



Tips for Innovative Meetings and Events (T.I.M.E.)
Topic: Thinking outside the Big Box of Convention Centers

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Written and Published by Sue Tinnish, 847.394.9857, sue@suetinnish.com,
www.suetinnish.com

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Welcome

Convention centers are no longer the ubiquitous "Big Box" buildings for meetings, conventions and exhibits. Much has changed in convention center's looks, functionality and on-site services.

What hasn't changed is that planning a meeting at a convention center is different than planning a meeting at a hotel or other venue.

This month's issue focuses on the differences, challenges and new trends in convention centers affecting anyone planning a meeting. Read on to see how you can hold an innovative meeting at a convention center.

I had the pleasure of collaborating on this issue with Claire Smith. Claire and I met through our volunteer work on a Convention Industry Council committee and I am pleased to feature her insight and perspective in this issue. Her practical experience provides great tips for innovative meetings, so don't miss reading her section.

Finally, please note that my email address has changed to sue@suetinnish.com. My old email address, stinnish@ameritech.net, will no longer be valid as of September 1. Please update your address book. Thanks.

Sue
[Sue Tinnish](mailto:sue@suetinnish.com)

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In the City and Meeting Landscape

Convention centers are facilities that combine exhibition space with a substantial number of smaller event spaces. The purpose of these buildings is to host trade shows, public shows, conventions, large food functions and other functions related to the convention industry. Convention centers may be purpose-built or converted buildings. Ownership and management varies too with some centers owned by the municipality and others privately owned. In many cities, convention centers are operated by the local Convention and Visitors Bureau. (For more information on Convention and Visitors Bureaus or CVBs see my June 2007 issue of T.I.M.E. [June 2007 CVB issue](#) or go to <http://www.suetinnish.com/CVBs%2006.07.pdf>) Convention centers are a reflection of their communities and ownership.

Convention centers are viable venues for meetings large and small. Convention centers hold their own unique features that make planning at events there different from hotels or other venues.

Convention centers have long been a part of a city's landscape and serve as the venue for many meetings. However, much has changed in the last decade to center's internal space, infrastructure and external look. The next section defines some of the trends affecting convention centers.

Trends in Convention Centers

Michael McQuade and Julie Burford write in Professional Meeting Management, fifth edition, "The last decade has witnessed more dramatic change in how convention centers work than in any similar period." The change has been driven by rapid innovation, technology, economics, globalization, politics, geography and an ongoing demand for quality space (McQuade, M and Burford, J. 2006. Convention Centers: Unraveling the Mystery. Professional Meeting Management® (5th ed.), p. 197.).

Not surprising, convention centers continue to change and adapt to market forces. Six trends in convention centers include:

Trend 1: Location, location, location

Convention centers are being built in better locations. Marla Lenhart quotes David O'Neal, chairman of a convention center development consulting firm, in her article Better Design:

"At one time, convention centers were built in blighted or outlying locations in hopes that they would encourage other development. Now convention centers are being built in prime areas and on prime sites near hotels and attractions. They are part of an overall downtown package that makes the destination competitive" (Lenhart, M. 2007 April/May. Better by Design. Meetings East, pp. 32 -33.).

"They (convention centers) can be emblems of a city as well as useful for groups from all over the country," says Paul Peterson of the Phoenix Convention Center (Bjerklie, S. 2007, March. Convention Centers; Green Building Boon, Smart Meetings, pp. 27-35.).

In order to compete with large convention hotels, convention centers have to package themselves with nearby hotels, restaurants and retail to create the "under one roof" convention experience. Proximity to all of the city amenities is crucial to a center's success.

Prime real estate is now being utilized for convention center development and waterfront settings are becoming increasingly desirable. The San Diego Convention Center and the Vancouver Convention & Exhibition Centre boast spectacular views of the ocean from their prime function space.

Trend 2: Sense of Environment

Convention centers are incorporating local features and culture. Convention centers had a reputation of being big boxes. However that aspect is fast becoming a myth. For example the Palm Springs Convention Center has Native American and desert-inspired architectural details. During its 2005 renovation, the buildings entrance was re-oriented to face the surrounding mountains. Rick Leson, director of sales for the convention center states in Better by Design, "The aesthetics are important to attendees. They don't want to be plopped down in a box. We give them sweeping views of the mountains in the pre-function areas" (Lenhart, 2007). Convention centers are paying attention to interior and exterior architecture that reflects the culture of the community and the natural environment they are surrounded by. Great care is being given to a delegate's sense of arrival to the building and ease of movement throughout the facility.

Trend 3: New Form and New Function

As alluded to above, convention centers are no longer being designed as big boxes. Atriums, windows, grand entries and other design elements are incorporated into the latest architecture of convention centers.

Meeting space is also changing (for the better). The Grand Wayne Convention Center (Fort Wayne, Indiana) includes individually climate-controlled meeting rooms and adjustable lighting. The Kentucky International Convention Center has a 175-seat tiered conference theater. Likewise the Ernest Morial Convention Center (New Orleans) has a 4000-seat auditorium. In the ballroom at the Kansas City Convention Center, sophisticated lighting can offer 350 trillion color combinations. The Virginia Beach Convention Center's exhibit hall (over 150,000 square feet) is column free.

The traditional focus (or misconception) that convention centers are focused only on large meetings has also changed. While convention centers are purpose-built spaces designed to hold meetings, trade shows and conferences, they are not only suited for large meetings. Some convention centers offer a range of space allowing a convention center to attract small meetings, smaller conferences. Many have separate meeting rooms on multiple levels and many breakout rooms.

Chris Meyer, CMP, CEM, senior director of convention center sales for the Las Vegas Convention and Visitors Authority, says that even in Las Vegas, home of the biggest and brightest shows, small meetings are an important part of the mix. "Last year in Vegas," Meyer says, "we hosted over 24,000 meetings. Now, 57 percent of those

were smaller than 500 people. That's about 14,000 smaller meetings in our area" (Krist, J. 2006, April/May. Convention Centers: When less becomes much more. Meetings East. Also retrievable at <http://www.meetingsfocus.com/displayarticle.asp?id=6655>).

Trend 4: Small is the New Big

Small conventions centers, in terms of both size and market, are available for meetings. New facilities are being built in second- and third-tier markets including:

- Bayfront Convention Center (Pennsylvania)
- Lancaster County Convention Center (Pennsylvania)
- Branson Convention Center (Missouri)
- Mississippi Telecommunications Conference and Training Center

Trend 5: Package appeal

Convention centers, as purpose-built space for meetings, make their money on meeting space. And in most cases that is all they control - their meeting space. However, convention center staff recognizes the importance of destination appeal, hotel pricing, attached hotels, hotel proximity to convention center and shopping facilities and restaurants in the area.

Convention centers are also focusing on creating a more appealing meeting and trade show environment through attention to loading efficiency, building access, traffic separation, better sound and lighting systems and full-service business centers.

For example, the Georgia International Convention Center (GICC) is installing a high-tech project that will allow convention-goers to fly into the airport, disembark their plane and arrive at the GICC without ever getting into a taxi, bus or shuttle. The Automated People Mover (APM), a new light-rail train currently under construction, is designed to transport travelers from Hartsfield-Jackson Atlanta International Airport, which is a quarter of a mile from the GICC, to the airport's new consolidated rental car agency complex. The next stop on the APM line will be the GICC making it even easier to access the facility. The service is scheduled to begin late in the fourth quarter of 2008 (Mitchell, A. 2007, February. Connected: The New Class Of High Tech. Retrieved from http://www.conventionsouth.com/archive/february_2007_issue/conventioncenters.htm).

Trend 6: Green

In response to meeting planners and the communities they serve, convention centers are focusing on the greening of meetings. They are making improvements in recycling, environmentally conscious landscaping and energy-saving heat lighting and air-conditioning.

Some centers have received the Leadership in Energy and Environmental Design (LEED) certification from the US Green Building Council. For example, in Pittsburgh, the David Lawrence Convention Center opened in 2003 following an international design competition and years of civic planning that set out to create a leading-edge facility. With its gold-level LEED certification, the convention center features natural ventilation, carbon monoxide sensors, a water-reclamation system and skylights and glass walls that diffuse light and creates an uniform temperature. According to Meeting Professional International's Convention Center Guide, the convention center saves 35 percent annually in energy costs because of its eco-friendly design

(Convention Center Guide 2007, p. 6).

"This building makes you a little bit healthier," said Debbie Smucker, the center's director of sales and marketing. "Our public areas are blessed with natural light, the exhibit halls all have natural light and we have a ventilation system that can cool the building by pulling air from the Allegheny River" (Farmer, R. 2006, August. In With the New. The Meeting Professional, Volume 26, Number 8. Also available at <http://www.mpiweb.org/CMS/mpiweb/mpicontent.aspx?id=6364>)

Green roof technology is allowing facilities to contain heating and cooling costs and collect water for re-use in the facility operation. The Vancouver Convention & Exhibition Centre's expansion project features a 6-acre living roof that when completed, will create a natural habitat for a wide range of native plants (Conversation with Claire Smith, 2007).

Another example is the Moscone Center in San Francisco which was named one of the five winners of the Environmental Protection Agency's Green Power Award recognizing the center use of renewable energy (Bjerklie, S. 2007, March. Convention Centers; Green Building Boon, Smart Meetings, pp. 27-35.).

Indoor pollution is another concern. The World Health Organization and the U.S. Environmental Protection Agency have identified polluted indoor air as a significant public health concern associated with asthma, allergies, developmental and reproductive disorders, and cancer. According to Carl Smith, CEO and executive director of GEI, "Many convention centers are working to improve indoor air quality by upgrading their ventilation systems. That's a good first step. As convention centers replace their furniture, repaint their facilities and make other improvements, choosing Greenguard certified products for these upgrades will help them achieve and maintain better, healthier indoor air quality" (Farmer, R. (2006, August). In With the New. The Meeting Professional, Volume 26, Number 8. Also retrieved at <http://www.mpiweb.org/CMS/mpiweb/mpicontent.aspx?id=6364>).

Many facts about convention centers, unless specifically referenced, were taken from Professional Convention Management Association supplement High Tech Centers 2007 or MPI's Convention Center supplement 2007.

Technology

Technology as a trend warrants its own section. Meetings today are driving the demand for convention centers to have high-tech equipment and services to meet the needs of groups. Technological amenities are no longer an exception, but rather the rule.

Current technology for convention centers includes:

- High-speed Internet access
- Video teleconferencing capability
- Communication infrastructure capable of moving voice, video and data
- 24-hour technical support staff
- Plasma screens
- Digital electronic signage

The Duke Energy Center in Cincinnati boasts LED screens strategically placed throughout the center. The Monona Terrace Convention Center (Madison, Wisconsin) offers the higher speed Internet2 access. They also have a sophisticated phone system that can be customized for individual meetings allowing meeting planners to set up individual phone lines, speaker phones, etc. to meet the needs of the meeting. The Ernest Morial Convention Center is supported by seven different mobile phone carriers' networks.

Another example is the Greenville Convention Center where you will find:

- Integrated audio system that can broadcast throughout the center or in segments with in-room master controls
- High definition screens (14-foot-by-14-foot)
- Exhibit space providing each exhibitor with electric, phone line and network access via an in-floor network grid

The Greenville Convention Center is wired with 13,000 feet of single or multi-mode fiber optic cable, 80,000 feet of category six cable to support networking and phones and infrastructure to support Web casting, broadcasting and video conferencing (Mitchell, A. 2007, February. Connected: The New Class Of High Tech. Retrieved in from http://www.conventionsouth.com/archive/february_2007_issue/conventioncenters.htm. 2007).

Technological offerings at convention centers extend past audio/visual services. For example, at Georgia International Convention Center (GICC), CyberLock converts traditional mechanical door locks into a time-controlled access system, where doors within the center can be opened with programmable electronic cards.

"Electronic access-control technology means locks and keys can be programmed to permit - and restrict - access in ways that accommodate an astounding combination of people, needs and circumstances," Andria Towne, director of marketing and public relations at GICC said. "For example, using a single CyberKey, an employee, meeting planners, or a trade show vendor may have access to certain locks at all hours; to other locks only on weekdays, say, between 8 a.m. and 5 p.m.; and to other locks not at all. The technology gives the GICC incredible flexibility in controlling access privileges" (Mitchell, 2007).

In a world that is very multi-cultural and multi-lingual, some convention centers offer translation booths so that people can execute multilingual meetings with ease.

Finally in the area of health and safety, convention centers are making investments in health technology. Over 335,000 Americans die annually from sudden cardiac arrest, but a properly administered and certified cardiac readiness program can increase the chance of survival as much as 70 percent. CardioReady, a private company, is working with the American Heart Association to bring certified cardiac readiness programs to convention centers. Several convention centers are now certified CardioReady venues including:

- Atlantic City Convention Center
- Charlotte Convention Center

- Monterey Conference Center
- McCormick Place
- Tampa Convention Center

You can use CardioReady's search feature to find convention centers or other meeting venues that have received this certification at <http://www.cardioready.com/search.asp>.

Technology is also enhancing delegate security as video surveillance, motion detection and Radio Frequency ID (RFID) is becoming more common in facilities world wide.

Customer Service

Customer service is another area in which convention centers are working hard to meet the needs of customers. They have historically been viewed as government entities that are slow moving and bureaucratic, but in an increasingly competitive environment, they are becoming more and more flexible and responsive to the needs of their customers.

Convention centers are challenged with coordinating the activities of many parties toward the fulfillment of an outstanding event. The parties include (McQuade and Burford, 2006, p. 199-200):

- General services contractors
- Exhibitor-appointed contractors
- Production companies
- Audiovisual contractors
- Registration companies
- Plant and floral contractors
- Housekeeping
- Caterers
- Security contractors
- Telecommunications and internet service providers
- Transportation companies
- Electrical contractors
- Emergency medical contractors

The event manager or convention services manager (CSM) is the meeting manager's main contact when at a convention center. One example of a new service paradigm is at the New Bern Riverfront Convention Center. Sandy Chamberlin, director of the New Bern (N.C.) Riverfront Convention Center (NBRCC), said her staff is able to add value to events by providing extra services. "We offer one-stop shopping since the convention center manages the city's convention and visitors' center. The visitor center staff acts as the convention concierge. They make golf tee times, make restaurant reservations, contact transportation companies and more. Planners appreciate this service because it reduces the need for their staff to direct attendees to area restaurants, attractions and more" (Mitchell, 2007).

At the Phoenix Civic Plaza Convention Center, their small space in the conference center housed in the West Building, the building has its own dedicated staff.

Claire Smith writes more about customer service in her section below.

Creating Innovative Meetings at Convention Centers

When planning a meeting or event at a convention center, keep in mind these tips:

Check the site. Conduct a thorough site visit. In addition, pay close attention to the following areas:

- Directional Signage: Will it be clear to attendees how to find the meeting and register?
- Wayfinding: Is the layout of the building intuitive to delegates, will they be able to find their way around? Do they offer a concierge service to help orient delegates and answer questions? You can read more about wayfinding in the February 2007 issue at <http://suetinnish.com/Wayfinding%2002.07.pdf> or click here [February 2007 Wayfinding issue](#)
- Arrival experience and registration: How will attendees feel upon arriving at the convention center?
- Cell phone: Mobile-phone service can be spotty at convention centers; check service for the meeting planning staff and attendees
- Food service: Are there areas for retail food service?
- Amenities: Are there ample restrooms available and assessable to the function space?
- Business services: Do they have a business center and permanent internet cafe?

Schedule site visits well in advance. Most busy convention centers have meetings or other events going on all the time. This means key staff members have to juggle demands from events in progress with requests for tours and meetings regarding future events at the same time. Plan to contact a convention center early to get on their schedule.

Ask the center to include their main exclusive and preferred suppliers in the site inspection so that you are able to see how they work together and ask any questions directly to the vendors.

Block space in the convention center as early as possible. Like a hotel, book space in a convention center early. It's not unusual for convention centers to hold space up to ten years in advance.

Anticipate a mixed booking scenario. Convention center construction has boomed in recent years. An overall, across the industry, demand for exhibit space grows and convention center occupancy rates increase. However, demand is not consistent across all markets. In the article Aiming High, writer David Kovaleski quotes Robert Canton, director of Sports, Convention and Tourism Services at PricewaterhouseCoopers:

"The gap between the haves and have-nots is growing. When you look at the percent increase (in exhibit space demand) we're seeing in the industry, a lot is taking place in about 60 percent of the buildings." The article concludes "the other 40 percent are struggling to fill their centers in a very competitive market that is flush with supply"

(Kovaleski, D. 2007 January. Aiming High. Corporate Meetings & Incentives, pp. 25-30.).

Be aware of cost differences from hotels. Hotels make their money on sleeping rooms and often give away meeting space, but convention centers don't have that luxury. Instead, centers must charge for meeting and exhibit space. Generally, groups pay for exhibit space by the square foot. Increasingly, convention centers charge for their meeting space and may be able to offer discounts and/or complementary meeting space depending on the overall revenue generated by the event and their funding model. Prices per square foot vary from city to city and from year to year.

Respond promptly to the center's contracting process. Signed contracts and deposits are required to have a legal claim to convention center space. Most centers contract between 12 and 24 months in advance. Convention centers are often owned and operated by the city or state and the facility contracts may have to adhere to local government requirements.

View the booking process as a firm business commitment. When a space hold is confirmed, the staff of the convention center will hold that time and space out of their inventory and reserve it for the group.

Carve out the right space. "Convention centers should be sensitive to the needs of a smaller group when booking the event, and avoid placing the event in an area where a larger event may be taking place," Nora Rowley, director of consumer and short-term sales for McCormick Place, counsels. "The attendees should feel that they are in their own space" (Krist, 2006).

Signage. "Planners should look to their convention center partners to provide advice on signage and how to meet and greet people," Rowley advises. "Convention service specialists can help planners determine the various points of entry for attendees. A map of the event venue, provided in advance to the attendees, is also very helpful."

Review space holds regularly. Meeting managers should periodically adjust the amount of space being held. If changes need to be made, contact the convention center. As the meeting date gets closer, there will be less flexibility for changes.

Review the convention centers policy manual. Request a copy of the facility's policy manual and review it thoroughly.

Ask for references from other similar groups who have held meetings in their centers. Talk to other meeting planners who have worked in the building and ask them for tips, suggestions or recommendations when working with the venue.

Work to build positive relationships with new vendors. When meeting in a convention center, you need to work with a number of service providers. When hiring new vendors, ask other planners, contacts at the convention center or staff at the Convention and Visitors Bureau (CVB) for recommendations.

Work to build positive relationships with unions. Ask questions of the convention center staff up front, so you'll know what to expect at a convention facility as it relates to unions. Labor rules vary from state to state, city to city, and even from facility to facility.

Meet with key labor representatives at the convention center and understand the local bargaining agreements. Invite labor representatives to your pre-convention meetings, and emphasize the importance of labor's contribution to the success of your meeting.

Communicate key information, especially changes about labor and union procedures, to your sponsors and exhibitors.

Communicate frequently with convention center contacts. Never assume anything about services or facilities. Ask questions and rely on the Convention Services Manager (CSM) to provide answers.

Provide event requirements in final form in plenty of time. Send event requirements to the convention center event manager at least three weeks before the event begins. That allows the center to anticipate labor requirements and schedule crews so that all needs can be handled smoothly.

Offer your feedback to the convention center. Once the event is over, share feedback with the staff about the service and experience.

Many tips based upon a *Convene*, February 2006 article in Meeting Management section of the magazine. Other sources cited within tip. Claire Smith's next section also contains worthwhile tips.

Convention Centers Misunderstood

Written by Claire Smith, CMP, Principal Claire Smith Solutions

I never really realized what poor reputation convention centers have until I left the one I had worked at for 18 years, to start my own company. I had heard whispers over the years about centers being "too bureaucratic", "difficult to do business with" and "inflexible" but once I had started to work with other organizations, I began to understand how misunderstood convention centers were and how badly they needed to work on improving their image.

What typically started out 30 years ago as a government-run, glorified community centers have blossomed into a state-of-the-art, purpose-built convention facilities that are technologically advanced, environmentally sensitive and service oriented. Local, national and international competition has forced communities to re-think the purpose and value of their public facilities and how they contribute to the local economy as well as provide a healthy return on investment.

The fundamental difference between a hotel and a convention center is that a convention center does not exist solely to make an operating profit. The primary purpose of a center is to generate economic benefit for the community it serves. A multiple mandate can sometime be confusing but in the end, can help planners leverage their negotiating power if they can clearly articulate the value of their meeting.

Let's consider several of the negative impressions about convention centers and how we can turn around a perceived negative into a planning advantage.

Government Run

This often sparks the image of plodding, bureaucratic management who hide behind their policies and procedures to avoid taking risks or making decisions. While I have run into a few of these “governmental” organizations over the years, most centers are working hard to be service oriented and client driven.

Being owned and operated by government is not necessarily a bad thing. Governments are changing and becoming more efficient and accountable to their shareholders. Planners can partner with convention centers to help them highlight local industries and the value of meetings and convention to the local economy. In return, centers can help planners tap into the community and access valuable resources and grow attendance. Ask your center to link you into local societies, agencies or education institutions who may be a great asset to your meeting. Centers often have long term relationships with these organizations through hosting their local events and can facilitate connections for you.

By leveraging the convention center and local government’s media and public relations teams, planners can gain valuable profile for their event. Access to local officials and politicians to address your group can greatly enhance your event at no additional costs. Public officials love an audience and centers love to involve them in their operations. You can sometime tap into government funding, grants or sponsorship to help offset some of your meeting costs and your convention center can often help navigate the way.

Poor Quality

When you think of convention centers you may have the image of large, impersonal spaces with surly staff serving rubber chicken. You might not get chandeliers in your ballroom but you will find flexible, functional space that can meet a multitude of event needs. Centers are designed to hold exhibits, plenary session as well as gala dinners and this allows for better flow of space and functionality.

Work with you Convention Services Manager to find the best spaces for your event and tap into their in-house supply of décor, equipment and furniture to enhance it. They may not advertise it but they often have treasures tucked away that can light up a corner, dress a table or create warm and inviting conversation areas. The team of professionals working on your event has likely been with the facility for many years. Turn-over of employees is much lower than hotels and the wealth of experience can often be a great resource of ideas for you as you plan your event.

Service is also improving as convention centers become more focused on quality and are providing customer service training to front-line employees who are the first point of contact with your delegates and exhibitors. Ask your CSM about the type of training they are providing and if they have internal programs to recognize and reward excellence. The best centers do a great job in making their employees feel valued, who in return reciprocates this sense of value to you and your meeting. Set your standards high and be clear in communicating your expectations and your convention center staff will respond.

Inflexible

Planners often complain about having to use official and preferred suppliers when working with convention facilities. In most cases, the preferred vendors are the ones you want to be doing business with; they are experienced in working in the building,

they have good working relationships with the center, they have the local resources and talent pool to make things happen quickly. They have had to compete for their “jobs” every five years and are eager to please.

Convention centers often have to work within their city or state regulations for contract approval and this may require some flexibility on both sides. This is typically no more challenging than negotiating with a major hotel chain and a convention center is often more patient and forgiving in the enforcement of their license agreements. Most centers are able to agree to some contract language changes that might eliminate the need for major legal consultation.

Convention centers are the perfect place to hold meetings of all sizes and by understanding the political and economic climate of the city, you can partner with the center and CVB to create win/win opportunities for everyone.

Get to know your convention center team directly. While the CVB is a great resource during the sales and event marketing process, it is the professionals on-site at the center that will ensure the details of your event runs smoothly. Ask them to help you solve problems and come up with new and innovative ideas, they love a good challenge.

The next time you think of a convention center, think “state of the art”, “professional” and “innovative”. Most centers have been built or expanded of the past decade and can provide a wonderful experience for both the planner and delegate.

Claire Smith Solutions specializes in business development strategies, performance improvement and training for the convention and meetings industry. You can learn more about Claire and her firm at www.clairesmithsolutions.com or use the link below. Reach Claire directly at 604.529.1141 or [Claire Smith](mailto:claire@clairesmithsolutions.com) (claire@clairesmithsolutions.com).

[Claire Smith Solutions](#)

Tips for Meeting Attendees

You can help a convention center to be less intimidating for attendees by sharing these tips:

Choose a meeting spot. Encourage your attendees to re-unite with their group or colleagues by choosing a location at the convention center to meet for lunch or at other designated times.

Don't hoof it any more than necessary. Encourage your attendees to use the complimentary shuttle service (if available) located outside the convention center. Encourage participants to use maps and floor plans for the local convention center and meeting hotels to locate their meeting rooms.

Getting Around. Encourage attendees to allow plenty of time to find meeting rooms in large convention centers.

Freebies: The Value of Exclusivity

The Value of Exclusivity

Convention centers typically have preferred and exclusive suppliers. While the lack of choice may not appear beneficial to all involved, there is justification. The primary reason for allowing vendors exclusivity is to allow them to make long term capital investments in equipment and infrastructure (McQuade & Burford, 2006, p. 209). It also allows the facility to ensure that quality of services is maintained by ensuring their suppliers adhere to quality service standards.

More Freebies

To understand how exclusive and preferred vendors benefit the person planning the meeting, email me for the additional freebie at sue@suetinnish.com or click here [The Value of Exclusivity](#).
