent.

For those of you who weren't able to join us in Ghent, twitter provided a steady stream of information providing a minute by minute appreciation of what was happening. And take a look at the photos posted at <http://t.co/lwcBNjD>

All seminar and meeting presentations are online in the members' area. Use the new search function on our revamped website to quickly find the ones you're interested in.

Our next Open Seminar in Europe will be held in Hamburg, Germany, from 18-20 June, 2012. But in the meantime we hope to see you at the Open Seminars in Cape Town and Shenzhen.





# UFI INFO

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## Lots of laughs with UFI in Ghent







# UFI INFO

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## Lots of laughs with UFI in Ghent



## UFI applauds election of first Chinese President for 2013 term

Meeting in Ghent, UFI's Board of Directors unanimously approved the nomination of its next Presidential 'trio', effective at the 78<sup>th</sup> UFI Congress in Valencia in November 2011.

The UFI Presidential term of one year builds on a three year UFI Presidential cycle: one year as Incoming President, one year as incumbent President, and one year as Immediate Past-President. For the 2011/2012 session, Arie Brienen (CEO, Jaarbeurs Holding, Netherlands) will succeed Eric Everard (Executive Chairman, Artexis Group, Belgium) as UFI President.

tional exhibitions since 1984, most recently as the Deputy Director of the Bureau of Shanghai World Expo Coordination. He has been Chair of the UFI Asia/Pacific Chapter since 2006. Upon his election, Chen Xianjin stated, "I am honoured to have been selected to this important position by my colleagues from around the world. UFI plays a unique role as the association representing the leaders of the exhibition industry and I will be encouraging our Chinese organizers and venue managers to play an active role within the association. I look forward



Everard will continue to provide support to the Presidential trio as UFI's Immediate Past-President. Joining the "trio" is Chen Xianjin (Chairman of the Organizing Committee of China Association for Exhibition Centers, China) as UFI Incoming-President. Chen's position will automatically evolve at the 79<sup>th</sup> UFI Congress in November 2012 in Abu Dhabi when he will assume his mandate as UFI President.

The selection of Chen is the first of a Chinese President in UFI's 86 year history. Today the 82 Chinese member organisations of UFI represent 15% of the association's total membership. Mr. Chen has been engaged in organizing interna-

to continuing the good work of my predecessors as UFI promotes the business benefits of this dynamic marketing medium."

Paul Woodward, UFI MD, commented, "UFI is remarkably fortunate in having the strong support of the exhibition industry's global leaders. They make a huge contribution to progressing everybody's interests when they step forward and volunteer their service. I am very grateful to the members of the new trio for their commitment to UFI and, having spent more than 26 years visiting exhibitions in Shanghai, delighted that Mr. Chen will receive recognition for his contribution to the industry when he steps up to the President's role in 2013."

## ‘Sustainability’ in practice at the Open Seminar in Ghent

Participants at the UFI Open Seminar in Ghent experienced a sustainable event from start to finish.

“UFI’s visit to Flanders Expo is a great reward for Artexis’ efforts,” said Artexis Group Executive Chairman, Eric Everard. “We’ve worked hard these past few years to develop and implement a sustainable vision for our industry and we are now proud to be able to demonstrate specific achievements. Enabling everybody in a service industry to meet in a single location reduces the amount of travel that would be needed to conduct lots of separate meetings. In addition, the venue and organizer needs to do his homework and act responsibly.”

Measures implemented for the seminar by Flanders Expo included a dedicated UFI tram to



transport participants from city center to the venue, cuisine based on locally produced



Seminar participants visited the rooftop solar installation at Flanders Expo.

products, and pens made of bamboo and recycled plastic. The Flanders Expo venue itself uses solar power for 80% of its energy requirements and its offices are constructed with ecologically sound materials.

The Artexis **CSR report**, which includes “40 great ideas to share”, can be found in the knowledge exchange database on Sustainable Development available for members on the main page of the members’ area the UFI website (“Knowledge Exchange” [http://www.ufi.org/members\\_access.aspx](http://www.ufi.org/members_access.aspx)).

UFI’s on-line tool now has **49 entries from 15 companies in 12 different countries** (Belgium, Canada, China, France, Germany, India, Italy, Switzerland, The Netherlands, Turkey, UK and USA): ARTEXIS, Bangalore International Exhibition Centre, the Building Information Centre, the Direct Energy Center, Fiera Milano, Hong Kong Convention and Exhibition Centre, Jochen Witt Consulting, Messe Frankfurt, Messe München, Palexpo Geneva, RAI Amsterdam, Reed Exhibitions, R.E. Rogers India, SOM & VIPARIS.

The initiatives described in these entries relate to themes specific to venues or organizers or more general material (communication and educational material, events/networking, guidelines, policy and regulations/standards).

For any questions about this tool, please contact Christian Druart, Secretary of the UFI Sustainable Development Committee ([chris@ufi.org](mailto:chris@ufi.org)).



Participants enjoyed a “healthy” UFI Open Seminar in Ghent!

## UFI European Chapter Update

Meeting in Ghent, UFI's European Chapter addressed a full programme of EU related issues which you will find covered on pages 14 and 20 of this edition of UFI Info. The role of the UFI EU Subcommittee and UFI EU Liaison Group were instrumental in moving these issues forward.

As a guest speaker, Bertrand Monfort of OECD provided good insights into VAT/GST guidelines on neutrality. He explained that the aim is to minimize the risk of double taxation or unintended non-taxation in cross-border trade and to

provide greater coherence in order to support global trade by giving more certainty to businesses and tax authorities. His presentation is available to all UFI members online.

Sergey Alexeev, current European Chapter Chair, reminded all Chapter members that the election for the new Chair is currently underway. With a deadline of June 30 for ballot returns, the election outcome results should be announced soon on the UFI website.



### UFI Operations Committee ramps up for 2012 Utrecht Focus Meeting

“Service Quality Management in Exhibition Operations” is the topic selected by the UFI Operations Committee for their next Focus Meeting. To be hosted by Jaarbeurs Holding in Utrecht (Netherlands) on 26 April 2012, the meeting will approach issues of service quality management in different regions. If you have ideas for related topics or speakers (or you're interested in speaking yourself), please contact Rowena Arzť, Committee Secretary at [rowena@ufi.org](mailto:rowena@ufi.org).

### UFI educational knowledge platform soon to open

Within the next few weeks, UFI's knowledge platform listing exhibition industry related education programmes will be available. This platform will allow you to make, or review and update, entries related to existing educational programmes.

The UFI Education Committee is also exploring options for new e-education programmes. These would be in addition to the existing online UFI education course which is available at no cost to all at [www.ufi.org](http://www.ufi.org) under the Activities/education menu.

## UFI Associations' Committee elects Chair and discusses future programme

Representatives of seventeen national and international exhibition related associations, members of UFI, met recently for the UFI Associations Committee in Ghent.

UFI President Eric Everard introduced the meeting stressing the vital role of associations in the exhibition industry and how important they were in the UFI organization, not just to disseminate UFI actions but also to provide input to UFI.

Christian Druart, Secretary of the Committee, gave the participants an update on continuing UFI programmes. Druart also presented the results of the survey conducted among UFI members concerning their perception of the role and activities of the Associations' Committee. 96% find the Committee to be useful, particularly as a means to gather updated industry information. Unfortunately only 16% pass this knowledge on to their own association members! The survey results may be found in the members' area of the UFI website under the Associations' Committee menu.

Janos Barabas, Chair of the UFI Education

Committee, addressed the Committee, inviting all national associations interested to provide UFI with a specific "education" contact.

Andrés López Valderrama, Committee Chair, and Paul Woodward, UFI Managing Director, opened a debate on future programmes. The development of a generic framework to measure the local economic impact of exhibitions is under consideration.

A quick "round the table" discussion gave each association the opportunity to provide recent news about their respective organizations and markets.

Association representatives concluded the meeting with the election of their next Chair and Vice-Chair. Andrés López Valderrama (AFIDA, Colombia) and Dr. Peter Neven (AUMA, Germany) were re-elected for 3 year mandates in their positions of Chair and Vice-Chair respectively.

The next meeting of the UFI Associations' Committee will be held on the afternoon of Friday, 11 November 2011, on the occasion of the 78<sup>th</sup> UFI Annual Congress in Valencia.



## Update on the VAT rules in EU Member States

New EU VAT legislation for service packages, effective since 1 January this year, has been causing a good deal of confusion within the exhibition industry. The EU member states have taken different positions on the interpretation of the new rules and the aim of harmonizing the VAT national regulations has not been achieved.

UFI participated in an EU VAT conference and organized a meeting with the EU Directorate-General of Taxation & Customs Union in Brussels. UFI members were consulted on their respective situation and challenges with the newly implemented rules. Based on this information UFI submitted a contribution to the EU VAT Green Paper. The Green Paper was initiated by the EU commission in order to "to launch a broad-based debate with all the stakeholders on the evaluation of the current VAT system and possible ways forward to strengthen its coherence with the single market and its capacity as a revenue raiser whilst reducing the cost of compliance. The Green Paper covers in particular the treatment of cross border supplies, as well as other key issues addressing tax neutrality, the degree of harmonization required in the single market and reducing "red tape" whilst ensuring VAT revenues for Member States" (EU Commission).

Based on the VAT Green Paper the EU Commission will develop together with the VAT committee a White Paper which serves as starting point for the future VAT legislation in the EU. You can find UFI's contribution to the green paper on the UFI website under the European Chapter menu.

Those interested may wish to consult a green paper on the future of VAT: [http://ec.europa.eu/taxation\\_customs/common/consultations/tax/2010\\_11\\_future\\_vat\\_en.htm](http://ec.europa.eu/taxation_customs/common/consultations/tax/2010_11_future_vat_en.htm)

UFI will continue to follow this issue closely, provide updates to our members and take appropriate steps as required. For any comments or questions, please contact Rowena Arzt [rowena@ufi.org](mailto:rowena@ufi.org) in our headquarters in France.

## 2012 UFI CEO Forum to gather in Istanbul

UFI announced the next UCF annual international meeting of exhibition industry C-level leaders will be held in Istanbul from February 1-3, 2012. The tenth edition of this global gathering will be hosted by Istanbul Expo Center (IFM). Haluk Kanca, General Manager of the IFM, stated, "Our intention in hosting the 2012 UCF is to provide the world's leading exhibition organisers with an exciting forum on the banks of the Bosphorus, for the exchange of ideas and information. This is a unique opportunity for Istanbul to bring together the key players in the exhibition business." Limited to 100 participants, the two-day, by invitation-only event will take place at the five-star Swissôtel which ranks in the 2011 Condé Nast Traveler Gold List.

UFI Managing Director Paul Woodward said, "We are very excited to be bringing the UFI CEO Forum to Istanbul. It's a great city for a meeting like this, a place where the world has come together to do business for centuries. Given all the activity in the Turkish exhibitions market, we expect to see many new CEOs added to the group of long-term supporters of this important event. Thanks to Istanbul Expo Center for their support in hosting us for this meeting."

The UCF series of conferences is acknowledged as the premier networking event for CEOs of the world's leading exhibition organising companies. The quality and experience of the UCF speakers and participants guarantees that the information exchanged is at the highest level. UCF speakers traditionally spark dynamic exchanges driving CEOs to adapt and develop new strategic concepts suited to the current exhibition industry environment. UFI President Eric Everard describes the objectives of the event saying, "the UCF is a unique opportunity for us to develop creative ideas to confront the tough issues facing the exhibition industry today. These brainstorming sessions allow us to share and develop strategic concepts as we continue to move ahead with exciting and innovative approaches in this unique face-to-face marketing media."

Full programme details will be available in September at [www.ufi.org/ucf](http://www.ufi.org/ucf), or contact [ucf@ufi.org](mailto:ucf@ufi.org). Invitations will be mailed to eligible participants at that time.

## First Middle East/Africa Think Tank Meeting in Kuwait looks to the Chapter future

Following the decision taken by UFI MEA members in the Singapore Chapter meeting, and at the generous invitation by the Chapter Chairman Abdul Rahman Al Nassar, the region's experts met up in Kuwait to consider a number of key and strategic issues drawing the future of the MEA Chapter in the medium and long term.

In addition to the host Chairman, the meeting brought together Ahmed Saleh Baabood Executive Chairman, OITE and MEA Chapter Vice Chairman, Amer Tabbah, Managing Director, Sofex Jordan, Hisham El Haddad, Vice President, AGD, and Ibrahim Alkhalidi, the UFI Regional Manager. Paul Woodward, also joined the meeting via audio conferencing from Paris.

Discussions were guided by the basic items on the agenda: feasibility, role and cost of the UFI MEA office and options of maintaining and supporting its presence if viable, the main common areas of interest for MEA members, and the activities and initiatives that should be taken.

Hisham El Haddad named the milestones of the MEA Chapter saying "now starts the third phase: after creating the MEA Chapter in 2002, then launching the MEA office in 2006, we have to move now from individual initiatives to group and structured work. From passiveness to activeness".

All the attendees agreed that the UFI office is very essential and important for the members' businesses, and that all efforts should be united to maintain the presence of the UFI Regional Office in the Middle East and Africa. A long term and viable financing formula should be developed to keep the office in operation, and avoid the obstruction suffered last year. The Chairman, Abdul Rahman Al Nassar put it pragmatically, saying: "there should be a clear value in the Chapter to encourage hosting, and there should be clear value to those who support the office". Amer Tabbah however sees that to reach this goal we have to launch a systematic campaign to identify and promote the value of being associated with UFI; "love me first, then support me" he added.

The Vice-Chairman Ahmed Saleh Baabood emphasized the ultimate need to attract the strong government members from certain countries by direct contacts and visits.

"The meeting was also a good occasion to identify common areas of interests for the members in the MEA region and to envisage tools and products that can best serve these interests", Ibrahim Alkhalidi commented.



Left to right: Dhari Al Aiban, PR Manager and Abdullah Al Hamdan, Administrative and Finance Manager, KIF; Ahmed Saleh Baabood, Executive Chairman, OITE; Hisham El Haddad, Vice Chairman, AGD; Abdul Rahman Al Nassar, Executive Director, KIF; Amer Tabbah, Managing Director, Sofex; Ibrahim Alkhalidi, MEA Regional Manager, UFI



Clockwise: Ahmed Saleh Baabood, Executive Chairman, OITE; Ibrahim Alkhalidi, MEA Regional Manager, UFI; Abdullah Al Hamdan, Administrative and Finance Manager, KIF; Abdul Rahman Al Nassar, Executive Director, KIF; Hisham El Haddad, Vice Chairman, AGD; Amer Tabbah, Managing Director, Sofex



## UFI in Russia

Russia now represents UFI's third largest source of members after China and Germany. UFI Managing Director Paul Woodward was in Moscow in early June to meet a number of the leading Russian UFI members, to discuss issues impacting this fast-growing market and to attend the *5P Expo* conference and exhibition. This event is organised by Expocentre Moscow, hosts of UFI's 2005 Congress, and the Russian association, RUEF.

Woodward spoke at a seminar organised as part of *5P Expo* on security in the exhibition industry. Delegates agreed that there were special pressures on successful events with the challenges of managing very large crowds with attendant crime and public order risks. The threat of international terrorism also had an impact on exhibitions in various ways and this was also discussed. Some insights from the UFI Operations Committee's recent study on IT investment in operations were also presented.

There was also a seminar focused on the impact of exhibitions on regional development. Woodward made some introductory remarks for this meeting in which he referred to the work now under way by JMIC (see the last edition of *UFI Info* for more on this) into better measurements of the economic impact of events.

UFI Executive Committee member and RUEF President Sergey Alexeev met with Woodward as did Board members Valeriy Barulin from Nizhny Novgorod and Vladimir Malkevich from Moscow Expocentre. In a meeting with RUEF Executive Director Ludmilla Smorodova and Russcom IT Systems' Andrey Zhukovsky, industry research and audit systems were discussed in detail. Malkevich was particularly keen to discuss his concerns about the protection of unpatented innovations at international exhibitions.



*Above: Paul Woodward on the Moskva River with Mr. Nikolay Gusev, First Deputy General Director and his colleagues from Expocentre Moscow. Also present, RUEF President and UFI European Chapter Chairman Sergey Alexeev, RUEF Executive Director Ludmilla Smorodova, and UFI Board member Valery Barulin from Nizhny Novgorod.*

*Below: The senior management team from Expocentre Moscow looks on as Paul Woodward signs the visitors' book for the new picture gallery donated by General Director Vladislav Malkevich.*





## 7th Barometer survey confirms profits are back

UFI's 7<sup>th</sup> Global Barometer Survey compiled the data from 194 companies in 54 countries including UFI members and members of SISO (Society of Independent Show Organizers) in the USA, AFIDA (Asociacion Internacional de Ferias de America) in Central and South America, and EXSA, the Exhibition and Events Association of Southern Africa.

This 7<sup>th</sup> Survey shows that a majority of all companies globally are now registering a return to gross turnover growth. This trend started at the end of 2009 for Asia/Pacific, in early 2010 for the Americas and at the end of 2010 for Europe.

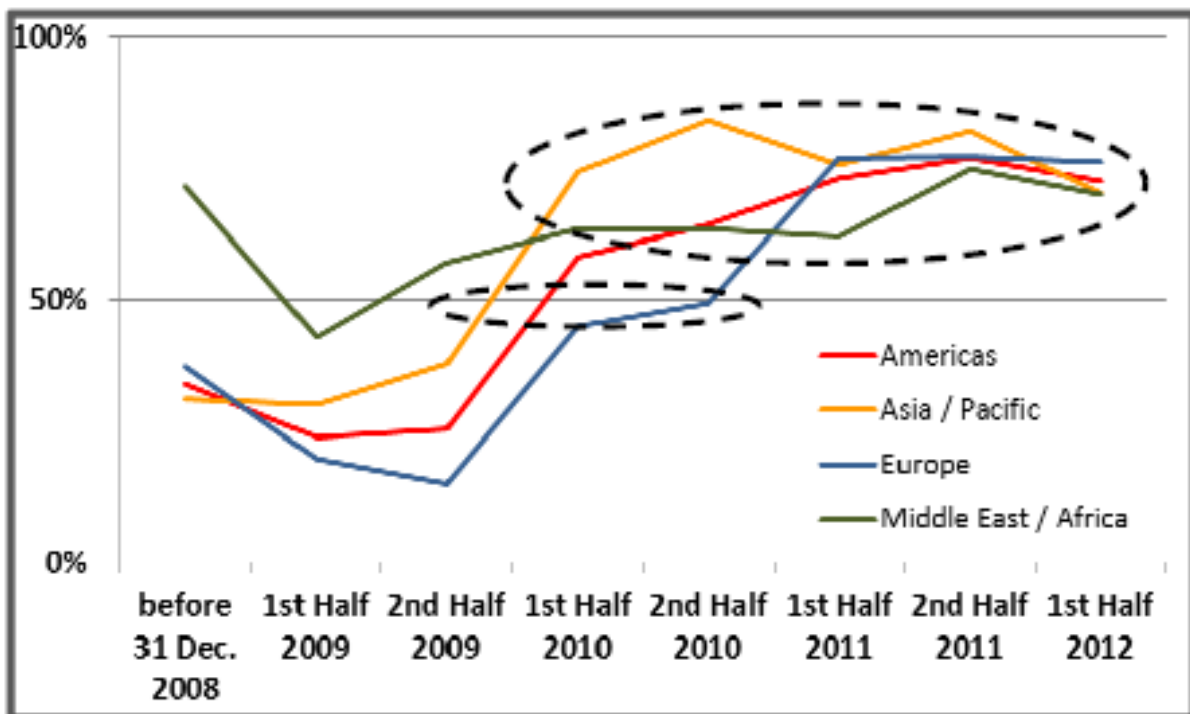
In terms of operating profit around 3 companies out of 10 in Europe, 4 in the Americas, and 6 in Asia/Pacific are now declaring a +10% profit in-

crease for 2010. In the same 3 regions, half of the companies are looking forward to the identical +10% profit increase in 2011. The Middle East/Africa region remained stable throughout the "economic crisis". Despite these results, the impact of the "economic crisis" on the exhibition business remains present in the perceptions of half of those surveyed in all regions except Asia / Pacific where an optimistic 65% of respondents have put the crisis behind them.

Paul Woodward, UFI MD, stated, "While some concern remains about potential economic fragility, the continuing growth in turnover in all regions is definitely good news."

The complete survey is available on the UFI website at [www.ufi.org](http://www.ufi.org) under the surveys menu.

**% of companies declaring an increase of their turnover when compared to the same period the year before (regardless of possible biennial effects)**





# **UFI INFO**

## **July-August 2011**

### Connect business with people in Valencia

UFI's next annual Congress, hosted by Feria Valencia from November 9-12, will be putting a strong emphasis on links to the Latin American exhibition market. We'll be looking at the prospects of the Latin American market, a region with a strong outlook for future development.

Our programme of outstanding speakers is already well advanced and includes Stéphane Garelli who will address the topic of "competitive outlooks," Spencer Kelly who will look at the "future of doing business," and Jochen Witt with a "Global Industry Review." A panel on the "future of business events" will target the MICE industry as it may appear in the decades ahead.

Included in the Congress programme will be presentations by the Grand winners of the UFI ICT, Marketing and Operations Award as well as the UFI International Fair Poster Competition.


In the afternoon of Nov. 9, our annual by-invitation only Group CEO Think Tank will once again be organized. And at the behest of UFI President

Eric Everard, we'll be launching the first SIGs (Special Interest Groups) on privately owned exhibition businesses and another on large venues on the Wednesday morning. Anyone who is a member of UFI is not only eligible but very welcome to join. And if you have ideas for other SIGs drop a note to [eric.everard@ufi.org](mailto:eric.everard@ufi.org).

In addition to UFI's General Assembly, a number of other UFI meetings will be organized as well, including our Chapter meetings, the Associations and Education Committee meetings and for the first time a Research meeting.

Valencia is a vibrant city, combining the best of Spanish traditional culture with modern business practices. Take a look at the "Valencia, Incredible but True" video on the UFI website ([www.ufi.org/valencia2011](http://www.ufi.org/valencia2011)) and you'll certainly be as excited as we are!

Online registration and the preliminary Congress programme will be available shortly. This should be another excellent UFI event, so start booking your travel arrangements now!




**78<sup>th</sup> UFI Congress**  
Valencia, Spain

## Bridging Continents Connecting People

**Watch for the 2011 UFI Congress programme and online registration at**

[www.ufi.org/valencia2011](http://www.ufi.org/valencia2011)




**Save these dates**  
November 9-12

**Save these dates**  
November 9-12


**Save these dates**  
November 9-12

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November 9-12

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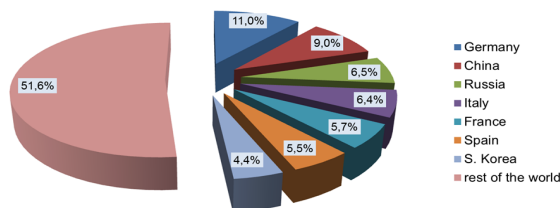
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UFI Gold Sponsor 

## UFI Elections for the UFI Board of Directors

The UFI Board of Directors, who met on 20 June 2011, reviewed the number of seats allocated to each country/region for the upcoming elections of the UFI Board of Directors. The number of seats is based on the membership fee revenue generated by country or region. Germany remains the country paying the highest percentage of UFI membership fees followed closely by China. This reflects a change in UFI membership over the last few years, and a change within the exhibition industry itself.

The seat allocation will therefore be as follows: 5 seats each for Germany and China, 3 seats each for Russia, Italy, France and Spain and 2 seats for South Korea. This is a first for South Korea, a country where UFI membership has grown



considerably in the last few years. The remaining seats will go to the Chapters (excluding the countries who have been allocated fixed seats) as follows: Americas 2, Asia/Pacific 5, Europe 12 and the Middle East/Africa region 4. All mandates are for 3 years.

A call for candidates will be made end of August/September, with the election taking place in writing (via email) end of September/October. Any candidate for the Board of Directors must, at the date of his election or re-election, hold a position in the actual running and management of a member organization of UFI that is up to date with its subscription.

The role of the UFI Board of Directors includes the approval of the annual operating and investment budgets and the establishment and modification of the UFI Internal Rules. The UFI Board also determines the amount of the annual subscriptions to be submitted to the General Assembly.

For any questions concerning the elections, please contact Sonia Thomas at [sonia@ufi.org](mailto:sonia@ufi.org).

## Auditing and UFI Approved Events

Gary Shapiro, of the Consumer Electronics Association who organizes the International CES in Las Vegas, the world's largest consumer tradeshow in technology innovation recently spoke of auditing exhibition visitor and exhibitor numbers, saying, "the US has been relatively slow in adopting auditing principles compared to other areas of the world. This is a real shame. How else can clients accurately judge where to exhibit? We have been auditing for many years now, and I challenge all show organizers to do the same". UFI members too have taken on board the decision of its Board of Directors to require an audit certificate for the exhibition statistics of all UFI Approved Events including the exhibitor and visitor counts, and a national/international breakdown. The UFI Board of Directors decided to re-enforce this bylaw to ensure the reliability of exhibition statistics - a crucial detail in the promotion of exhibitions in relation to other marketing media.

Rob Nathan of Media 10 who successfully turned around the Ideal Home Show spoke of the 250,000 visitors to the show, commenting "the good thing about auditing is that I KNOW there were 250,000 visitors – and can prove it. Which other marketing media can ensure such reliable results? Our industry has been known to exaggerate, which has not served its reputation. Now is the time to stand up, and be counted!!" Nathan was a speaker at the recent UFI Seminar in Ghent.

The provision of clear, accurate data also reflects the high quality of UFI Approved Events. An audit certificate is required for every other edition of a UFI Approved Event, except for events which take place once every three years or less frequently, for which an audit certificate is required for each edition.

Failure to comply will lead to the end of UFI Approved Event status and the UFI Executive Committee will be closely studying this issue when they meet in Levallois at the UFI headquarters in September. UFI is willing to provide help to its members to ensure that the audit process is conducted correctly. Any questions should be addressed to Sonia Thomas at [sonia@ufi.org](mailto:sonia@ufi.org).

## Delphi Study results out soon

The Delphi analysis will be published in August this year. The study was initiated by UFI and UFI members have been actively participating on the Delphi Steering Committee.

An outstanding participation rate has brought data together from 138 industry experts around the world who participated in the programme. The basic questionnaire was supplemented by additional requests for individual statements.

In all, three rounds of surveys were conducted. The interpretation of the mass of responses from the experts took longer than anticipated and produced some surprising results.

31.1% of the study's participants come from Europe, and 22.2% from Asia. US/Canada and Australia are represented by 13.3% of the experts each. The group of industry experts includes managers from organizers (37.0%), venue operators (13.0%), service providers (17.4%) and other professions. 63% of the interviewees work internationally while 37% of them serve a national market.

The Delphi analysis led to some insights into new business models of the exhibition industry, the future use of social media and RFID, the impact of partnerships, mergers and acquisitions on the industry and the role of competition in the future.

The topic of sustainability was raised too, as well as the identification of future market segments for new trade show projects.

The Delphi analysis was realized by the Transfer Center "Exhibition, Convention and Event Management" at the Cooperative State University in Ravensburg, Germany. Questions should be addressed to Prof. Dr. Jörg Beier who is responsible for the study at [beier@dhbw-ravensburg.de](mailto:beier@dhbw-ravensburg.de)

## EU lobbying pays off

The threat that business agreements concluded at exhibitions held within the EU could be treated as distance, or off-premises contracts, which would imply a strong withdrawal-right from agreements made at exhibitions, has now been resolved successfully.

UFI worked closely together with several national exhibition-related associations and members of the European Chapter Liaison Group as we gathered information and monitored developments.

We are pleased to report that on 17 June, the European Parliament determined that exhibitions do not come under the definition of business premises as they are movable and not a permanent place of business.

It's clear that close cooperation between UFI members and the UFI headquarters can be regarded as a "recipe for success"!

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## UFI's Marketing Committee - no time-outs

UFI's Marketing Committee is on a roll. After putting together a very successful programme for the UFI Open Seminar in Europe which was just held in Ghent, it is now preparing to select the three finalists of the 2011 UFI Marketing Award.

The Committee will be reviewing the submitted entries at its next meeting in Paris in early July. The 3 finalists will then be called upon to make their final presentations for a grand award selection in early September. The winner will join UFI's other award winners in a presentation of their winning concept at the UFI Congress in Valencia in November.

The Marketing Committee will also be providing the results of its recently conducted study on match-making tools and processes in the exhibition industry. That's something for us to look forward to in October!

## Upcoming UFI-EMD programmes in Kuwait and Macao

UFI looks forward to welcoming new candidates for the “Exhibition Management Degree (EMD)” in Kuwait and Macao later this year. Kuwait International Fair (KIF) and Jing Mu are respectively hosting these education sessions. The first of the programme modules will be held from October 15 to 20, 2011 in Kuwait, and from November 21 to 26, 2011 in Macao.

The first UFI-EMD course was held in Bangkok in 2008. Since then seven courses have been successfully completed in Bangkok, Dubai, St. Petersburg and Macao. 218 industry professionals from 27 nations have completed the programme and received the EMD degree certificate.


This educational course programme covers exhibition management subjects and includes topics regarding the meetings industry.

Attendees follow courses on project management and logistics as well as presentations on

catering, congress and special event management. The EMD concept combines theoretical background with best practice examples. As a result the participants are able to improve their work skills. They complete the programme with a deeper understanding of their company’s objectives and of the exhibition industry as an outstanding marketing medium.

During the UFI-EMD modules experts from six nations will teach the latest knowledge regarding the exhibition, congress and special event industry. The “Exhibition, Convention and Event Management” institute at the Cooperative State University, Ravensburg, Germany, under the lead of Prof. Beier, is organizing the UFI-EMD training programmes.

Take a look at the UFI-EMD brochure on the UFI website at [www.ufi.org/emd](http://www.ufi.org/emd). Interested attendees can register directly online. If you have any questions please contact [emd@ufi.org](mailto:emd@ufi.org)




The Global Association of the Exhibition Industry | Exhibition Management Degree

**Announcing new programmes in Kuwait and Macao!**

**Register now for today’s international professional standard for exhibition organizers and venue managers**

UFI-EMD Programme Session	KUWAIT	MACAO
Module 1: (On-site) Basics in Exhibition Management I	October 15-20, 2011	November 21-26, 2011
Module 2: (E-learning) Basics in Exhibition Management II	Nov.- Dec. 2011	Dec. 2011-Jan.2012
Module 3: (E-learning) Advanced Studies in Exhibition Management I	Jan.-Feb. 2012	Feb.-March 2012
Module 4: (On-Site) Advanced Studies in Exhibition Management II	March 3-8,2012	April 16-21, 2012



More info on the UFI-EMD
[www.ufi.org/emd](http://www.ufi.org/emd)

Or contact: [emd@ufi.org](mailto:emd@ufi.org)

## Trade fair market in Asia posts another year of solid growth

The trade fair industry in Asia expanded by 4.3% in 2010 according to the seventh edition of the UFI-BSG report, “The Trade Fair Industry in Asia.” According to this in-depth annual survey of B2B exhibitions in Asia, 15.5 million m<sup>2</sup> were sold by organisers at 1,833 events last year – up from 14.9 million m<sup>2</sup> sold in 2009. Nearly 55% of that space was sold in China, while 12.4% was sold in the second largest market, Japan. Taken together, space sold in China and Japan totalled 10.5 million m<sup>2</sup> or two thirds of space sold in Asia in 2010.

In terms of year-on-year growth, two small markets, the Philippines and Macau, were the fastest growing, 56% and 28% respectively. Several of the larger markets posted growth figures well above the regional average. Taiwan and Malaysia both grew by 13%, while space sold in Hong Kong rose by 10.5% to 870,000 m<sup>2</sup>. India’s trade

fair market grew by 8.6% reaching just over 763,000 m<sup>2</sup>. China’s growth rate equalled the industry average, 4.3% as 8.5 million m<sup>2</sup> were sold there at over 500 events.

UFI members can access the executive summary of “The Trade Fair Industry in Asia” report by downloading it from the UFI website. The full report is available for purchase at a reduced rate for UFI members. Details can be found online under the publications menu.

The report contains detailed information on the development of trade fairs and venues in fifteen markets: Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Macau, Malaysia, Pakistan, Philippines, Singapore, Taiwan, Thailand and Vietnam. The report also includes analysis on actual market performance in 2010 as well as forecasts and commentary on key trends in each of those 15 markets.

	No. of trade fairs identified	Estimated annual size in m <sup>2</sup>
China	517	8,517,500
Japan	329	1,928,250
Hong Kong	98	870,000
Korea	147	802,750
India	127	763,750
Taiwan	74	552,000
Australia	166	528,000
Thailand	71	432,500
Malaysia	49	265,000
Singapore	80	250,000
Indonesia	43	167,750
Vietnam	50	141,500
Philippines	38	128,250
Macau	17	125,000
Pakistan	27	66,750
<b>Total</b>	<b>1,833</b>	<b>15,539,000</b>

*New Release*

**UFI/BSG REPORT**

**The Trade Fair Industry in Asia**

## Exhibition World goes quarterly

The all new Exhibition World launches in August! As the industry grows and matures, so too does *Exhibition World*. From August, our UFI magazine becomes bigger, brighter and bolder, a quarterly publication throwing its net wider to cover a broad range of issues in greater depth; serving the market better through more content, a new look and high quality photography.



Featuring in-depth personality profiles telling us about the people behind the business; comprehensive destination profiles; the countries and cities hosting the world's leading events; as well as research and analysis helping you to make the decisions that progress your business.

Take a look at what's coming up in the new-look August issue:

- A look at the imperious ascent of mainland China from crouching tiger to exhibition dragon;
- UFI board member and president of Russian exhibition association RUEF, Sergey Alexeev talks about Russia's global standing;
- Milan: Fashion capital, design hotbed, UFI founder and home to the giant World Expo 2015;
- Crisis Management: X-Ventures MD Simon Garrett on the importance of having a backup plan;
- Info Salons celebrates its 21<sup>st</sup> birthday with major Asian expansion and a new office in the UK;
- *Exhibition World* looks at the US exhibition industry with Jacobs, Jenner & Kent.

As UFI members, you will continue to receive two complimentary print subscriptions. Additional subscriptions may also be ordered. A digital online version is also available at no cost to all by registering online at [www.exhibition-world.net](http://www.exhibition-world.net).

Here's to the next chapter!

## Night training in Abu Dhabi

UFI Middle East/Africa Regional Manager Ibrahim Alkhalidi joined the International Exhibition Night, organized at the occasion of ADEXA Abu Dhabi Exhibition Academy, a training course held at the ADNEC premises for ADNEC staff.

The event was a networking opportunity combined with a panel that brought attention to current trends of the exhibition industry in the Gulf region.

UFI's Regional Manager presented the UFI Education policy and products in detail and urged attendees to make use of the free training course developed by UFI to enhance the exhibition industry effectiveness in the marketing medley.



*l.r.:* Michael Burton, ADNEC; Abeer Alhosani, ADNEC; Stuart Wilkinson, BPA; Hermann Kresse, KME; Nicky Mason, IIR; Khaled Ali Al Hashemi, ADNEC; Ibrahim Alkhalidi, UFI MEA Regional Office, and Christina Anthony, ADNEC

## The UFI family keeps getting better!

UFI is pleased to announce the arrival of two new staff members, one attached to the UFI headquarters team and one to the Middle East/Africa UFI Regional Office.

Mrs. Adeline D'Souza, had been appointed by our Gold Sponsor KIF as a full time Secretary and PA for the UFI Regional Manager in Kuwait. She began work with us at the start of June 2011. You can welcome her at [adeline@ufi.org](mailto:adeline@ufi.org)



In July, Nick Dugdale-Moore will be joining the HQ staff as Business Development Manager. Nick will be contacting many of you as he reaches out to generate new resources to support our education, research, promotion and other programmes. Nick can be reached at [nick@ufi.org](mailto:nick@ufi.org)



We look forward to joining our greeting to yours as we welcome these two new UFI team members.

The screenshot shows the UFI website homepage. At the top left is the UFI logo and name. To the right is a 'Go to Member Area' link. Below the logo is a navigation menu with buttons for HOME, ABOUT UFI, ACTIVITIES, CHAPTERS, COMMITTEES, PUBLICATIONS, and INDUSTRY INFO. A search bar is located to the right of the menu. The main content area features a headline: 'Run, don't walk, to our new UFI website with the exciting new features you've been asking for:'. Below this is a list of features, each preceded by a blue star icon: simple search function, new quick menu and hotlinks, exhibition industry news feed, UFI Chapter and Committee news, identify UFI members in your region, and easy-to-find research and presentations. To the right of the list is a large red starburst graphic with the text 'new and improved'. Below the list is a graphic of a computer mouse cursor clicking on the URL 'http://www.ufi.org'. At the bottom right, there is a disclaimer: 'Your UFI website is a work in progress. So if you find any bugs, or have some suggestions, please let us know at [office@ufi.org](mailto:office@ufi.org)' next to a warning sign icon.





## Give a warm welcome to our new UFI members

Since the last UFI Congress in Singapore, UFI welcomed the membership of 14 new members and granted the “UFI Approved” quality label to 20 international exhibitions organized and managed by UFI members. This now brings our current total membership to 552 organisations in 84 countries! We are pleased to add the following organisations to our UFI community.

<b>ACCO International</b>	Kiev (Ukraine)	Organizer
<b>EcoCentre and Museum-Educational Complex Sokolniki</b>	Moscow (Russia)	Venue
<b>Expo-Event. Live Communication Verband Schweiz</b>	Zurich (Switzerland)	Association
<b>ExpoForum</b>	St. Petersburg (Russia)	Venue
<b>Expopromo Group Ltd.</b>	London (UK)	Partner
<b>EXPORUM</b>	Seoul (South Korea)	Organizer
<b>Freeman</b>	Dallas (USA)	Partner
<b>Gdańsk International Fair Company</b>	Gdańsk (Poland)	Organizer & Venue
<b>IDFA</b>	Essen (Germany)	Association
<b>Palais des Congrès de Montréal</b>	Montréal (Canada)	Venue
<b>Petroleum Ministry of Iran</b>	Tehran (Iran)	Organizer
<b>Pozitif Trade Fairs Inc.</b>	Istanbul (Turkey)	Organizer
<b>Targi W. Krakowie Ltd.</b>	Krakow (Poland)	Organizer
<b>Trifoil Expo</b>	Muscat (Sultanate of Oman)	Organizer

**New**  **ufi**  
**Approved Event**

**ACCO International**  
Kiev (Ukraine)

**Euroexpo, Ltd.**  
Moscow (Russia)

**EXPOCENTRE ZAO**  
Moscow (Russia)

**EXPORUM**  
Seoul (South Korea)

**Fundación Semana Verde de Galicia**  
Silleda (Spain)

**Gdańsk International Fair Company**  
Gdańsk (Poland)

**Hong Kong Trade Development Council**  
Hong Kong (China)

**IFEMA**  
Madrid (Spain)

**IIEC – Iran International Exhibitions Co.**  
Tehran (Iran)

**Petroleum Ministry of Iran**  
Tehran (Iran)

**Pozitif Trade Fairs Inc.**  
Istanbul (Turkey)

**Reed Messe Wien GmbH**  
Vienna (Austria)

**Targi W. Krakowie Ltd.**  
Krakow (Poland)

**Trifoil Expo**  
Muscat (Sultanate of Oman)

**BABY EXPO**

**Apteka**

**“HEALTHY LIFE-STYLE”**

**Seoul International  
Café Show**

**CIMAG- International Agricultural Machinery Fair**

**amberif**

**Hong Kong Baby Products Fair**

**AULA**  
**CONSTRUTEC, Building Exhibition**  
**EXPOFRANQUICIA, Franchising Trade Fair**  
**FRUIT ATTRACTION, The International Trade Show for the Fruit & Vegetable Industry**  
**MADRID NOVIAS, The International Bridal Fashion Exhibition**  
**SALÓN LOOK INTERNACIONAL, The Image & Integral Aesthetics Exhibition**

**Tehran Industry International Exhibition**

**Iran Oil Show**

**Eurasia Boat Show**

**Real Vienna**

**HORECA-ENEXPO  
KRAKDENT**

**Small & Medium Enterprises Exhibition & Conference**



# UFI INFO

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## July-August 2011

### UFI Members in the News

Pierre Hermant has just been elected President of **FEBELUX.COM**, the new federation resulting from the merger of FEBELUX and expobel.

On August 1, Christer Haglund will succeed retiring Pentti Kivinen as Managing Director of the **Finnish Fair Corporation**.

Vincent Gérard, former UFI Managing Director, will take over from Seven Smulders on July 1, as Secretary General of **InterEXPO**, the association of organizers of exhibitions abroad and of National Pavilions in international trade fairs.

Welcome to the new management at **Fiera del Levante**: Prof. Gianfranco Viesti, President, and Dr. Leonardo Volpicella, General Secretary.

Congratulations to Sandy Angus, Chairman of **Montgomery Worldwide**, and Cliff Wallace, Managing Director of **Hong Kong Convention and Exhibition Centre (Management) Limited (HML)**, on their induction into the "2011 Hall of Leaders" by the Convention Industry Council (CIC).

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### UFI Research Meeting planned

UFI is planning to hold a Research Meeting in Valencia on November 9 from 15:00 to 18:00. This working meeting is for UFI members engaged in research activities, market research and corporate development.

This by invitation-only meeting, held just before the next UFI Congress, will present and discuss current UFI research projects and expectations (statistics, economic impact, future of the industry).

John Shaw, former President of UFI, will Chair the meeting, assisted by Christian Druart, UFI's Research Manager.

If you know of research specialists who would be interested in participating at this UFI first-time event, please contact [research@ufi.org](mailto:research@ufi.org). All suggestions for "hot" research topics for the exhibition industry will also be appreciated.

### TSE Gold Gala Coming up soon

UFI media partner Trade Show Executive will be holding its 2011 TSE Gold 100 Awards & Summit from September 21-23. This annual conference draws high level attendees from a wide cross section of for-profit companies and associations to participate in this celebration of the 100 largest trade shows. This year's event will take place at the Ritz-Carlton Half Moon Bay on the California coast, north of San Francisco.

The select group of guests will take part in a full schedule of networking opportunities and a fast-paced conference with UBM's David Levin at Center Stage. The highlight of the event, the presentation of the TSE Gold Grand Awards at the gala dinner, will honour the International Consumer Electronics Show (CES) which has grabbed the top spot for three of the four years in which the Gold 100 has been organized. The rankings were compiled by TSE's editorial team during a year-long process of gathering data, resolving discrepancies and obtaining certified statements of accuracy from the organizers.

Registration is now open, so if you're interested in attending this year's exciting event, please contact Diane Bjorklund, TSE VP of Events, at [dbjorklund@tradeshowexecutive.com](mailto:dbjorklund@tradeshowexecutive.com)

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### UFI Member-Gets-Member Campaign

UFI is always interested to welcome qualified new members. If you know a potential candidate, please advise [newmembers@ufi.org](mailto:newmembers@ufi.org) or your regional office.

If the applicant is successful, we will thank you by offering your organization a free registration at the UFI Congress or two registrations at a UFI Seminar of your choice!

This is a win-win for everyone!

