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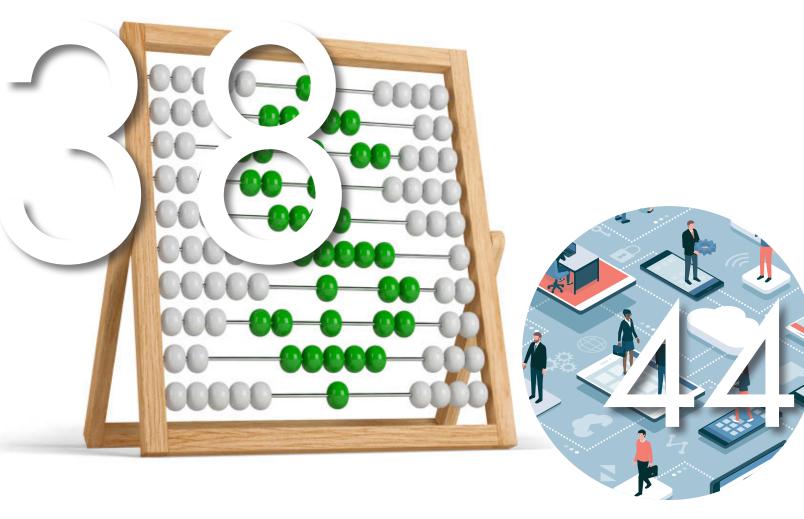
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#### **Holiday Showcase: A Retrospective**

Thirty years ago, Association Forum (then the Chicago Society of Association Executives) cut the ribbon on a new tradeshow with the goal of celebrating and elevating the Chicagoland association community. FORUM spoke with some of the founders of Holiday Showcase to find out how all the pieces came together to make the show an immediate and rousing success.

#### **Not-for-Profit Revenue Recognition**

The revenue recognition landscape dramatically changed with the May 2014 release of Accounting Standards Update (ASU) 2014-09, Revenue from Contracts with Customers (Topic 606). Dave Siehoff, partner at BKD, LLP, walks through how these changes affect not-for-profit organizations.

#### **Is Your Association Ready** for a Virtual Meeting?

As the world turns towards a digital future, it was only a matter of time before event organizers began experimenting with virtual conferences and tradeshows. FORUM looks at three events that were held completely online—two by design and by one necessity—to help you understand the benefits and feasibility of a digital event.

20 IN THE SPOTLIGHT

Meet the Forty Under 40® **Award Winners** 



#### A Strategic Planning Checklist

What are the "must consider" items for associations engaging in strategic planning? Mary Byers, CAE, a recognized thought leader in association management and coauthor of Race for Relevance and Road to Relevance, provides a helpful checklist to guide you through the strategic planning process.

#### Merely Tchotchke? Show Some Respect!

Promotional items have become a ubiquitous part of association marketing. From tradeshow swag to member giveaways, branded materials are an opportunity for organizations to ensure that they are staying in front of their customers and members. FORUM checked in with both promotional material suppliers and association executives about the latest trends.



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2018 Holiday Showcase® **Program Guide** 



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FORUM's mission is to serve as an innovative resource that anticipates the needs of the association management profession.

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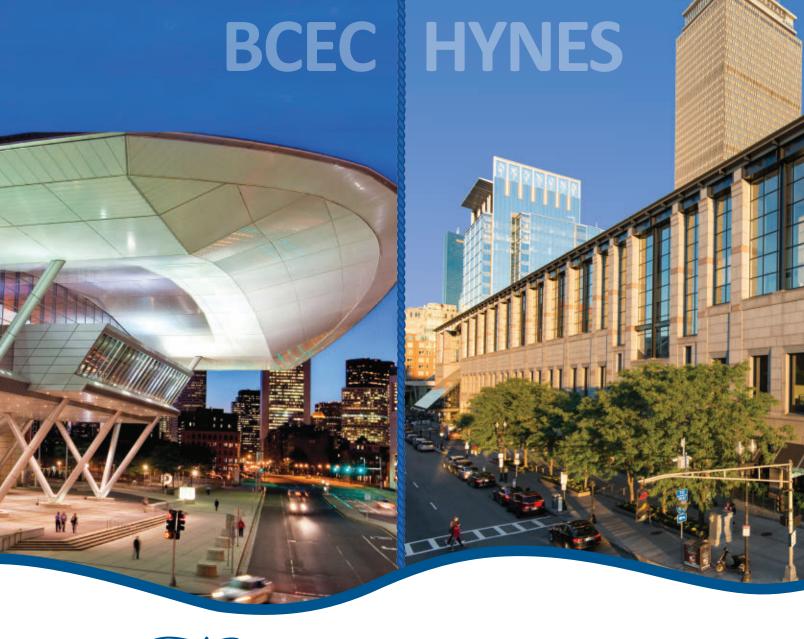
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# The Power of Meetings

On December 13, 2018, Association Forum will celebrate the 30th Anniversary of Holiday Showcase. It's hard to believe that 30 years ago, the first ever Holiday Showcase was conceptualized and executed by a group of dedicated staff, volunteers and supplier partners who wanted to establish an annual tradeshow that recognized the Chicagoland association community. (For the full story on how Holiday Showcase came to be the premiere end-of-year tradeshow for associations in the Midwest, turn to page 32.)



Michelle Mason, FASAE, CAE President & CEO Association Forum

In this issue of FORUM, we highlight the value and impact of meetings. Meetings represent the freedom of assembly and freedom of association, which is our right to express, promote, pursue, and defend collective or shared ideas as guaranteed by the First Amendment of the Constitution.

According to a survey published by the Meetings Mean Business Coalition, executives believe in-person meetings are important to their businesses, beneficial to operations and critical to career development. As a result, corporate leaders are making in-person meetings a financial priority and report increasing investment in face-to-face meetings.

As the business of meetings evolves, so does the job of the meeting planner. PCMA is leading the charge to rebrand meeting planners as "business event strategists." Read more about this initiative on page 14.

Associations and meetings are intrinsically connected through our right and our desire to assemble. The definition of an association is a group of people banding together for a collective purpose, and meetings are the piece of the puzzle that allow for and encourage communities to converse, learn and advance their industries.

This is our right and our privilege, and Association Forum is committed to providing a platform for that purpose for our members and partners through our meetings and events.



### The Year in Review

Association Forum is proud of the new initiatives and programs that have been introduced or upgraded in 2018 in alignment with our strategic plan, as well as the successes we have had in providing resources, education and networking opportunities for our members.

#### February 1

The first annual SmartTech Conference, our signature data and technology conference.

#### March 7

Dawn Sweeney, CEO of the National Restaurant Association, is awarded the inaugural Woman of Influence Award.

#### March 21

Our board of directors adopts and recommends a plan for transforming the Association Forum Foundation into a Think Tank.

#### April 1

A new SIG, the AMC SIG, is introduced for association management companies.

#### May 1

Our Online Learning portal goes live, providing on-the-go educational opportunities for all levels of association professionals and supplier partners.

#### June 27

A sold-out crowd of association professionals gathers at Venue Six10 for Forum Forward.

#### June 27

The first meeting of the newly launched Emerging Leaders Program occurs at Forum Forward.

#### June 28

The Association Industry Meeting Metrics (AIMM) Advisory Group meets to discuss the upcoming 2019 launch of the new data and intelligence resource on Chicagoland association meetings.

#### June 28

A new award, the Welcoming Environment® Organizational Award, is presented to CCIM Institute at Honors Gala.

#### July

Episode One of the CEOnly Podcast is released. Eight more episodes are released over the next six months.

#### August

A standalone Buyer's Guide is mailed with the August issue of FORUM Magazine for the first time.

#### November

Partnerships are signed and launched with the Illinois Society of Association Executives, Destinations International and the National Association of Manufacturers.

#### December 3

Our upgraded online buyer's guide goes live, providing additional value to our supplier partner members and a resource for association professionals

#### December 13

We celebrate the 30th anniversary of Holiday Showcase being the premiere Midwest tradeshow for meeting planners and association professionals.

# Meet My Team



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#### **Year-End Policy Review**

This Law Review was written by Jed R. Mandel, a founding member of Chicago Law Partners, LLC. CLP serves as the Association Forum's general counsel.



Do you have any tips for not-forprofit associations as we near the end of the year?

The flip of the calendar from one year to the next provides an opportunity to assess the past year's activities and put in place any changes needed to improve programs and processes going forward. For instance, the start of a new year is a good time to review the association's policies to make sure they are consistent with current law and accurately reflect the organization's present practices. In addition, associations should confirm that they are following the policies they have adopted properly. In particular, I suggest a review of the following:

Governance: In this area, every not-for-profit organization should adopt and implement policies on conflicts of interest, whistleblower protection, and the procedures for board review of the organization's annual Form 990 return. In fact, the Form 990 asks associations whether they have adopted those three policies. Although not mandated, an association's failure to adopt the policies may nonetheless raise suspicion about the organization's compliance with the terms of its tax-exempt status, as well as its adherence to good corporate governance practices generally.

In addition, associations should have policies in place that clearly establish the authority of the board, officers, and specific committees, as well as designate who is

authorized to speak for the organization. In the age of social media, the latter has become an increasing challenge as volunteer leaders sometimes fail to recognize how their personal social media posts reflect on the association. As a related matter, associations should be sure to review their policies on conflicts of interest. One of the most significant challenges associated with conflicts policies involves the manner in which they are implemented. Specifically, conflicts policies not only should define conflicts, but also establish rules as to when. how often, and to whom disclosures of potential conflicts are to be reported. Someone must be in charge of receiving and managing reported conflicts because the best conflicts policy has little effect if it is not followed on a regular and on-going basis.

Finally, membership associations should have basic disciplinary procedures in place. Even those organizations that opt not to engage in "active" disciplinary programs should be prepared in the event they need to take action regarding an individual's membership.

Finance: Year-end also is a good time to review the association's financial policies. Specifically, an audit committee policy should provide for the establishment of a board audit committee with oversight of the association's financial accounting and reporting activities, as well as its internal controls. In addition, not-forprofit organizations should have an investment policy in place that requires periodic (but not too often) review of

investment strategies for compliance with the organization's current needs and objectives.

Administration: Associations also should review the policies that impact their general management and administration. One of the most important administrative policies is that on records retention. Whether at year-end or some other set time of year, every organization should insure that its records retention policy is being implemented, i.e., that its records are actually retained and destroyed as mandated by the policy. Rigorous implementation of a records retention policy will minimize the burden that will be placed on the association if its records are demanded in connection with a lawsuit, third-party subpoena, or other investigation. Once the association is notified of such a demand, the law requires the association to suspend its records retention policy and hold any and all (broadly defined) relevant documents in its possession, whether paper or electronic. Thus, an association that fails to adopt and implement a records retention policy will be forced to search and cull out relevant recordsa process that could strain the association's financial and human resources.

Associations also should regularly review their personnel policies. Solid and updated personnel policies not only promote a safe workplace environment, and make clear the expectations on all managers and other employees, but also minimize the risk of employment disputes.

Risk Management: Finally,

associations should adopt or update, as applicable, several "risk management" policies as part of a year-end review. So, for example, make sure to put in place—and keep upto-date—policies on antitrust compliance; the use of the organization's trademarks and copyrights; speaker's releases and author agreements; sponsorships and endorsement agreements; and necessary insurance coverage. In addition, any organization that has adopted public positions on topics relevant to its specific industry or profession should take steps to minimize the likelihood that those positions will become stale or out-ofdate. First, always include an "as of \_\_\_ date" on any statement of public policy. That way, if subsequent events make the statement outdated. at least the public will know the date on which the position was adopted. Second, regularly review all statements of public policy to assure that they still represent the organization's position.

So, whether you're motivated by the desire for a fall clean-up or a New Year's resolution, remember to review your association's policies. Clear, up-to-date, and implemented policies will both strengthen the association's operations and minimize its risk of liability.

The answers provided here should not be construed as legal advice or a legal opinion. Consult a lawyer concerning your specific situation or legal questions.



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# Sizzles With Innovative Creations

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Omaha as a 'Top Ten Ultimate Bucket
List Destination for Foodies'. Omaha is also home to the Reuben sandwich – yep, it was invented here. Many have duplicated it, but you should always travel for the original.

Unforgettable flavors from every nook and cranny of the globe can be found within blocks of Omaha's downtown convention center. And the only mode of transportation needed to reach these international taste bud destinations is, well, your feet. From classic Italian to smoky Cajun Creole, authentic Mexican to upscale French, signature sushi to fiery Persian cuisine, the heart of Omaha is a beloved culinary melting pot that knows how to satisfy.

Two distinct entertainment districts sit within walking distance of the

convention center. The Capitol District, sits right across the street from the convention center, and provides an outdoor town square area surrounded by pubs and restaurants. Omaha's Old Market Entertainment District features 30 distinctly Omaha restaurants from local farm-to-table favorites to flavors from around the globe. Not to mention the pubs, craft cocktail bars, boutiques and galleries that make this district one of Omaha's top attractions.

And even more activity is on its way. Omaha plans to invest \$290 million in its downtown convention district along the city's riverfront. This transformational 90-acre project will include many "wow" features that will make the area even more attractive for meetings, convention and events throughout the year. Features of the project include a substantial sprawling green space in the middle of downtown with a performance pavilion, botanical gardens, cascading waterfalls, park-

side cafes, a sculpture garden, a water cove, urban beach, boardwalk, and a promenade that leads to cantilever overlooks suspended over the river.

With millions of dollars being invested in Omaha's downtown convention district, and the city's hotel supply continuing to grow, Omaha's value as a meeting destination is only getting better.



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# For PCMA, "Strategist" is the Word

A new initiative will create a road map for educating and elevating Business Events Strategists in the shifting industry



Sherrif Karamat, CAE President and CEO **PCMA** 



Meredith Rollins Executive Director PCMA Education Foundation

PCMA has embarked on a listening tour, a quest to learn how it can best support professionals in the rapidly changing business events industry.

"We know that business events are powerful forces for driving economic and social progress, and we know that the people who make this happen are not simply counting chairs," said Sherrif Karamat, PCMA president and CEO.

You might have noticed that PCMA has begun referring to these professionals as "business events strategists" rather than "planners." It coined the term a couple of years ago, and now others in the industry are using it, too.

It's just a word, but an important one in Karamat's eye.

"That shift in language reflects reality today's business events strategists must design face-to-face experiences that further their organization's goals," Karamat said. "They must create experiences to unite, teach, inspire and transform."

PCMA recently launched a research project to explore how it can to help elevate and educate business events strategists, a means to strengthen the industry overall as well as the individuals and organizations within.

"We want to ensure that business events strategists have the skills they need as the industry transforms, said Meredith Rollins. executive director of the PCMA Education Foundation. "We have some ideas about what that might look like, but we don't know for certain, and so we are asking."

Rollins is leading the initiative for PCMA, working with Karrikins Group, the consulting firm run by author and innovator Peter Sheahan. Interviewers are talking with people in the legacy business events industry and beyond.

"As face-to-face experiences continue to grow in importance and popularity, there are so many people who are doing this work but who do not identify with our industry," Rollins said.

PCMA felt it necessary to hear those voices, too, as it develops a road map for supporting

business events strategists. Business events strategists have a long list of considerations today that they might not have dealt with yesterday. Think about the greater demand for measurable value, private sector competition, attendees' expectations for experiential learning, the democratization of content, and all of those "bleisure" trends.

"Our members should be part of the strategic discussions in their organizations," Karamat said. "This isn't because it sounds good on a resume, but because they are responsible for far more than logistics and execution."

Back in the day, it might have been primarily logistics and execution. Now the list of concerns covers marketing, ROI, year-round engagement, and community building.

"These are the people who can make things happen by designing face-to-face experiences with the components of true transformation."

Business events professionals bring people together for so much more than the common benefits associated with meetings and events: education and networking, Karamat said.

"They create the platforms where participants can draft public policy, uncover new cures, and create meaningful change for a brighter tomorrow."

PCMA considers events catalysts for economic and social progress, organizational success, and personal and professional develop-

"That power has too often been hidden in the shadows, but we are creating a blueprint to work with governments, institutions of higher learning, and all business sectors to articulate the important role that this industry plays in moving the world forward," Karamat said.



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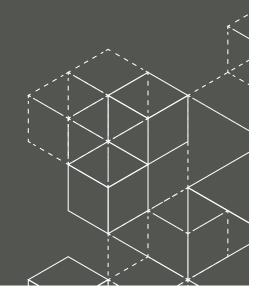
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# Meet the 2018



# **Award Winners**

Association Forum and USAE weekly newspaper are pleased to congratulate the association community's 40 most accomplished professionals under the age of 40 for 2018. These association and nonprofit professionals demonstrate high potential for success in leadership roles and exhibit a strong commitment to the association management and nonprofit industries.

#### Meet the 2018 Forty Under 40® Award recipients at Holiday Showcase on December 13!

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We asked the recipients of the sixth annual Forty Under 40 Awards to share their most rewarding aspects of working in the association and nonprofit management industries.



Kerry Amato, CAE Director, Professional Development Healthcare Information and Management Systems Society

I am continually humbled to see the good that can come out of bringing the right people together at the right time to address a common goal/challenge. That truly is the magic of associations! The work we do matters and that drives me to work harder every day.



Natasha Bethea

Senior Manager, Membership Recruitment & Retention Association For Psychological Science

The most rewarding part of working in this industry is the incredible colleagues that I get to meet. I am truly grateful to build relationships with people who are dedicated to making a difference in the lives of others and solving societal problems. This industry provides me with true fulfillment.



Rick Burt, MAEL, CAE

Director, Executive Officers Council National Association of Home Builders

I believe my personal and professional growth has been impacted the most through the work of associations. I am humbled that this industry has helped improve my confidence, self-awareness and visibility, especially to a level that I have been able to inspire other professionals.



Mary Dean, JD, CAE Client Executive Executive Director, Inc.

The association world allows me to support the work and mission of incredible organizations and professionals. I love the passion of both my colleagues and members we serve to achieve a shared vision.



Aida Dedajic, CAE Standards Board Program

Manager The Appraisal Foundation

Everything that I do revolves around our mission to protect the public trust in the valuation profession. Reaching the public and educating them on high ethical standards for valuation professionals is the most rewarding part of my work.



Emily DeYoung, CMP

Senior Director, Educational Programs Council for Advancement and Support of Education

Working for a mission driven organization is fulfilling even on days that aren't great. It is very motivating to come to the office each day knowing that what I do helps our members do the important work to make education more accessible to people around the world.



Katrina Dunn

Director of Development American Fisheries Society

This was a tough question. However, when I thought about all the parts I've enjoyed it boils down to being able to serve our members. Whether it's establishing an award and seeing the first class of recipients or helping someone after an accommodations disaster at an annual conference, serving the members is the best part. I've had the opportunity to make resources more accessible, to raise awareness to issues of importance, and to help champion and recognize careers new and old.



**Honna Eichler George** Senior Manager, **Engagement Services** Society of Women Engineers

I am inspired by the people I meet through this work. At SWE, the leading global association for women in engineering, both the legacy and potential of our members is astounding. It is an honor to work alongside over 40,000 members who are striving for gender parity in engineering.



Monica Evans-Lombe, CAE Account Director Wellington

I am inspired everyday by the passion my volunteer leaders have. Association work is an opportunity to serve these organizations and help them evolve beyond what they are today. You get to be a part of something bigger than just your piece of the puzzle and when you see it all come together it is magical.



Michelle Goldberg Account Executive Sentergroup, Inc.

The most rewarding aspect of working in the association industry is being a partner in the successes of our clients' mission and strategic objectives and seeing the fruition of it all from start to finish and also the relationship building!



Meghan Golden, MBA Vice President of Partnerships & International Relations The North American Veterinary Community (NAVC)

I love the variety and complexity of associations; every day is a new adventure that requires critical thinking and execution at so many levels. Knowing that each person shares common goals and we can learn from one another while having fun is rewarding!



Lori Granich, MBA, RDN Director, Lifelong Learning and Engagement Academy of Nutrition and Dietetics

Associations challenge the status quo. We are always looking for ways to improve processes, present innovative ideas and stay on top of industry trends. I'm blessed to leave work each day feeling like I've made a measurable impact on the profes-



Saima Hedrick, MPH, CAE Account Executive, Executive Director, Operations Director Virtual Inc.

The most rewarding part of working in the association industry is getting the insider's perspective on how each profession is helping the public and communicating their value and importance to the world. For example, people underestimate the value of reproductive research, but this work is what brought us awareness of the effects of BPA, or better IVF success rates.



Kevin laquinto, MBA Sr. Manager, Digital Marketing and Analytics **ISACA** 

Knowing that the work we do is focused on supporting a committed group of professionals and defining an industry. It is an important role that we play in the lives of our constituents and that is a humbling and gratifying way to work.



Gennith M. Johnson, MCD, CCC-SLP, CAE Associate Director, Health Care Services American Speech-Language Hearing Association (ASHA)

Every day I have the opportunity to make a difference in the lives of our members and the individuals that they serve. I find it extremely rewarding to give back to my own professional association and the association community by volunteering my time and energy to help advance the role of associations in society.



Jennifer Jones, MS, CAE, IOM Executive Director The American Institute of Architects, San Francisco (AIASF) and The Center for Architecture + Design

The relationships fostered with colleagues, volunteer leaders, members, and allied professionals are the most rewarding aspect of association and nonprofit management. The friendships I've made will last a lifetime.





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Jon Kinsella Senior Marketing Strategy Manager Association Headquarters

The association/nonprofit industry is chock-full of passionate people striving to advance their causes and industries. Working at an association management company with many clients allows me to work closely with so many people in a wide array of industries. I've gained valuable insights into different leadership styles and philosophies.



Derek Klaus Director of Communications Visit KC

The relationships I've been fortunate to establish have certainly been the most rewarding aspect of working in the nonprofit industry. Twelve years later, my personal network is now stronger, more diverse and more collaborative as a result.



Diane E. Kovats, CAE, CMP Executive Director International Society for Computational Biology (ISCB)

The most rewarding part of working in the association industry is knowing that I support an organization with members who could one day change the face of medical treatment. I know our support of our members is the potential change agent of the future.



Joe Lindahl, MA Senior Account Manager Association Management Center

Tough question. So far, I would have to say the people. From my colleagues to working closely with volunteer leaders, the passionate individuals I have the pleasure of interacting has been, and continues to be, such an incredible an experience.



Steven Mandurano, CAE Director of Marketing The National Society of Collegiate Scholars

The people and the passion have been the most rewarding part of my association career. Experiencing, living and supporting an industry's passion, coupled with sharing in their successes has been the highlight of my career.



Eryn Marchiolo, MPH Senior Director, Research and Training Rheumatology Research Foundation

I have the unique opportunity to work for both a nonprofit (Rheumatology Research Foundation) and association (American College of Rheumatology). I love the mission driven work we do and feel like my day-to-day is making a tangible impact on the field of rheumatology and in the lives of people living with rheumatic disease.



Melissa McMillian, CNP Director, Foundation and Business Development Society for Academic Emergency Medicine (SAEM)

I take great pride in helping members achieve their professional goals and give better care to patients. It's rewarding to know that I contributed to the positive changes happening in the emergency departments around the country.



**Emilie Mendia** Managing Director, Healthcare Convention & Exhibitors Association MCI USA

The relationships built from working in this industry have been so worthwhile and has shaped who I am today. It's been an honor to help leaders and members grow and make an impact in their own industry. It's also been a privilege to meet many talented association professionals who make this happen and that I've learned from.



Richard Nelson, MS Associate Director, Publishing American Academy of Dermatology

Knowing the work that I do makes a real difference. I'm not trying to convince someone to buy a widget they don't need. I'm making sure they have the knowledge to provide the best possible treatment to patients while keeping their business running. That's meaningful.





Erin O'Connell, M.S. Program Manager, Knowledge & Learning Experiences Institute of Food Technologists

I really love the opportunity to work with and learn from passionate people around the world, whether members, volunteers, or customers, who come from various backgrounds and disciplines, giving me exposure to new cultures and communities and motivation to stay curious.



Tara Puckey, MBA Director of Strategic Initiatives Radio Television Digital News Association & Foundation (RTDNA | RTDNF)

Relationships. I've met some of the most incredible people during my association work, from staff to members to other association professionals. For me, the work I do is for them—I work for the people beside me-and seeing their growth in their industry or profession is incredibly profound.



Rich Rosfelder Vice President of Strategic Communications CCIM Institute

Through associations, I've connected with people from around the world whose different perspectives and stories have helped me to reconsider simplistic beliefs about business and life.



Jennie Socha, CAE Client Executive Executive Director, Inc.

Having the opportunity to support clinicians and scientists around the world in providing education and resources to improve patient care. The education that associations are able to provide can really improve the quality of life of patients, and in many instances, bring the world closer to curing many crippling diseases.



Siri Sorensen, MA, PMP Senior Project Manager, Foundation Manager International Association of Healthcare Central Service Materiel Management

Being a part of this industry has allowed me to gain various skills-sets, learn best practices, and meet wonderful people, all while giving back to the communities we serve. It's a great feeling knowing that you're part of a purpose-driven organization and empowering those around you.



Meredith Taylor, CAE Senior Account Executive Kellen

It is so rewarding to help stressed boards when organizations are in crisis. When I had a president who was losing sleep over the association's future, I enjoyed becoming a resource for them and working with them to develop a plan and path forward.



**Amy Thomasson** Director, Member Retention and Chapter Development

Associations represent opportunity: The opportunity to serve, to effect meaningful change, and to foster authentic connections. Association professionals are experts at seizing opportunity. I've found no better place for developing creative content, strategy and leadership skills than the thoughtful and nimble association community. The best associations and association professionals work not from scarcity, but from a perspective of endless opportunity.



Nathan A. Victoria, M.Ed., CAE Senior Director, Recruitment, Engagement, and Volunteerism NASPA-Student Affairs Administrators in Higher Education

I'm an accidental association professional like many, but I've stayed because I help universities distill the potential and ignite the passion of the future of all of our worlds. That's the brilliance of associations—we each do that for our members and our constituents in our own way, every day!

# **X**Kellen

Kellen congratulates Meredith Taylor, CAE for being named a "Forty Under 40" award honoree.





**Emily Viles-Monari** Meeting Technology Manager AMPED Association Management

It is very rewarding to see how passionate the members are about the association's mission, and I enjoy helping them achieve their goals as part of that mission.



Jennifer Wahl Education Manager American Burn Association

The most rewarding part of working in the association/nonprofit industry has been seeing the multidisciplinary members of the American Burn Association attend our annual meeting, then bringing the medical knowledge that they learned at our meeting to their practice to aid in better patient outcomes.



**Courtney Walsh** 

Director of Certification Services and Communications American Board of Oral and Maxillofacial Surgery

The association/nonprofit industry is unlike any other major business. As a member of Association Forum for almost a decade, I've encountered many rewarding experiences with like-minded individuals. I'm constantly inspired by my peers and motivated to keep learning. There's no better organization to join to receive such rewarding experiences.



Beth Wanless, MPPA

Local Government Affairs Director and Regional Manager of Member Outreach

Illinois REALTORS, and Chicago Association of REALTORS

The mixture of an excellent work-life balance, members, and professional hustle that makes association work so rewarding. My job requires me to stay on top of public policy issues and advocate for my members. But I also have a fantastic worklife balance and make lifelong friends. It's the best of all worlds!



Nate Wicks, CAE

Senior Manager, Group and Hospital Solutions American Society of **Anesthesiologists** 

For me it's knowing that my work funds association initiatives that have a direct impact on improving the quality of healthcare delivery and patient care.



Jenna Worley, CAE

Associate Director, Sales Development and Analysis American Society of Association Executives

The most rewarding part of working in associations is being part of a community of smart, thoughtful, and innovative people who support and encourage their peers and colleagues.

The following Forty Under 40® Award winners were unavailable for comment:



Liz Icenogle, CAE Executive Director of Engagement ARMA International

# CONGRATULATIONS Mary Dean & Jennie Socha

## on being selected as Forty Under 40 Awards Honorees



Mary Dean, JD, CAE, Associate Executive Director, Society for Immunotherapy of Cancer



Jennie Socha, CAE, Executive Director, International Parkinson and Movement Disorder Society

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# **Holiday Showcase: A Retrospective**

By Dan Shea

## "Do you think we could do an event in Chicago that could stand on its own?"

Bill Grusich was sitting in the office of the newlyfounded firm that bore his name, Hinton + Grusich, when the other namesake of the company, Dave Hinton, posed that question with a gleam in his eye. Grusich had been leafing through a national association magazine, commenting that all the pictures and articles revolved around the happenings in the Washington D.C. area. Chicago, long the second city in so many ways, was finding its status as an association hub ignored in favor of the more recognized east coast players. Hinton theorized that some sort of signature event—perhaps a tradeshow—could help to strengthen the reputation of the Chicagoland association industry and give the community a chance to celebrate.

#### The Pitch

In 1988, Hinton was the chair of the Associate Member Committee of the Chicago Society of Association Executives (CSAE), the organization that would become Association Forum. He pitched the idea of a tradeshow to his committee and it was brought before the board of directors and CSAE executive director Chris Mahaffey. Mahaffey was receptive but had his concerns—mainly that the

The ribbon cutting to open the first Holiday Showcase in 1988



market was too saturated with tradeshows and that CSAE's previous attempts at exhibits had been met with varying levels of success.

"CSAE had a sketchy track record of exhibits," says Mahaffey. "We'd have small tabletops at the annual meeting, but the exhibits didn't necessarily work really well." CSAE had also experimented with an exhibit-less show based around a casino night concept, where the suppliers would be the dealers and the association executives would walk around and play the games. "It wasn't enough hard sales for some people," he says. "It was an attempt to do something along these lines, but we just never could find the right formula."

Mahaffey had been the executive director of CSAE since 1980 and had ushered the organization into an exciting, modern era. Membership in CSAE, previously limited to chief executives, had been opened to mid-management professionals and suppliers. This change, coupled with a conscious expansion of educational offerings and professional resources, led membership numbers to double from 1980 to 1988 from 650 to 1440. By the time Mahaffey left in 2002, the organization would boast nearly 3000 members.

The minutes of the September 18, 1987 CSAE board of directors meeting refer to an "extensive discussion ... on CSAE's activity in supplier trade shows, particularly centered around the communications received from Associate Member Committee Chairman Dave Hinton ..." That extensive discussion included strong advocacy for the event from president-elect Ron Moen, who says that there were also talks at the time about expanding their annual member holiday party, which was outgrowing its venues as membership grew.

"It was something unique in Chicago," says Moen. "It hadn't really been done before." But although it was a new type of event for Chicago, the eventual concept for Holiday Showcase drew heavily on an existing show that was brought to the executives' attention by Marta Hayden, an active CSAE member and sales director at the Monterrey Conference Center. "I suggested to Chris and Ron that they should look at the California Society of Association Executives 'Seasonal Spectacular' tradeshow that occurred in December," says Hayden. "It had all the right elements—a tradeshow, good feelings, giveaways."

Mahaffey, with support of CSAE board president Bob Becker, flew to Sacramento to see the CalSAE show and returned from his trip with a clearer vision the event, as well as when it would be held. Mahaffey and Becker were enthusiastic about the possibilities and the board approved plans for a tradeshow to be held in December 1988 that would absorb the holiday party. Hinton was named chair of the first Holiday Showcase committee.

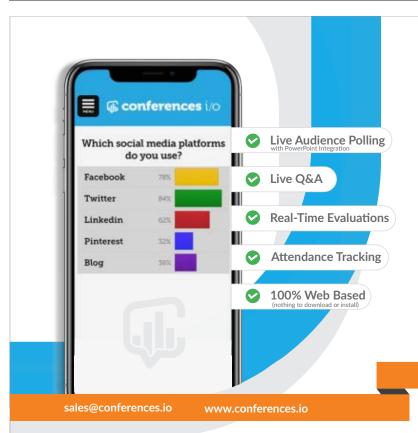
Francine Pepitone, now chair of the 30th Anniversary Holiday Showcase Advisory Group, was also on that original committee. She remembers the team effort on the part of suppliers that contributed to the excitement around Holiday Showcase. "It gave the hospitality community something to put our arms around and work on together," she says. "Every major player had something to do with this show and everybody was excited about it as a way to showcase our beautiful city."

As planning and preparations began, there was still some trepidation about a winter show in Chicago, as the cold weather and the busyness of the holidays presented potential barriers to attendees' desire and availability to come out, but the end-ofyear date had some unexpected advantages. "For the suppliers, they could follow up on the leads from the tradeshow in January, when the associations would be planning next year's programs,' Hayden says. That sentiment is echoed by Grusich, who says the transactional part of the tradeshow was a great barometer for what the following year would be like.

#### The Venue

The potential of Holiday Showcase was not lost on the management team of the Hyatt Regency Chicago, who pulled out all the stops to land the show. "Don Deporter was all over this thing from day one," says Pepitone of the hotel's legendary regional vice president. Pepitone was working at Hyatt's global sales office at the time.

Fred Shea, the Hyatt Regency Chicago's director of sales in the late eighties, called up Mahaffey



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"It gave the hospitality community something to put our arms around and work on together," she says. "Every major player had something to do with this show and everybody was excited about it as a way to showcase our beautiful city."

> and offered an unbeatable deal—they would provide the exhibit hall at no charge and cover the cost of carpeting for the show. "The hotel was going through a lot of renovations at the time,' says Shea. "We saw this as a perfect opportunity to have all the association folks from around the Chicagoland area come and see the progress."

> Besides the renovations to the lobby, both towers and a handful of ballrooms, the Hyatt had just opened Big Bar, a swanky open-air lounge that featured trumpet-playing bartenders and billed itself as the Longest Bar in the World. On the night of Holiday Showcase, it would be as packed as the aisles of the tradeshow, with people starting to line up around 3 p.m. to secure a seat. In fact, those nights would be single biggest revenue-producing nights for Big Bar, outpacing even New Year's Eve.

> As Holiday Showcase grew over the years, CSAE did explore different venue options, including Navy Pier and McCormick Place. "I was trying to convince them that was a terrible idea," says Shea with a smile. Despite the opportunity for growth, Mahaffey decided that the holiday feel on Michigan Avenue, the downtown location and the strong partnership with the Hyatt outweighed the benefits of moving.

#### The Luncheon

Big name speakers had always been a page in the CSAE playbook—Mayor Jane Byrne and Coach Mike Ditka had both headlined previous CSAE events. As plans for Holiday Showcase unfolded, Grusich recalls suggesting that Hinton try to land a big-name speaker. "I had just had Walter Payton speak at MPI and he packed the place," he says.

Hinton went back to Mahaffey and pitched two ideas. The first was a former con man named Frank Abagnale. Mahaffey had never heard of Abagnale, and neither had most people until he was portrayed on the silver screen by Leonardo DiCaprio in the movie Catch Me If You Can. The second was Lou Holtz, who Hinton and Grusich had a connection to through an old friend who ran the campus hotel at Notre Dame. Holtz was in the middle of leading the Fighting Irish to a National Championship and was one of the biggest names in sports at the time.

Holtz ended up being the draw that they hoped they he would be. On December 3, 1988, he kicked off the inaugural Holiday Showcase with what the January 1989 issue of FORUM called,

"...a winning performance to standing-room-only crowd that showed its approval with a standing ovation." Buyer attendance for the tradeshow was nearly 1,000, that being a key number as Mahaffey had made a light-hearted bet with Hinton that if attendance reached four digits, he would take a dive in the chilly waters of the Chicago River.

The tradition of the big-name luncheon speaker continued over the years. Paula Poundstone, Gene Siskel, Darrell Hammond, Dave Barry and George Wallace all took the stage at Holiday Showcase to entertain and energize the crowds. Well-known magicians Penn and Teller were booked one year with the idea that they would do their famous flaming torch juggling act. After a rebuff by the fire marshal, Mahaffey put in a call to the head of the Chicago Chamber of Commerce, who was a member of CSAE. However, in a city defined by a great fire, even the influential chamber president knew he wasn't going to win that battle.

There was also an infamous instance of a celebrity guest who walked on stage, looked around at the audience and asked with biting derision, "What am I doing here?" But even as event organizers half-jokingly eyed the fire alarm as a way to cut short the possibly under-the-influence speaker, nothing could dampen the spirits of attendees. Such was the excitement, camaraderie and joy that surrounded Holiday Showcase.

The luncheon served a dual purpose for some associations, who would book staff tables at the event and treat it as their holiday party. Early on, Hayden had recommended using a seniority-based reservation system that rewarded continued attendance. This worked out fantastically for CSAE, as groups would book their brunch tables every year so as not to lose their spot. "It got very competitive," says Mahaffey. "You would have to get in line, and people wouldn't give up those tables very easily." It also worked out well for Hayden, who's loyalty and dedication to Holiday Showcase helped her secure the best table, front and center, for years.

#### The Tradeshow

"I've always believed that the best show is a crowded show," Mahaffey says. And Holiday Showcase was certainly a crowded show. Attendees walked elbow to elbow down packed aisles of exhibits. Eventually, Holiday Showcase had to go to more compact 8x8 booths in order to fit the

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""Above all, the thing that sticks out to me is the people that I was able to befriend and do business with over the years," says Fischang. All of those who were interviewed for this article mentioned the friendship and partnership that were built out of Showcase and the opportunity that it provided to continue those relationships."

> demand, an effort that also helped to keep costs low for exhibitors.

In the early years, rumors swirled about exhibitors being placed on waiting lists for years before getting an opportunity to be in the show. Even in interviews today, Shea referenced the waiting list as evidence of the show's success. But Mahaffey now admits that those whispers were nothing more than gossip. "I did nothing to qualm those rumors, but they weren't true," he says. "There was a waiting list, but we cleared it every year."

Communities of exhibitors began to grow within the Holiday Showcase ecosystem, leading to the introduction of special aisles. This effort was spearheaded by Hayden and long-time Holiday Showcase committee member Ken Fischang, who worked together to create a California aisle so that all the destinations from the state could be in a central location. The major hotel companies and suppliers, as well as other neighborly destinations, soon followed suit.

The tradeshow floor at Holiday Showcase in 1992



#### The Lasting Impact

The rousing initial success of Holiday Showcase can be pinned on several factors: The tireless work of Mahaffey and the CSAE staff; the vision and guidance of Hinton and tradeshow committee; the support of the Hyatt; the big-name speakers. But what made Holiday Showcase a lasting tradition that continues to this day can be traced back to Hinton's original vision of a signature event for the Chicagoland association community that would celebrate and elevate the local industry.

Holiday Showcase has evolved since that first year. Education was eventually introduced, which Moen says helped to spur associations interest in bringing their staff to the show. The famous Hinton + Grusich Encore party gave way to the Closing Reception. CSAE became Association Forum and Wacker Hall is now known as Riverside Exhibit Hall. But the core elements that made Holiday Showcase such a special event remain—the festiveness, the community and the people. It's the reason the original founders of the show continue to be involved in it as attendees, exhibitors and committee chairs.

"Above all, the thing that sticks out to me is the people that I was able to befriend and do business with over the years," says Fischang. All who were interviewed for this article mentioned the friendships and partnerships that were built out of Showcase and the opportunity that it provided to continue those relationships.

"I mean it sincerely, I think it is the best industry day in this city every year," says Grusich. "The timing, the feel, the camaraderie, the celebration of the season and the celebration of the industry.'

In the end, Holiday Showcase became what it was meant to be: An event that stands on its

**Dan Shea** is the publications + content manager at Association. Forum. He can be reached at shea@associationforum.org.



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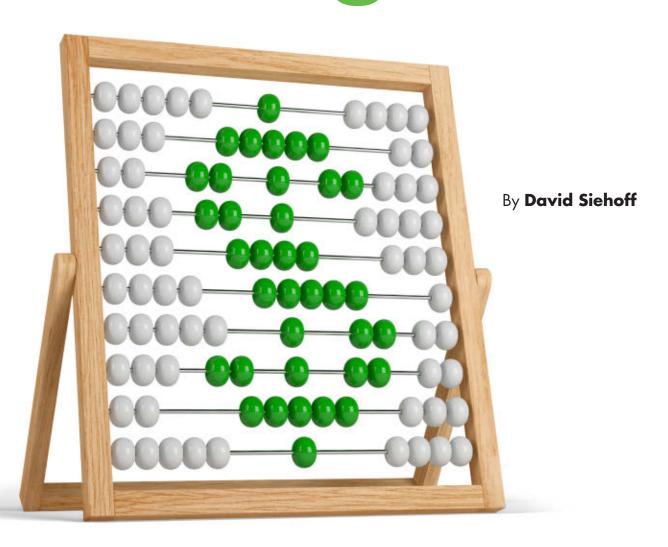
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# Not-for-Profit Revenue Recognition



he revenue recognition landscape dramatically changed with the May 2014 release of Accounting Standards Update (ASU) 2014-09, Revenue from Contracts with Customers (Topic 606). This ASU partially supersedes notfor-profit (NFP) industry-specific guidance and substantially all existing revenue recognition guidance. It also adds significant interim and annual disclosures. Implementation and documentation will be significant undertakings for entities in all industries. NFPs may face more challenges than other industries due to the variety of funding sources and existing diversity in practice.

The ASU's effect on each NFP will vary depending on existing revenue streams and current accounting practices. Even if the amount or timing of revenue recognition doesn't change, presentation and disclosure will. In addition, NFPs will have to redraft accounting policies under the new principles and update internal controls for the increases in management's judgments.

# The Model

The revenue recognition model's core principle is that an entity would recognize as revenue the amount that reflects the consideration to which it expects to be entitled in exchange for goods or services when (or as) it transfers control to the customer. To achieve that core principle, an entity will apply a five-step model:

- Identify the contract(s) with a customer
- Identify the separate performance obligations
- Determine the transaction price
- Allocate the transaction price to the separate performance obligations
- Recognize revenue when or as a performance obligation is satisfied

# Scope

The new revenue standard applies to all contracts with customers, e.g., members, sponsors or grantors, except for those within the scope of other standards, e.g., lease and insurance contracts, financing arrangements, financial instruments, guarantees and certain nonmonetary exchanges between vendors.

ASC 606 Scope		
Included	Not Included	
Tuition and fees	Contributions	
Exchange grants	Nonexchange grants Rental	
Membership dues	income	
Sponsorship revenue	Leases	
Royalty/licensing revenue	Insurance reimbursements	
Program fees	Guarantees	
	Nonmonetary exchanges	

# **Bifurcating Contribution** & Exchange Components

A contract may be partially in the new standard's scope and partially in the scope of other accounting guidance. If the other accounting guidance specifies how to separate and/or initially measure one or more parts of a contract, an entity should first apply those requirements before applying Accounting Standards Codification (ASC) 606. Many NFP transactions are in part a contribution and in part an exchange transaction (also referred to as bargain purchases). These transactions include an inherent contribution, which the Financial Accounting Standards Board (FASB) defines as "a contribution that results if an entity voluntarily transfers assets (or net assets) or performs services for another entity in exchange for either no assets, or for assets of substantially lower value and unstated rights or privileges of a commensurate value are not involved." Examples of transactions that

FASB Indicators for Contribution vs. Exchange Transaction			
INDICATOR	CONTRIBUTION	EXCHANGE TRANSACTION	
Recipient NFP's expressed intent concerning purpose of dues payment	The request describes the dues as being used to provide benefits to the general public or the NFP's service beneficiaries.	The request describes the dues as providing economic benefits to members or other entities or individuals designated by or related to the members.	
Extent of benefits to members	The benefits to members are negligible.	The substantive benefits to members, e.g., publications, admissions, educational programs and special events, may be available to nonmembers for a fee.	
NFP's service efforts	The NFP provides service to members and nonmembers.	The NFP benefits only are provided to members.	
Duration of benefits	The duration is not specified.	The benefits are provided for a defined period; additional dues payment is required to extend benefits.	
Expressed agreement concerning refundability of the payment	The payment is not refundable to the resource provider.	The payment is fully or partially refundable if the resource provider withdraws from membership.	
Qualifications for membership	Membership is available to the general public.	Membership only is available to individuals who meet certain criteria, e.g., requirements to pursue a specific career or live in a certain area.	

Depending on the facts and circumstances, some indicators may be more significant than others; however, no single indicator determines a particular transaction's classification. Indicators of a contribution tend to describe transactions in which the value, if any, returned to the resource provider is incidental to potential public benefits. Indicators of an exchange tend to describe transactions in which the potential public benefits are secondary to the potential proprietary benefits to the resource provider.

may be in part a contribution and in part an exchange transaction include:

- Membership dues
- Grants, awards and sponsorships
- Naming opportunities
- Donor status
- Gifts in kind

A contribution differs from an exchange transaction because an exchange transaction is a reciprocal transfer in which each party receives and sacrifices something of approximately equal value. Existing guidance in ASC 958 illustrates separating and initially measuring such transactions, which by analogy could be applied to the transactions noted above.

When the transaction is in part a contribution and in part an exchange, the NFP should bifurcate the exchange from the contribution by determining the fair value of the transaction's exchange portion, with the residual (excess of the resources

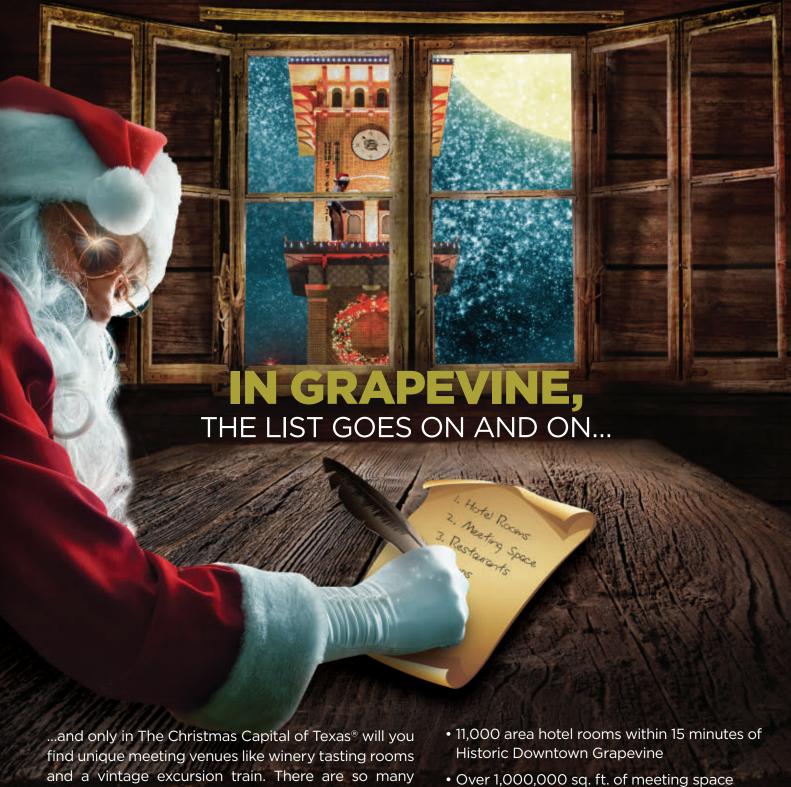
received over the fair value of the transaction's exchange portion) reported as contributions. The NFP should apply the guidance in ASC 606 to the transaction's exchange portion and apply ASC 958 to the contribution.

# **Example:** Membership Dues

The term "members" is broadly used by some NFPs to refer to their donors and by other NFPs to refer to individuals or other entities that pay dues in exchange for a defined set of benefits. These transfers often have elements of both a contribution and an exchange transaction because members receive tangible or intangible benefits from their NFP membership, i.e., the exchange portion of member benefits may include a journal subscription, discounted or free continuing professional education

classes, conferences and seminars, discounted or free tickets to seats at performing arts events, discounted services, access to locked website contents or a library, networking opportunities and/or career qualifications. When membership dues carry traits of both contributions and exchange components, they should be bifurcated.

The determination of whether membership dues are contributions rests on whether the value received by the member is commensurate with the dues paid. For example, if an NFP has annual dues of \$100 and the only benefit members receive is a monthly newsletter with a fair value of \$25, \$25 of the dues are received in an exchange transaction and \$75 of the dues are a contribution. Member benefits generally have value regardless of how often (or whether) the benefits are used. For example, most would agree that a health club membership is an exchange transaction, even if the member stops using the facilities before the completion of the membership period. However, it may be



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difficult to measure the benefits members receive and determine whether the value of those benefits is approximately equal to the dues paid by members.

FASB guidance in ASC 958 provides indicators that may be helpful in determining whether memberships are contributions, exchange transactions or a combination of both.

#### Presentation

Any income streams not in ASC 606's scope must be separately identified on the income statement. Entities will need to make this disclosure in the notes to the financial statements, if not presented separately on the face of the financial.

The model creates a new concept: a contract asset or liability. When an NFP satisfies a performance obligation by delivering promised goods or services, the NFP has earned a right to consideration and has a contract asset. When the customer performs first, e.g., prepayment, the NFP has a contract liability. Under existing guidance, when revenue is recognized but not yet billed, an entity records an asset for unbilled accounts receivable. After an invoice is sent to the customer, the related balance is reclassified as billed accounts receivable. Under Topic 606. reclassification from a contract asset to a receivable is contingent on fulfilling performance obligations—not on invoicing a client. As a result, the point at which a contract asset is reclassified as a receivable may be different than the time of invoicing.

## Contract Balances

NFPs must report contract assets separately from accounts receivable on the balance sheet. A contract liability shouldn't include amounts that are expected to be refunded. All NFPs must present opening and closing balances of receivables, contract assets and liabilities on the balance sheet or in the notes to the financial statements. FASB again provides significant relief for nonpublic entities. Only public entities are required to explain significant changes in the contract asset and liability balances during the reporting period. All entities will need to disclose reductions in a contract liability balance for services provided during the reporting period. The explanation will be required to include both qualitative and quantitative information. Public entities must disclose how the timing of satisfaction of its performance obligations relates to the typical timing of payment and the effect those factors have on the contract asset and liability balances.

# Performance Obligations

All entities must disclose how performance obligations are satisfied, i.e., at a point in time or over time, significant payment terms, if the consideration is variable and if the estimate of variable consideration is constrained. All entities must describe the nature of goods or services provided, highlighting if an entity is acting as an agent.

# **Effective Dates**

For public entities, the standard is effective for interim and annual reporting periods beginning after December 15, 2017. All other entities have an additional year for annual reports and two years for interim reporting. NFPs with access to public capital markets, including conduits, should apply the public entity effective dates, disclosures and implementation guidance.

# Implementation Tips

Don't wait. The common theme from those who adopted the standard early is that it took significantly more time than expected to navigate through the new standard's complexities. A multipronged approach to learning will most likely be necessary. Consider appointing a project leader or assembling a task force responsible for developing and executing an implementation strategy that includes the following phases:

- · Gain a thorough understanding of the five-step model, including all essential terms and definitions.
- Inventory all material revenue streams within the ASU's scope. Determine which transactions can be grouped and analyzed as a portfolio versus those that will need to be reviewed on a contract-by-contract basis.
- For each significant contract (or portfolio of contracts), analyze and document the results of each of the model's five steps, including the final determination on how revenue should be recognized.
- Determine what, if any, modifications need to be made to internal processes, controls and IT systems to comply with the new revenue recognition method.
- Establish the adoption method (full or modified retrospective method) that will be the least burdensome for the organiza-
- Review the relevant disclosure requirements for your organization and determine how amounts will be accumulated.

For organizations with significant resource and time constraints, outsourcing the analysis and documentation might be a viable solution.

David Siehoff, CPA, is partner at BKD. He can be reached at dsiehoff@bkd.com.





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hange is hard. But nowhere is change harder than when it comes to re-imagining the tradeshow experience as a digital one. There is uncertainty about the technology to make this happen in a way that doesn't dilute the value that a face-to-face event brings to exhibitors. There is fear that a virtual event will siphon attendees from any in-person offerings. But for associations that have offered virtual events, whether by design or being forced to by the hand of unforeseen circumstances, the reward has been engagement from groups that might not otherwise have participated with the organization.

# The Tech-Savvy Tradeshow

Because of its base of technology-savvy IT associates, VMware User Group, or VMUG, was in a prime position to start offering events that re-imagined the tradeshow experience in a virtual space. VMUG, which is managed by Innovatis Group, is a global, customer-led organization that brings together VMware customers and providers of solutions that use VMware's technology, to share knowledge through education, training and collaboration.

Nearly five years ago, VMUG created its first virtual event to extend the reach of this interaction to members who were not located in a major city. VMUG has 120,000+ members worldwide, so there were members who were unable to attend in person but also wanted to feel connected to the community, according to Candice Davis, virtual programs manager for VMUG.

Being in the IT industry, the expectations are high when doing anything virtual-related. It's crucial to create an experience where attendees want to come back. She went to work educating herself on the virtual platform options available to run a virtual tradeshow. The group already offered online education in the form of webcasts, and Davis knew this virtual tradeshow had to have a different look and feel from those.

From the execution side, a virtual event is time-consuming and involves a lot of thought around the design and marketing of the experience. VMUG used the platform On24 for three years before changing this year to vFairs, which includes a design team to create the event as part of its all-inclusive package. Introduced this year on the new platform is a gamification element in the form of an image scavenger hunt, which is something that VMUG members really enjoy.

When a user logs into the VMUG virtual events, they can upload a profile picture as their avatar. From the log-in page, they are placed into a 3D lobby, which looks similar to the

experience of walking into an actual convention center lobby. There are virtual people standing in groups, and you can choose from three places to visit: The lounge, exhibit hall or auditorium. In the 3D exhibit hall, the exhibiting companies each have a virtual booth that an attendee can enter by clicking on it. Once inside the booth, there are chat functions either joining the chat with everyone currently in the booth or asking a specific person in the booth questions one-on-one. The company can also offer documents and whitepapers about their products, which attendees can add to their briefcase and download later.

If the user instead clicks on the auditorium, they enter what looks like a movie theater, with a screen they can click on to see what sessions are happening and theater-style seating, again populated by virtual people. The sessions are pre-recorded with live Q&A, and some include video of the person speaking with a PowerPoint; others are more the static PowerPoint of a webinar.

The lounge area is set up for attendees to interact with each other, the way they would onsite. There's a Meet the Experts area, where attendees can read the bios of the selected experts and then launch a chat with them. There is also a Meet the Community tab, where attendees can interact with each other through a chat function. This is also where VMUG houses the links to its social media sites, including Twitter and its Facebook group.

VMUG was not only able to attract new attendees because of the virtual experience; it was also able to attract new sponsors. Davis attributes this to the cost-savings since it removes the additional dollars attached to travel and sending representatives to man a physical booth. Since VMUG's membership tends to be of an introverted nature, it's often more comfortable for attendees to connect on a deeper level with sponsors and other attendees.

The educational content of these virtual events is decided

### **Bia**Picture**Association**Focus

by a task force that includes both VMware employees and customers. Each virtual event—one quarterly—are planned three months ahead of time, with a staff that includes Davis and another person to help manage the planning and execution, while the task force handles the specifics of the content portion.

Davis' advice for associations considering the virtual space is to ask yourself, "Who are your members and what is your why?" You need to know "why this would take your membership to the next level," she says. "Is your industry ready for a virtual event?"

# Conference by Crowdsourcing

AssociationSuccess.org began as a digital publication and online community for association professionals. When the company originally created its online communities, they thought those would be built around discussing the content in the digital publication. Instead, the online communities were driving problem-solving—an association professional would pose an issue and the group would workshop solutions, says Arianna Rehak, director at AssociationSuccess.org.

"There was a lot of value to be captured beyond that one room and space," she says. And from that, SURGE was born.

SURGE is a three-day virtual conference that harnesses the collective knowledge that sessions themselves foster through attendee chats, which then add value to the conference, like the meaningful conversations that take place at the table you choose to sit at within the confines of an in-person conference.

Except that conversations can be shared with more than just the five people at your table. At the end of SURGE, AssociationSuccess.org staff comb through the attendee chats for each session and pull the insights into e-books.

"We are co-creating a body of knowledge in real time," Rehak says.

Each session features between three and five speakers and are pre-recorded as a video chat among four colleagues centered around one topic, which solves a lot of the potential technology issues of a virtual event. It also allows the presenters to interact with attendees during the session. "Each session is more discussion rather than lecture, which came from the community," Rehak says. "Association professionals all have expertise in relevant areas, so each session is almost like team building."

AssociationSuccess.org was looking for a platform that combined pre-recorded videos and chat, which turned out to be hard to find.

"Chats in other platforms were not designed for good conversation," Rehak said. "They were small boxes, with



small fonts." Another concern was the robustness to stream, bandwidth-wise, since the company didn't have any idea how many people would be online at the same time during the first SURGE.

The platform they chose to partner with is CE21, and SURGE is a bit like user testing for the company. "Their philosophy is if we need it, others probably would as well," so they add it into the platform.

Because of the unique format of SURGE, it was difficult at first to explain the value to potential sponsors, partially because in a virtual conference, you don't get the instant gratification and visual feedback you get from talking faceto-face. However, now that they have a few of these events under their belt, it's easier for Rehak and her team to suggest different strategies, such as using dynamic video to get more feedback. For example, SURGE now pairs a sponsor video with a pop-up that comes on screen, where participants can choose to connect with that sponsor. This also gives AssociationSuccess.org analytics on conversion rates, and sponsors are walking away with those leads.

To put on an event such as SURGE, AssociationSuccess. org dedicates four full-time employees and one part-timer. The skillsets encompassed by this team include online community management, developer/designer, video editing, digital marketing expertise and content expertise. The team also has access to relevant expertise on the association side through its online community. In addition, the team arms its speakers with the tools it needs to help promote the SURGE event to their own communities.

For all its success, there were some lessons learned.

"Virtual events take a surprising amount of effort and investment to do right," Rehak said. "But when things don't always go as expected, people are very understanding with new initiatives."

# Meeting Diverted Online for Weather

Sometimes unforeseen circumstances force you to take your in-person event virtual. Such was the case for the Water Quality Association, which had its Mid-Year Leadership Conference scheduled for September in Hilton Head, S.C. directly in the path of Hurricane Florence. This yearly event brings together 150 industry leaders for approximately 30 meetings over two-and-a-half days, plus several fund-raising events for WQA's foundation.

Part of the reason to take this meeting virtual rather than cancel it all together was that the business of the association still had to get done, said LyNae Schleyer, CMP, WQA's meeting services director. The staff looked at the schedule and highlighted 19 meetings that needed to take place during the



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# "The more important metric to use when deciding on taking an event virtual is the possible engagement from segments of your membership or industry that didn't participate with the group previously."

two days. These meetings fell into three categories: Board meetings, which were closed to those not invited, committee meetings, which would be open to all the registered attendees of the Mid-Year Leadership Conference, and then the staff took the opportunity to create four open meetings that were open to all WQA members.

"There were two of these open meetings each day, which gave us a good test market for the future," Schleyer said.

WQA made the decision to go virtual the Sunday before the event was supposed to take place, leaving the staff Monday, Tuesday and Wednesday to execute on this event. The receptionist and all committee leaders were provided with full information, including sign-in codes and phone numbers, to answer any questions that came in once the announcement was made. Four conference rooms were each assigned one of the 19 meetings that would be taking place.

WQA chose to use GoToMeeting and GoToTraining platforms, since staff was already accustomed to this software. Still, there was a lot of rehearsal for the internal staff liaisons and a lot of calls with GoToMeeting support to make sure everything went smoothly.

The association's four IT staff played a large role now that the meeting was virtual. IT took the lead on creating logins for each meeting, and each was assigned a conference room for the days of the event, testing visuals and staying until the meeting launched. In addition, staff tested signing in from elsewhere to ensure the user experience was a good one.

Staff was cognizant of what could get done during a meeting, Schleyer said. For instance, if you had 90 minutes for your meeting, you might task the attendees to view materials or watch the video clips ahead of time to make better use of the time together.

For the open meetings, they originally had planned to have open phone lines until during a rehearsal, they realized that the background noise had the potential to be deafening. Instead, they went to a chat function, which Schleyer said, changed the possible dynamics of the conversation. Staff, therefore, had staged questions ready to start the conversa-

The Industry Update was going to be the largest meeting online with a host of presenters, 11 in total with five presenting from remote locations across the country. That meeting had a lot of rehearsal to make sure everything ran smoothly, and IT staff was ready to act if visuals stopped working.

The best part was that 30 staff gathered to observe that meeting from another conference room, rather than hearing about it at a post-event update during a staff meeting after

Schleyer points out that members were more forgiving of this change because of the hurricane and staff had a lot of support for making this decision. She added that this meeting, going forward, probably needs the face-to-face aspect because there was a lot of the camaraderie lost even though the business got done. However, the experience did demonstrate to the association that its members are ready for more virtual meetings, and she echoes what Davis said, that for members who are not comfortable participating at in-person events, they had an avenue to participate with questions and comments during the virtual event. In fact, of the 151 unique attendees, there were 76 new virtual attendees who had not registered to attend the live in-person meeting.

Teamwork is a key to putting on a successful virtual event, Schleyer said, just as it is for an in-person event. And for WQA, "there was a lot of pride in making this work and demonstrating to our members what we were capable of," she said.

# Making the Decision

Virtual events were once looked at as a way for an association to save money, which will not happen upfront but might once the initial investment is made in the technology and design of the event. However, the more important metric to use when deciding on taking an event virtual is the possible engagement from segments of your membership or industry that didn't participate with the group previously.

Nikki Golden, CAE, is the executive director of the International Society for the Advancement of Spine Surgery. She can be reached at golden@isass.org.

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# A Strategic Planning Checklist

By Charles M. Cohon, CAE

Mary Byers, CAE, Author, Speaker, Association Consultant



Mary helps associations remain relevant in an increasingly competitive environment. The author of Race for Relevance: 5 Radical Changes for Associations and Road to Relevance: 5 Strategies for Competitive Associations, she's worked with a wide variety of associations (both individual membership and trade groups) and helps volunteer leaders and staff alike create a viable and sustainable future. Mary is the founder of Associations Today broadcasts and is a frequent contributor to association publications. She can be contacted at mbyers@marybyers.com

"If you don't know where you're going, you'll end up someplace else."

- Yogi Berra

ecently, the Manufacturers' Agents National Association (MANA) held a strategic planning session facilitated by Mary Byers, CAE. Byers is familiar in association circles for coauthoring two noteworthy books, Race for Relevance and Road to Relevance and for her highly respected consulting practice.

Based on that session and from follow-up interviews with Byers, FORUM has assembled a checklist of 19 "must consider" items to review before, during and after strategic planning.

## Expert research is a prerequisite to strategic planning.

Without member data from expert research (when possible) the board of directors risk creating an association that would be perfection itself—but perfection only for the board of directors.

What's wrong with letting the preferences of the board of directors dictate the strategic plan? The most obvious problem is that, statistically, the number of board members will almost always mean the sample size is too small, so individual biases will be amplified disproportionately.

More importantly, strategic planning research is commissioned to discover the needs of the typical member or prospective member. And members of the board of directors are anything but typical. They are committed to the association through good times and bad, are champions of the association's industry, and are willing to give more to the association than they receive. In many associations, this may not describe the typical member.

Expertly collected, professionally interpreted data can let the board step back, get a clear view of the landscape, and take the emotion out of decision-making.

# Look for data in unexpected places.

You may have collected data you didn't know you had, from member requests for particular services or documents to web analytics that will reveal the relative popularity of different areas of your website.

Sales data about programs and services purchase from your association can be particularly valuable. What members say they want is important information, but what they are actually willing to pay for is even more powerful data.

## ☐ Gather input from key stakeholders who won't be represented in the room.

For example, key staff departments and the whale exhibitor who takes 30 percent of your exhibit floor have important stakes in the strategic plan, but it may not be practical to put them in the room during strategic planning.

Hard choices must be made between giving as many stakeholders as possible a physical presence in the room and making the group so large that it becomes difficult to keep people engaged in the process. Sharing data and input from stakeholders who won't be part of the strategic planning process in advance of the meeting gives the board an opportunity to integrate those perspectives into their own thinking before the conversation begins.

# Strategic planning takes strategic preparation

Some association executives have reported occasional cases where a board member has appeared to be seeing meeting

materials for the first time as the meeting began. Nothing sucks the oxygen out of the room faster for those who are well-prepared to commence strategic planning than repeatedly rehashing information supplied well in advance of the event.

Can this be completely prevented? No. Can we take steps to help all participants arrive prepared? Absolutely.

Survey reports seem a dry read, so schedule a 30 to 45-minute webinar with the research company that captured and interpreted member data. This can go a long way to getting participants who may have struggled with the report up to speed. Record the webinar so board members with scheduling conflicts can catch up on their own schedule.

A reminder email with a link inviting anyone who wants to refresh themselves on the survey results before the session begins can be a diplomatic way to remind stragglers that time is short.

And because you can't be sure that your outreach was 100 percent effective, start the session with a very short, "Just to remind everyone, I have two slides with very brief highlights summarizing our research."

#### Insist on Brutal Honesty

The strongest plans are built when the association openly faces the good, the bad, and the ugly. Research data will tell the board what is working well for the association and what is not. Services or programs that are not working become candidates for abandonment or a turnaround. Abandoning a broken service or program is not a failure, it is a successful recognition that the association can better serve its members if that program's resources are repurposed for other member benefits.

Brutal honesty also includes setting realistic goals. If the association or its industry has been contracting for years, setting a 10 percent growth goal for the next 12 months is a disconnect from reality.

And brutal honesty does not permit superficial, cosmetic fixes that mask the symptoms instead of treating the disease. For example, resolving clerical backlogs is an appropriate goal. Later board review of progress toward that goal must take a deep dive to discover if the root cause was addressed or if staff only masked the problem by adding clerical headcount and left antiquated computers and software that were the root cause in place.

## ☐ Include one "Big Hairy Audacious Goal" (BHAG)

Introduced in the book Built to Last: Successful Habits of Visionary Companies by James Collins and Jerry Porras, a BHAG is an aspirational, shoot-for-the-stars goal. Include a BHAG because even when you shoot for the stars and fall short, you'll be amazed at how far you actually went.

At the same time, it is important to identify your BHAG as a stretch goal and not let a BHAG that turns out to be unrealistic take you off course.



# ■ Align CEO and key executive compensation with strategic plan goals.

If your CEO's bonus is linked to total membership and your strategic plan calls for shedding members the association cannot profitably serve, your CEO will at best be torn on how to proceed, and at worst will ignore the strategic plan in favor of maximizing that bonus.

Be prepared to include soft, non-numerical targets in compensation plans. Some important aspects of an association cannot easily be measured; things like engagement, enthusiasm, influence. Coordinating strategic plan goals and compensation programs is critical for success.

## Match departmental goals with strategic plan goals.

If six departments rely on the IT department to get their jobs done but the strategic plan only measures IT's support for three of those six, the other three will quickly find themselves struggling to get needed support.

Any departmental goals must be considered holistically based on the needs of the entire association, and having that department's input before the goals are finalized can prevent serious problems. The wrong goals will create new departmental silos and reinforce existing silos instead of encouraging inter-departmental cooperation.

#### It's all about the members.

It's easy for an association to lose its connection with members and start giving more weight to the association's wants and needs than the members' wants and needs.

Becoming disconnected from members is the beginning of a slow death spiral. Everything associations do must be to serve the membership and enhance the association's value proposition. Associations must see things through the eye of

The board must be prepared to pull the ejector seat lever on any program or service that is not driven by member needs.

# Pick three to five goals.

Remember, in addition to pursuing the newly assigned goals, staff must continue to conduct the daily ongoing business of the association. Meetings must be held, publications must go out, and infrastructure must be maintained.

Adding more than three to five goals on top of staff's existing responsibilities would be unrealistic, so pick the three to five things that would make the biggest difference to the association. If you dump an unpruned wish list on staff, you don't really have a plan.

#### Goals should include a number.

Whenever possible, goals should be quantified. If your goal was "Increase membership" and membership increased

one percent, were you successful? "Increase membership 6 percent in the next nine months and another six percent during the following nine months" is a measurable goal for which a member of staff can be held accountable.

The numbers that are picked need to be realistic. If membership has declined every year for the last 10 years, then it is unrealistic to set a 10 percent growth goal for next year. In that situation, "stabilize next year's member headcount at this year's level" might be more reasonable. Goals have to be based on brutal honesty and accurate data.

## Don't let your current reality constrain your future reality.

In addition to asking "How can department X do its job better," your Chief Staff Officer (CSO) should also be asking "is the job department X does needed at all? And if it is, should current staff perform this task or should we outsource that work?"

Task your CSO with asking the hard questions about which work is best performed internally because the association has special expertise, and which is best performed externally because others have expertise the association cannot match.

In-house vs. outsource for particular functions is a decision for the CSO, but the board is fully entitled to require that these evaluations be performed at reasonable intervals.

#### No unfunded mandates.

It is unrealistic to assign responsibility for a project without assigning a reasonable budget to that project. The person assigned to launch a knowledge management system with no money to pay for the needed software and expertise will become frustrated and quickly abandon that goal, and perhaps even start looking for employment elsewhere.

At its core, strategic planning is about choice. Associations have fixed resources, so they can do one thing or another, spend here or spend there. Launching a new project may involve defunding an old project to free up resources for the new project. It is the board's responsibility to determine which projects receive the association's limited resources of time, expertise, and money.

# Give explicit permission to fail.

By definition, experiments sometimes fail. Assigning staff to launch an experimental program and imposing strict punishment if the experiment fails will either:

- Put undue stress on staff that has done nothing wrong except to follow your instructions, or;
- Encourage staff to protect themselves by burying any evidence of the experiment's failure; unnecessarily squandering association resources by extending the life of a failed experiment that should have been cancelled.

Every association should have some small pilot programs as safe ways to experiment. Sometimes you will get a home





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run and sometimes you will learn emphatically of an important way not to do things.

Staff will never pursue a risky goal if it they believe taking the needed risks puts their jobs at risk. Giving permission to fail gives staff confidence to step off the ledge, take a leap of faith, carry an experiment through to success or failure, and report the outcome swiftly.

## Don't enter a new market where you have no competitive advantage.

Entering a well-served market and taking market share from an entrenched competitor is a huge task. Even beating their current offering is no guarantee of success if the incumbent can easily easily match any new services you plan to supply. Before entering a new market, always consider:

- Possible responses of incumbents, and;
- The current programs or services you will have to defund and abandon to provide resources for the new initiative.

"We can just add this to staff's existing responsibilities" rarely works. Past experience suggests that launching a new program often takes three to five times the board's initial estimates. A successful launch often means taking a staff person away from all other responsibilities for 60 to 90 days, so launching a new service or program should not be taken lightly.

## ☐ An inch wide and a mile deep is better than a mile wide and an inch deep.

If you broaden your market instead of narrowing it you can't differentiate your association. When you try to be everything to everyone you end up being nothing to anyone.

Picking a narrow market moves your offering from "nice to have" to "must have." Once you develop a narrow niche, go for a deeper share of each member.

# ☐ Disrupt your own industry or someone will do it for you.

It's natural to want to protect your sunk costs and continue long-standing business practices. Kodak invented digital photography and then tried to bury the technology to protect their camera film business. Had they had been willing to disrupt their own market and pioneer digital imaging, they might have avoided filing for Chapter 11 Bankruptcy Protection in 2012.

If your industry or your association faces a looming, disruptive competitive threat, you do not want to be the one left with factories that manufacture photographic film and laboratories that process film into print photographs.

One of the jobs of an association is to do for the group things that members can't do for themselves individually. This includes broad thinking about the things that will be disruptive for its members and ways the association can respond.

## Don't freeze what should be a living document.

Strategic plans identify the right strategy—until we discover that the strategic plan was wrong. A strategic plan that is failing to serve member needs must be amended rather than followed blindly into a death spiral.

When do you revise a strategic plan?

- An unforeseen economic challenge: Hurricane, tornado, flood, recession.
- New data that was unavailable when the plan was written. Altering a strategic plan is not a step to be taken lightly. It is only in extreme circumstances that it may be necessary. Let's say that the strategic plan is written in ink, not pencil, but the board of directors keeps a bottle of Wite-Out in a locked safe for extraordinary shifts in the greater environment

## Never let the binder get dusty.

After the strategic plan is written, set dates for those monitoring the plan's progress and name specifically those responsible for ensuring that the plan's progress is reviewed.

In general, the staff's review of the plan should be ongoing and the board should review the plan and progress on the plan at every board meeting.

Although no checklist could cover all contingencies, reviewing these 19 points will give your association's staff and board interesting topics for discussion, and perhaps leave you feeling a little less like Alice as she spoke with the Cheshire Cat:

'Would you tell me, please, which way I ought to go from

`That depends a good deal on where you want to get to,' said the Cat.

'I don't much care where--' said Alice.

'Then it doesn't matter which way you go,' said the Cat.

`--so long as I get SOMEWHERE,' Alice added as an explanation.

`Oh, you're sure to do that,' said the Cat, `if you only walk long enough.'

- Alice in Wonderland, Lewis Carroll, Chapter 6

Charles M. Cohon, CAE, is the CEO and president of the Manufacturers' Agents National Association (MANA). He can be reached at ccohon@manaonline.org.



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# Merely Tchotchke? **Show Some Respect!**

By Connie Arkus

# **Francine Pepitone**

Vice President Business Development InnerWorkings

#### **Jeff Warren**

Director of Business Development **IAHCSMM** 

# **Paul Zuziak**

Owner and Vice President, Sales The Promo Corp

# Terry Wilkinson, PhD, CAE

Membership Manager American College of Foot and Ankle Surgeons



ove 'em? Hate 'em? It seems that we can't live without 'em in the association world. Whether they're pens, microfiber cloths or hand sanitizers, those giveaways that attendees expect at tradeshows, the incentives that members expect for dues' renewals or the swag that staff or board members expect for team building exercises or retreats, are not going away any time soon.

While we may jokingly refer to them as "tchotchke"—defined by dictionary.com as "an inexpensive souvenir, trinket, or ornament" these promotional products are big business for vendors and can be a significant investment for associations. Some are inexpensive but others are at the high end-crystal decanters, designer apparel, etc.—and you can make a case for items in the entire price range, depending on your objective and budget.

We've talked with representatives from two companies that sell promotional products and also several of their association customers to find out about trends for 2019 and how organizations are using the products to build brand awareness.

#### FROM THE SUPPLIER:

## **Francine Pepitone**

# Vice President Business Development InnerWorkings (IW), Chicago

After a successful hotel career at Marriott and Hyatt, Pepitone started her own business in 1994, Francine Marketing Inc., a promotional products firm. In November 2009, her company was purchased by InnerWorkings, Inc. This NASDAQ company is a leading global provider of managed print and promotional solutions that grow brand awareness, enhance attendees' meeting or event experience and reinforce employee reward and recognition initiatives.

# FORUM: What's trendy, in particular, new items we may not have seen yet?

Personal safety and security are emerging themes. Phone, laptop and desktop privacy covers are new and in demand.

Some of the most requested products revolve around technology—Bluetooth is huge, as are wireless charging pads. Phone chargers—designed in unique shapes and colors—are still popular. PopSockets and similar products that attach to the back of your phone as a grip, stand or to wrap your earbuds around, and wristlets or loops to help you hang onto your phone are big.

There's also the Smart Wallet, a thin silicone pocket that attaches to the outside of your phone for storing essentials, such as your driver's license, hotel keycards, business cards and cash. And don't underestimate the practicality of minifans that plug into your phone when you're at a convention in a hot climate.

Retail apparel brands continue on the upswing with clothing ranging in shades of gray to vibrant oranges and blues. Fun, brightly colored, customized socks are popular, along with athleisure wear, such as fleece or light-weight quilted vests. Polo shirts are always in style.

Vacuum-insulated water bottles, especially those styled after S'Well, are a hot item. Popular VIP gifts include wine or whiskey related items, such as an aerating wine pourer, insulated wine tote, natural soapstone ice cubes or a set of bar tools.

# **FORUM:** There are definitely some "staples" in promo items. Tell us about these reliable favorites.

Lapel pins will never go away as long as associations exist! For one association that was celebrating a milestone anniversary, we went back in history to recreate old pins from previous years and conventions and presented them as a collection. They were given as gifts to the governing board members and then sold onsite and online. Members loved them!

Bags aren't going anywhere, either. They're a simple and convenient way to collect items at tradeshows and promote your brand, but they do look different now. Younger attendees want cooler colors, mixed materials and sports backpacks. Bags with ports or built-in chargers are also in demand.

Promoting next year's conference at the current one is still important. A mug with the city's skyline, custom-shaped chocolates, puzzles and other fun items highlighting the location and the date of the convention are essential parts of marketing the meeting and often become conversation pieces.

# FORUM: We often hear that no one has time to attend conferences any more. Are tradeshows still in the mix?

We haven't seen any decline in our tradeshow business. In fact, it's on the rise. Something we have noticed lately are more onsite convention booths and stores selling logo wear, ranging from infant onesies with the association's logo and fun imprints to drinkware—with a sophisticated retail feel. We've designed polo shirts with association or convention logos for board members, who wear them proudly and by doing so, drum up business for the store when attendees ask them where they bought their shirts.

# FORUM: Give us some examples of using promotional items beyond the exhibit floor.

Associations are increasingly more marketing savvy. We are seeing a trend towards networking events and new product/service introductions with promotional products. We recently provided plug-in phone fans and Moscow mule mugs for a Chicago Cubs rooftop networking party for a client. To launch a redesigned website, our associations often send a direct mail piece along with a promotional product.

# **FORUM:** How do you help your clients select the best products for their members?

When we meet with an association for the first time, we tell them about our history and the services we offer. Then we ask them to tell us about their association, their goals and objectives, and what has worked for them in the past and what hasn't. We know that one size does not fit all. We can discuss trends, but I believe we pick up on the nuances specific to the organization, and that's what sets us apart.

We want to make association staffs' lives easier and save them money by coming up with solutions that are within their budget. We offer marketing and printing services, and promotional products are one part of the mix. We also offer our clients the opportunity to view the newest products available by visiting them at their offices with ideas and several appropriate samples or displays and by inviting them to attend one of our promotional products trade shows where they can talk directly with manufacturers.

# FORUM: How did you become involved with the 2018 Association Forum Woman of Influence Award?

As a female entrepreneur and a sole business owner for 15 years before I sold my company, I was excited to hear that the Association Forum wanted to recognize the accomplishments of women in the association field. I talked with Forum CEO Michelle Mason about how I could make a meaningful contribution and was honored that IW was selected to design the prestigious award. I wanted to provide something very special that the recipient would be proud to display. Dawn Sweeney, President and CEO of the National Restaurant Association, received the inaugural award and has set the bar high for future honorees. I'm thrilled to have had a role in recognizing her achievements.

# INSPIRATIONCOLLABORATIONEXPERTISE THEY COME TOGETHER HERE



"I ask a lot of questions when I meet association staff for the first time. It's the staff that knows their members best. If they have member surveys, I find it helpful to review those, too, to get the big picture. A promotional item decorated with your association's logo provides the perfect complement to a multi-faceted marketing program," says Zuziak.

# FROM FRANCINE'S CUSTOMER:

#### Jeff Warren

Director of Business Development International Association of Healthcare Central Service Materiel Management (IAHCSMM), Chicago

#### Paying for the giveaways

For more than 20 years, we have been working with Francine and Erik Chin, Senior Production Manager at IW, on promotional products for the annual meeting of approximately 1400 IAHCSMM members. All of the items we provide in the attendee bags are paid for by a sponsor and display the sponsor's logo—not IAHCSMM's logo. Generally, we include a notebook, pen and water bottle, among other items. But if we don't have a sponsor, we don't provide the item. This way, there's no cost to the association. We also charge a sponsor fee, so we can help fund all elements of the conference.

#### Love those lapel pins

Francine mentioned lapel pins, and they are very big with IAHCSMM members. We provide conference lapel pins with an attached commemorative note to all meeting attendees. Because of the pins' popularity, we are now considering taking this to the next level for those who become certified. Meeting IAHCSMM certification criteria is a huge accomplishment attained over time. While we provide a lapel pin signifying certification at the time it's achieved, we are now considering attaching a congratulatory card to the certification lapel pin. This is one more way to recognize our members' accomplishments.

#### Promoting the location

Like many associations, we promote the future conference during the current one and like to tie in the locale with the item. We also look for something that can be used throughout the year as a reminder about IAHCSMM and the event. We selected bright yellow luggage tags in the shape of a flip flop for the 2019 Anaheim meeting. The save-the-date meeting info is on one side and a blank address card is on the other. I'm pretty sure people took more than one!

# FORUM: What didn't work quite the way you thought it woulds

For a meeting in Louisville, we selected pens with race horses on the top. We ordered 250 each in white, black, red and green, expecting that 2000 total would suffice. Well, we didn't plan for the attendee—actually, there were quite a few—who really liked the pens and wanted a collection—one in each color. We ran

Another lesson learned revolved around trying to find a solution to an existing problem without affecting the member.

We fill our own attendee bags onsite. The shape of water bottles was always a problem. You just can't stack those bags efficiently with a bulky water bottle. Francine and Erik came up with a great idea—collapsible water bottles with a medical motif. They lie flat and the front resembled green scrubs with a stethoscope; the spigot was on top. (See graphic on page 64) No bag landslide with these bottles!

While they looked great and served the purpose, I didn't do my due diligence. Our attendees are infection control, sterilization and decontamination people. They wanted to know how to clean the flat bottle! You really can't—or at least not to their disinfection standards. Lesson #1: Know your members and be able to provide this information accurately to your supplier.

#### FROM THE SUPPLIER:

#### Paul Zuziak

## Owner and Vice President of Sales The Promo Corp, Arlington Heights

Zuziak's background is in journalism and business. He has more than 20 years of experience in the printing and promotional items industries and recently formed The Promo Corp. The company has become a leader in creating online stores for associations to sell custom-branded merchandise.

# FORUM: Francine provided us with many examples of trendy promotional items. Give us a few you frequently recommend to clients.

Any smartphone accessory! Just as Francine said, device grips/mounts, charging pads and silicone sleeves, for example, are popular because everyone has a smartphone and uses it. What's even better is that they appeal to all membership demographics, whether Gen Z, Millennial, Gen X or Boomer. You don't have to worry that you selected an item only one group wants. These products are an effective way to create a memorable impression and to increase association awareness.

# FORUM: You're a fan of selling branded or customized association products. Tell us about this.

We've noticed that many of the healthcare organizations have a very loyal and long-term membership base. Physicians, for example, may join in medical school and continue through residency and fellowships to full member status. They take a lot of pride in their profession and their professional organization. They gravitate towards items that recognize their achievements.

And it's not just the members of healthcare organizations that are offering customized items. We work with the Virginia Sheriff's Association (VSA), and they've been successfully selling decorated apparel, lapel pins, license plate frames and trailer hitches.

# **FORUM:** This sounds like it could be a big investment in inventory.

We understand the concern about inventory, so we offer two options. The first model is pre-purchased inventory where you buy a minimum quantity of branded items; it doesn't have to be a lot. While many of our products are made outside of the U.S., all the customization is done in the U.S. With this model, we stock your items, and they are available immediately for shipping. The second model is made-to-order items, where you don't have to pre-buy. Each item is custom made. It takes a little more time, but you don't spend any money on merchandise until you place an order.

Since many associations aren't sure what their members want to purchase, the made-toorder option is more commonly selected than pre-purchased; however, some associations do both.

# **FORUM:** What about onsite stores at annual meetings?

We're currently working with several associations who are using online stores and/or onsite booth or displays at their annual convention. In fact this year, the American College of Foot & Ankle Surgeons (ACFAS) decided to set up a store at its annual meeting and launched an online store. They were very successful with both.

Generally, we suggest that associations sell online first. Onsite stores, booths, displays or kiosks require a significant commitment to make them successful. There's the cost of designing the store and staffing it, along with promoting it.

# FORUM: Tell us more about online stores

With online stores, we charge a one-time, setup fee for the portal that displays the products, and we maintain it, so staff doesn't have to add this to their responsibilities. The association selects the merchandise and method (pre-purchase inventory, made-to-order or a combination), then we handle stocking, shipping and billing the items. The association receives revenue back from all sales!

While an online store requires marketing on an ongoing basis, it's also available 24/7—it's not just a one-time event. The simplest and easiest form of marketing it is an advertisement or store button on the website homepage. We can work with you on marketing or you can do your own.

#### Marketing examples

Prior to an annual convention, an association week, anniversary or a special "Association Day," you may want to offer a certain percentage off merchandise to increase sales. To promote the discount, associations use articles or buck slips in newsletters, along with Twitter or Instagram messages that display the items.

The National Association of Neonatal Nurses (NANN) sponsors Neonatal Nurses Day every Sept. 15. "We Save Babies" is the event's tagline. They launched their online store in advance of the 2017 celebration to capitalize on the emotion and excitement of this special day, although they promote sales throughout the year via email and social media.

"Starting small, with made-to-order apparel only, allowed us to break into the branded merchandise space while remaining budget conscious," said Molly Anderson, Senior Manager, Marketing and Membership for NANN. "The association continues to expand apparel options and plans to use the online store's firstyear success as the launching pad for offering additional branded merchandise and eventually. an onsite store at the organization's annual conference."

The VSA online store is part of its overall advertising and marketing plan. Its staff posts on Facebook and Twitter, displays a banner ad on its website highlighting the store, publishes articles in its newsletter and sends monthly eblasts. For example, when there's a change in seasons, VSA will announce its fall apparel. They're one of our best examples on how to successfully market an association's online store through various marketing channels to their members.

# FORUM: Are online stores a viable source of non-dues revenue?

Yes, sales are good. Associations might not experience a windfall, but once the site is launched, they do very little to manage it, vet receive money from it. Let's face it, these types of promotional items are a "want" not a "need," but they're a cool member benefit. They're fun, and members get excited about showing off their branded clothes or merchandise. The online store can be a profit center if you market it consistently.

# FORUM: How do you help your clients select the best products for their members?

I ask a lot of questions when I meet association staff for the first time. It's the staff that knows their members best. If they have member surveys, I find it helpful to review those, too, to get the big picture. A promotional item decorated with your association's logo provides the perfect complement to a multi-faceted marketing program.

#### FROM PAUL'S CUSTOMER:

Terry Wilkinson, PhD, CAE Membership Manager American College of Foot and Ankle Surgeons, Chicago

#### Taking the plunge

We launched the ACFAS Logo store at our annual conference in March 2018, less than three months after we signed the agreement with The



"Associations are increasingly more marketing savvy," says Pepitone. "We are seeing a trend towards networking events and new product/service introductions with promotional products."

Promo Corp. We had a limited variety of items from the store on display in our booth, but the complete store was available online for viewing products and placing orders. Attendees took advantage of the onsite conference pricing to buy and take with them items that we had pre-purchased, such as caps, socks and drinkware.

We will continue our onsite Logo Store next year with The Promo Corp and plan to offer several made-to-order clothing items. The most popular items in the ACFAS Logo store are apparel, which include polo and tonal pullover shirts, fleece jackets, scrubs and scrub caps.

#### Before you jump

Our advice for those association staffs planning to operate a store is to do your homework and allow of plenty time before your intended launch date. In developing our store, we reviewed a list of the top-selling 100 promotional products available. Next, we surveyed our board and several committees on the top-10 items they would purchase. We then took this list and began researching product options from the extensive online catalog of available products for both made-to-order and pre-purchase. Paul helped us finalize options that would meet our needs.

In addition to selecting the products, colors, sizes, etc. to offer, you will need time to review the logo placement or branding on each product and oversee the supplier's design and layout of your online store portal where your products are displayed.

#### Member input

We recently created a subgroup of the ACFAS Membership Committee to give advice on current and future items in the store and provide general oversight from the member perspective.

# A FOR-PROFIT PERSPECTIVE:

## GO LOCAL

Blake Batterson, Strategic Account Director for Meeting Tomorrow, a firm that provides audiovisual services to profit and not-for-profit organi-

zations, sees a trend toward contacting a local provider for a product that is connected with the city or state in which the event is being held. It could be food, such as artisanal cheese or salsa or a beverage such as craft beer.

"I don't know if anyone needs another thumb drive, but if the giveaway is a Margarita mix or cooking spices, when I make the drink or cook, I'll remember the event and talk about it," Batterson said. "I may also talk about something I learned from one of the sessions and think, 'When is the next conference?' All good marketing for the organization."

To his point, Batterson's wife has provided a corporate example. When trying to fill goodie bags for 100 insurance partners with a budget of \$10 per person, Leslie M. Batterson, CSP and her colleagues have to be creative.

"Our department has an annual conference, with 100 vendor partners who exhibit on the first day of the meeting," Batterson explained. "As a thank you for their participation, we provide a bag with the typical bottle of water and snack bar, along with some company swag, such as a pen. We also like to add something special.

For the past six years, we've looked for local products in the cities where our meeting is being held. We've purchased items such as soap, candles and muffins. This year for our Dallas meeting, we selected a local baker, Dallas Custom Cookies, who makes cookies in various designs. We asked her for cookies in the shape of the state of Texas with our company logo. We also chose a local rancher who makes beef jerky, Heymann's Drunken Cow Jerky. Both suppliers couldn't have been more accommodating, and our vendors enjoyed the tasty gifts and appreciated the local touch."

Connie Arkus is an experienced association executive who enhances the success of organizations through marketing, communications, publications, and committee and board support. She may be reached at connie76455@comcast.net.

ASSOCIATION FORUM'S

# PARTNERS Make it POSSIBLE

# Convention & Visitors Bureaus

# Bismarck-Mandan

1600 Burnt Boat Drive Bismarck, ND 58503 1-800-767-3555 NoBoundariesND.com visitND@BMCVB.com



#### No boundaries

This is where the city meets the beautiful outdoors. Where an endless sky arches over two cities along the banks of the Missouri River in central North Dakota. No boundaries means the best of both worlds - all the metropolitan amenities you need for your event, along with wide-open spaces and a friendly hometown atmosphere. Bismarck-Mandan has everything you need for an event of any size:

A multi-use arena with 200,000 square feet of exhibit hall space and seating for 10,000 Numerous venue options for meetings of any size More than 3,500 sleeping rooms within 15 minutes of the airport Affordable rates on everything from large and small meeting venues to lodging, meals and transportation Seven golf courses, beautiful parks and riverside walking trails A vibrant, historic downtown with boutiques, dining and nightlife

#### You're our top priority

We also offer something you may not find in larger cities: personalized service. In Bismarck-Mandan, you're not just another event." You're our top priority. We'll work with you on everything from choosing the perfect venue for a gathering of any size to travel and lodging arrangements and all the details that will make your event both successful and memorable. Leave boundaries behind and contact us today to explore the limitless possibilities of Bismarck-Mandan.

# **Destination** Cleveland

#### **Sherry Vale**

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Cleveland has the meetings and conventions infrastructure covered. But it's not just about the logistics, it's about the experience. Here are five reasons Cleveland should be your next meeting destination:

- 5. Hotels are everywhere. Greater Cleveland has nearly 24,000 guestrooms across all major hotel brands, with 5,000 guestrooms in 18 hotels downtown. Add in flexible meeting spaces, art galleries and unique dining spots, and these hotels become destinations in themselves.
- 4. Downtown Convention Center Complex. The high-tech, eco-engineered Huntington Convention Center connects to the 600-room Hilton Cleveland Downtown hotel. The complex includes the Global Center for Health Innovation and is within walking distance to hotels, entertainment districts, sports venues, and lakefront attractions like the Rock & Roll Hall of Fame.
- 3. Walking around is easy. Cleveland has one of the most pedestrian-friendly downtowns in America. PCMA's Convene magazine ranked the Huntington Convention Center of Cleveland No. 4 on the list for "Top 15 Convention Centers in Highly Walkable Places."
- 2. Plenty of food and fun. From lunch breaks to strategy sessions to afterhours revelry, Cleveland is full of restaurants that specialize in large parties. Famed chefs, celebrated restaurants and popular food trucks all call Cleveland home, while the JACK Cleveland Casino and music venues provide a 24/7 nightlife.
- 1. Great Lakes adventures. Summer or winter, Lake Erie gives visitors a chance to enjoy lakeside views and activities. Commission a group adventure with BrewBoat CLE at Whiskey Island, or swim the waters of Edgewater Park Beach. Staying Downtown? Book a jet ski, kayak, paddleboat or board at North Coast Harbor Marina.

# **Grapevine Convention** & Visitors Bureau

Joe Thompson, CMP

Director of Sales 636 S. Main St Grapevine, TX 76051 817-410-3552 jethompson@grapevinetexasusa.com www.grapevinetexasusa.com



Historic Grapevine, Texas, is the go-to destination when planning a meeting in North Texas. Grapevine gives attendees a vintage Texas experience with all the modern-day amenities and facilities necessary to operate a first-class meeting or event. Grapevine offers 20 hotel properties featuring more than 5,700 guest rooms, along with a variety of venues that collectively feature more than 1 million-squarefeet of meeting space. Gaylord Texan Resort recently completed a \$120 million expansion project that includes 86,000-square-feet of additional meeting space and 303 additional guest rooms.

Grapevine is the host to Dallas/Fort Worth International Airport (D/FW International Airport), the premier international gateway in the U.S. With nonstop flights to 58 international des-tinations, 148 domestic destinations and more than 2,000 flights daily, Grapevine is connected to all major cities throughout the

world. A short 10-minute drive from D/FW International Airport makes Grapevine the ideal meeting location.

Grapevine offers a full array of authentic experiences for meeting attendees, includ-ing Grapevine's Urban Wine Trail, shopping, art, golf. Grapevine Vintage Railroad and more. Named a World Festival & Event City by the International Festival & Events Association, Grapevine hosts special events including Christmas Capital of Texas®, with 1,400 events in 40 days; GrapeFest®, the largest wine festival in the Southwest; Main Street Fest; SummerBlast; and more throughout the

The Grapevine Convention & Visitors Bureau will guide you on special events venues, partner programs, entertainment, temporary staffing, transportation and much more. Experience Vintage Texas and create your best meeting, conference or event.

# **Greater Miami** Convention & **Visitors Bureau**

#### **Barry Moskowitz**

Vice President, Convention Sales 305.539.3042 barry@gmcvb.com

701 Brickell Ave., Suite 2700 Miami, Florida 33131



A vibrant and dynamic global hub, Miami offers a stunning array of creative venue options for even the largest meeting needs, including the newly opened Miami Beach Convention Center.

Located in the heart of South Beach, the new Miami Beach Convention Center is a bright, glass-encased facility, featuring nearly 500,000 square feet of versatile exhibition space, more than 180,000 square feet of meeting space, as well as a 60,000-squarefoot grand ballroom, a 20,000-square-foot junior ballroom, and 84 breakout rooms. It is as innovative and tech-rich as it is beautiful.

Along with the new Miami Beach Convention Center, Miami continues to reinvent itself with trendy hotels, a variety of meeting spaces and enhanced infrastructure. Few places in

the world deliver such a thriving mix of international sophistication, natural tropical beauty and authentic cultural diversity as Miami. From picture-perfect weather, pristine beaches, top-rated attractions, to eclectic dining, and a thriving cultural scene, the destination offers endless possibilities for exploration and entertainment.

Flying to Miami is also a breeze, with Miami International Airport (MIA) offering more than 400 flights from around the globe daily and serving more airlines than any other airport in the U.S.

Although these are just a few, there are many more magical highlights awaiting any meeting planner considering Miami as their next meetings destination. Visit MiamiMeetings.com to find out more.

# **Louisville Tourism**

#### **David Kinny**

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#### **Exploring Louisville's Convention Reinvention**

Louisville has steadily become one of the hottest destinations in the U.S. From its booming bourbon renaissance, to its culinary jewels, to its one-of-a-kind attractions, the city offers a menu of things to see and do all wrapped within its hallmark Southern charm. Urban distilleries, burgeoning neighborhoods, classic cocktail bars, great places to eat and iconic attractions and events make Louisville a top destination. Not to mention, Louisville has been revitalized with a \$1B investment in tourism infrastructure. The downtown convention center re-opened in August 2018

after a renovation and expansion. The beautiful new facility boasts over 200,000 square feet of contiguous exhibit space, a 40,000 square-foot ballroom, 52 meeting rooms and experience-driven design. This opening is accompanied by the opening of over 1,000 downtown hotel rooms and two Bourbon distilleries in the past 18 months. With all of this it's no wonder Forbes named Louisville one of the "10 Coolest Cities to Visit in 2018" and Experient says the city is one of the "3 Hottest Destinations in North America Right Now". Learn more at GoToLouisville.com/Meet.

# **Signature Boston**

#### **Bob Pellegrini**

Vice President, Citywide Convention Sales & Hotel Relations 877.393.3393 sales@SignatureBoston.com



Boston offers the most comprehensive event solutions, with award-winning convention centers, cutting-edge technology, a commitment to service excellence and a destination like no other. Not only are we walkable, but Boston gives you access to the most qualified attendee base within a two-hour radius of any city in North America! Our facilities, the Boston Convention & Exhibition Center (BCEC), and the Hynes Convention Center (Hynes), can host events of all sizes and scope, including outdoor events at The Lawn On D Powered by Citizens Bank, a vibrant outdoor event space connected to the BCEC. Both the BCEC and the Hynes are surrounded by a variety of restaurants and attractions, including the Boston Tea Party Ships & Museum, Faneuil Hall Marketplace, Museum of Fine Arts, Fenway Park, African American Meeting House and more! No other city has Boston's incomparable mix of history, culture, entertainment and sports. This variety has contributed to record-breaking attendance and highly successful events across a wide range of industries. To learn more, visit SignatureBoston.com.

# **Synchronicities**

#### Junior Tauvaa

Senior Vice President, Sales & Services Visit Anaheim (714) 765-8847 jtauvaa@visitanaheim.org

#### Mario Bass

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#### Anaheim, Baltimore, San Antonio

Three destinations connected for your success

#### **Enhanced Marketing/Attendance Building**

Optimal attendance is the goal for every meeting. That's why we work to support your strategy through an enhanced marketing campaign. In addition to customized destination marketing tools, Synchronicities works with you to identify key audiences and need areas to build attendance across the three cities.

#### Seamless Knowledge Transfer

The Synchronicities partners work together to seamlessly transition your event across destinations. We share profiles, convention center reports, programs and key learnings from prior years to make your job easier. We can even send service representatives to gain firsthand experience at each of your Synchronicities meetings in preparation for the next.

#### **Customized Welcome Program**

When you're in a Synchronicities city, we roll out the red carpet with an enhanced welcome program that makes attendees feel right at home. Welcome programs are customized to best fit your needs. Examples include hotel signage, welcome desks at the airport, welcome banners, buttons, hats and even customized discount programs.

#### **Financial Booking Incentives**

Book with Synchronicities and a customized financial incentive package will be created to best affect your bottom line. The more cities you book, the more lucrative the financial offerings will be.

#### Synchronicities.us

Synchronicities unites the vibrant cities of Anaheim, San Antonio and Baltimore to give meeting professionals consistent service, customized engagement and an opportunity to maximize ROI. We're committed to making your meetings successful as well as memorable.

# **Tourism Vancouver**

#### Yael Stein

Marketing Manager, M&C 200 Burrard Street Vancouver, BC, Canada ystein@tourismvancouver.com tourismvancouver.com



Join Vancouver in the Canada aisle (#206) at Holiday Showcase and meet our furry friends from Canine Therapy Corp (CTC). In the 6th year of our Corporate Social Responsibility sponsorship of Holiday Showcase, Vancouver encourages attendees to come to our "Stanley Park" booth to meet the therapy dogs and enjoy a little time with a therapy dog. After you have had your puppy cuddle, pack a treat bag for dogs in the CSR station located next to the "Park".

CTC is a local non-profit that has approximately 65 volunteer teams working in pro-

grams across Chicago. Each year they provide 1,400 hours of therapy to more than 5,000 Chicagoans at no charge. Handlers pay for the dog treat themselves. We want to help alleviate their out of pocket costs and provide CTC volunteers with treat bags they can use throughout the year. Let's help alleviate that cost and together start packing treat bags.

Vancouver is a place that connects people and inspires them to live with passion. Please join Vancouver to say thank you to CTC for their efforts to heal and inspire people.

# **Travel Portland**

#### James Jessie

Senior VP of Convention Sales 100 SW Main St., Suite 1100 Portland, OR 97204 503-275-9770 james@travelportland.com meetings.travelportland.com



Welcome to Portland. If you can dream it, you can do it here.

Portland is a one-of-a-kind place with oneof-a-kind experiences. With tax-free shopping, a vast culinary landscape, and the LEED-Certified Oregon Convention Center (the largest convention facility in the Pacific Northwest), it's easy to see why our city was named one of the best places to visit in the world. And we're making it even better with the opening of the new The Hyatt Regency Portland headquarter hotel in winter 2019.

"The new hotel makes the Oregon Convention Center an attractive choice for larger groups. Its LEED certification contributes to the Lloyd District's emerging identity as a pioneer of new strategies for urban sustainability," said Scott Cruickshank, the general manager

of Metro Visitor Venues, which manages the OCC. In addition to the Hyatt Construction, the Oregon Convention Center is also embarking on both interior and exterior renovations including a new outdoor plaza between the new hotel and their amenities.

The Hyatt Regency Portland is a short walk from an ever-growing variety of shopping and dining options in Portland's Lloyd District. Downtown Portland and the Central Eastside are minutes away via MAX Light Rail, Portland Streetcar or Biketown bike share. Visitors can ride MAX directly from Portland International Airport to the hotel.

So, let's plan. Let's play. Let's donut. Let's IPA. Let's shop tax-free. Let's meet.

Let's Portland!

# **Visit Denver**

#### Rachel Benedick

Vice President, Sales & Services 303-571-9417 rbenedick@visitdenver.com 1555 California St., Suite 300 Denver, CO 80202



Welcome to The Mile High City! An outdoor city filled with urban adventure, Denver pulses with an entrepreneurial vibe that makes it an emerging business hub. Then there's the majesty of those ever-present mountain views! Add 300 days of annual sunshine, more than 11,000 downtown hotel rooms, stunning architecture, a thriving chef-driven dining scene and unique off-site venues and you've got the combination for the perfect meeting destination.

Getting to Denver has never been easier. Denver International Airport (DEN) has the third-largest domestic network in the U.S. and airfares nearly 20 percent below the national average. In the last few years, DEN has added nonstops to Tokyo, Paris, London, Reykjavík, Zürich, Panama City and Calgary, joining routes to Munich, Frankfurt and beyond. The international roster now includes 25 nonstops. Once you're here, take the A Line train from

DEN to Denver Union Station in the heart of downtown.

Downtown is home to the best of the city's culinary scene, which has reached its breakthrough moment. Zagat ranked Denver in their top five "Most Exciting Food Cities in America 2017," and 2018 brought a record number of James Beard Award nominations for local chefs.

Denver is always growing! The Colorado Convention Center will soon undergo an extensive expansion that will bring up to 80,000 square feet of new flexible meeting and ballroom space, as well as 50,000 square feet of pre-function space and a 50,000-square-foot rooftop terrace. The expansion will also provide best-in-class technology improvements.

# Visit Greensboro

#### Ava Pope

Director of Sales 2200 Pinecroft Rd, #200 Greensboro, NC 27407 800-344-2282 apope@visitgreensboronc.com www.visitgreensboronc.com



Meet in the Center of it All Meet in the Center of it All! Centrally located in the heart of North Carolina<sup>1</sup>s scenic Piedmont region, and in the middle of the Eastern Seaboard. Greensboro is easily accessible for travel, whether business or pleasure. With 91 area accommodations and nearly 10,500 hotel rooms in Greensboro, we can accommodate your next meeting. Greensboro is home to one of the Southeast's largest convention center, Koury Convention Center, along with the 23,500-seat Greensboro Coliseum. Fun and exciting things are happening: a city of great nightlife, festivals, world-class museums and outdoor recreation, including 90 miles of walking trails. If golf is your game, tee it up in Greensboro. Enjoy over 20 courses year-round.

Major attractions include the International Civil Rights Center & Museum, the Greensboro History Museum, Wet'n Wild Emerald Pointe Water Park, Greensboro Children's Museum and Edible Schoolyard, Downtown Greensboro, Replacement, Ltd., plus the Greensboro Sci-

ence Center with thrill seeking SkyWild and Wiseman Aguarium, the first LEED Certified aguarium in the United States, Greensboro boasts 16 different styles of cuisine and is home to over 500 restaurants. From worldclass haute cuisine to down-home, pit-cooked barbecue, Greensboro1s selection of restaurants offers pleasures of every palate. Greensboro is home to Hops Burger Bar, which is rated one of the Best Burgers by Trip Advisor.

# **Visit Omaha**

#### Mattie Scheeter

National Sales Manager 1620 Dodge St, Ste 1900 Omaha, NE 68102 402-444-4611 mscheeter@visitomaha.com www.visitomaha.com/meetings



Omaha plans to invest \$290 million in its downtown convention district along the city's riverfront.

This transformational 90-acre project will include many "wow" features that will make the area even more attractive for meetings, convention and events throughout the year. Features of the project include a substantial sprawling green space in the middle of downtown with a performance pavilion, botanical gardens, cascading waterfalls, park-side cafes, a sculpture garden, a water cove, urban beach, boardwalk, and a promenade that leads to cantilever overlooks suspended over the river.

This will add to an already robust convention district that includes Omaha's 346,000 square foot convention center with an attached 18,300-seat arena, and more than 3,000 downtown hotel rooms, including two full-service properties directly across the street—one connected via skywalk.

Perhaps the biggest payoff though is time. Not only will you save a lot of it, but you'll also enjoy more of it. With a Walkability score of 85, twelve blocks per mile means you can walk an Omaha block in a New York minute. An

average of 212 days of sunshine per year adds to the appeal of exploring the downtown convention district by foot. Just ask the 40,000+ attendees who travel from across the globe for billionaire Warren Buffet's Annual Berkshire Hathaway Shareholders Meeting, or USA Swimming which will hold the U.S. Olympic Swim Trials in Omaha for the fourth time in 2020, or the NCAA which just finished hosting its 69th Men's College World Series in Omaha.

With millions of dollars being invested in Omaha's downtown convention district, and the city's hotel supply continuing to grow, Omaha's value as a meeting destination is only getting better.

### Visit Pasadena

#### Matt Hourihan

National Sales Manager 300 E Green St Pasadena, CA 91101-2308 626-584-4262 www.visitpasadena.com



Pasadena is located just ten miles from downtown Los Angeles, and is conveniently accessible from all LA area airports and freeways. The Gold Line light rail transports passengers from Pasadena to downtown Los Angeles and points in between.

The state-of-the art Pasadena Convention Center features 130,000 square feet of space for meetings of all sizes, with spacious exhibit halls, an expansive ballroom and 29 meeting rooms. Over 2,500 hotel rooms are available within the city to fit all budgets, 1,200 within walking distance of the Convention Center.

Pasadena provides the rare opportunity to host more personalized meetings, with all the

benefits of the big city. Unique social breakout experiences run the gamut from local teambuilding activities like hiking Eaton Canyon, to popular wine bars, shopping excursions and cultural events with special group rates. The city's convenient layout, in conjunction with an array of world class business and entertainment venues, make Pasadena the perfect destination.

Some of the world's greatest minds have chosen to live and work in Pasadena. Plan your next meeting here and imagine the possibilities. For more information, visit www.PasadenaMeetings.com or call (800) 307-7977.

### **Visit Phoenix**

#### Lorne Edwards

Vice President, Sales & Services 400 E Van Buren Street, Suite 600 Phoenix, AZ 85004 877-MEET-PHX or 602-254-6500 ledwards@visitphoenix.com www.visitphoenix.com



Calling on a well-oiled machine like Visit Phoenix ensures that meeting planners and attendees have all the city's hidden gems and newest must-sees on the itinerary. Phoenix has long been known for its resort collection, dramatic mountains and desert vistas. But billions of dollars in recent investments has now placed downtown Phoenix on the major convention circuit. The urban core surrounding the Phoenix Convention Center is growing and evolving daily. Thanks to an influx of entrepreneurs, visionaries, students and artists, the city is brimming with youthful energy. Colorful murals dot the streets, new restaurants and bars are opening on a regular basis, and innovation is thriving.

The Phoenix Convention Center offers nearly 900,000 square feet of flexible event space, 312,500 square feet of continuous exhibit space connecting the North and West buildings, 99 meeting rooms and a 200-seat lecture hall. This state-of-the-art meeting

space is complemented by more than 3,800 guest rooms in downtown Phoenix.

The city's hotel and event facilities, paired with an extensive variety of dining, bar and entertainment options, also make the destination an attractive location for mega sporting events. Greater Phoenix is a tried-and-true sports city and was recently awarded Super Bowl LVII in 2023 and the NCAA Final Four in 2024.

At Visit Phoenix, the Sales and Services teams are ready to connect planners with members of the local community who best align with their group's strategies and objectives. The city's growing knowledge economy includes leading biomedical institutions and facilities, a significant growth in tech companies and the expansion of Arizona State University's downtown Phoenix footprint.

### **Visit Seattle**

#### Kelly Saling

VP, Convention Sales 701 Pike Street Seattle, WA 98101 206-461-5800 ksaling@visitseattle.org visitseattle.org/meetings



Seattle opens the SUMMIT building in Spring,

SUMMIT is a place that not only connects the city's most vibrant neighborhoods, it celebrates Seattle's past and future. Its forwardthinking pioneers, fearless entrepreneurs, and contagious spirit continue to draw associations from every industry, all over the globe.

With nearly 250,000 square feet of total exhibit space and over 570,000 square feet of totl event space, Summit is a fantastic complement to the city's 20% increase in hotel

Beginning in 2022, you'll have the opportunity to join the next part of Seattle's story.

A part that will be the catalyst for creativity, curiosity and custom local experiences with meeting spaces, an outdoor garden terrace and endless ways to bring together the best minds of yesterday, today and tomorrow.

Book your next event here or at our existing building on Pike Street.

Learn more at visitseattle.org/conventioncenter.

# November/December 2018

Association Development Solutions	www.adsfundraising.com	Back Cover, Inside Front Cover
Barnes & Thornburg	www.btlaw.com	7
Bismarck Mandan CVB	www.bismarckmandancvb.com	15
Boston Convention Marketing Center	www.signatureboston.com	5
Choose Chicago	www.choosechicago.com	50
Conferences i/o	www.conferences.io	33
Cook and Kocher Insurance Group	www.cookandkocher.com	2
Destination Cleveland	www.gotocleveland.com	37
eShow	www.goeshow.com	49
Executive Director, Inc.	www.execinc.com	29
Grapevine CVB	www.grapevinetexasusa.com	41
Greater Miami CVB	www.miamiandbeaches.com	47
Greensboro CVB	www.visitgreensboronc.com	57
Higher Logic	www.higherlogic.com	43
Illinois Realtors	www.illinoisrealtors.org	25
InnerWorkings	www.inwk.com	18
Interpro Translation Services	www.interproinc.com	55
Kellen	www.kellencompany.com	27
Keppler Speakers Bureau	www.kepplersspeakers.com	15
Louisville CVB	www.gotolouisville.com	19
Rheumatology Research Foundation	www.rheumresearch.org	23
Synchronicities	http://synchronicities.us/	35
Tourism Vancouver	www.tourismvancouver.com	61
Travel Portland	www.travelportland.com	77
Visit Charlotte	www.charlottesgotalot.com	16
Visit Denver	www.denver.org	8
Visit Omaha	www.visitomaha.com	12
Visit Pasadena	www.visitpasadena.com	3
Visit Phoenix	www.visitphoenix.com	Inside Back Cover
Visit Seattle	www.visitseattle.org	11







# January

- Creating LBGTQ-Inclusive Meetings and Events 11 a.m. – 12 p.m
- Component Relations SIG: Awkward. Working Through Clumsy Conversations with Volunteers 9 - 10:30 a.m.American Society of Anesthesiologists 1061 American Lane, Schaumburg, IL 60173
- Communications SIG 9 - 10:30 a.m.
- 8 a.m. 12 p.m. This inaugural event will focus on issues and trends facing association leaders in the areas of finance, HR and administration. This program will engage you, and other key decision makers, in critical conversations regarding finance, HR and administration

topics that are timely in today's marketplace.

Marketing SIG: Video Marketing 9 - 10:30 a.m.

Finance & HR Roundtable

- SmartTech Conference 9 a.m. - 4:30 p.m.OLC Education and Conference Center 9400 W Higgins Rd Ste 100, Rosemont, IL, 60018-4975
  - **Book Publishers Conversation Circle** 9 – 10 a.m.

# **Online Learning**

Easy-to-access on-demand education always available for the association professional on-the-go. Expand your knowledge and earn CAE credits at your convenience.

pathlms.com/association-forum

# **Lebruary**

- #2/COO SIG 9 - 10:30 a.m.
- **International Conversation Circle** 8:30 - 9:30 a.m.
- Association 101: Suburban Location! 9 a.m. - 4 p.m.OLC Education and Conference Center 9400 W Higgins Rd Ste 100, Rosemont, IL, 60018-4975
- Second Annual Welcoming Environment® Summit 9 a.m. - 4:30 p.m.Institute of Food Technologists 525 W Van Buren Street, Suite 1000, Chicago, IL 60607
- Association Management Company SIG 9 a.m. - 10:30 a.m. 8735 W. Higgins Rd. Suite 300, Chicago, IL, 60631
- C-Suite Breakfast: Re-Imagine Your Value Proposition by Developing a Pivot Ready Culture 9°a.m. – 4:30°p.m.
- Meeting Professionals SIG 9 - 10:30 a.m.
- What Associations Should be Thinking About Now to be Ready for Tomorrow 11 a.m. – 12 p.m.

# House Calls—We Bring the Program to You!

An Association 101 house call delivers high quality education to your staff on your preferred date and without having to leave the office. This is available for groups of at least 15 and you will get a discount on the standard member rate. Contact education@associationforum.org to learn more.

Events listed here are Association Forum programs. Further details and registration information can be found at www.associationforum.org. Programs are subject to change.

Shared Interest Group Events

Webinars

Location is Association Forum, 10 S. Riverside Plaza, Suite 800, Chicago, 60606, unless otherwise noted.

### **Promotions** and Changes



James M. Drinan, JD, has announced his retirement as CEO of the American Planning Association (APA), a position he has held since 2014. Prior to joining the APA, Drinan was

the executive director of the American Association of Endodontists and the associate executive director of the American Association of Orthodontists. He began his career as a federal attorney for the US Department of Health and Human Services. Drinan was the recipient of the 2017 Samuel B. Shapiro Award for Chief Staff Executive Achievement, the highest honor that Association Forum bestows on an association professional. Drinan plans to relocate to Ft. Myers, Florida in early 2019.



Jim Clarke, CAE, the vice president of public policy for the American Society of Association Executives has announced his retirement after more than 20 years with the organization. Prior to joining ASAE, Clarke served as a staffer on Capitol Hill, most notably as chief of staff for Rep. William F. Clinger, Jr (R-PA). He was recently

named Lobbyist of the Year by CEO Update. Mary Kate Cunningham, CAE, currently the senior director of public policy for ASAE, will assume the role of vice president, public policy effective upon Clarke's retirement in January 2019. Cunningham has been with ASAE since 2012 and previously worked for the Federation of American Scientists and the House Committee on Armed Services.



Sabrina Kidwai, APR, CAE, has joined the National Association of Bond Lawyers (NABL) as marketing and membership director. Kidwai was previously the senior manager, public

relations for the American Society of Association Executives (ASAE). Prior to joining ASAE, she was the media relations manager for the Association for Career and Technical Education (ACTE). Kidwai is currently the president of the Public Relations Society of America—National Capital Chapter (PRSA-NCC).



The American College of Osteopathic Family Physicians (ACOFP) has named Bob Moore, MA, CAE. executive director of the organization, effective December 1. Moore

joins ACOFP from the American Dental Hygienists' Association, where he served as chief operating officer. Previously, he served in leadership roles at the Technology Councils of North America (TECNA), the Institute of Food Technologists (IFT) and Smith-Bucklin. Moore is a Diversity Executive Leadership Program Scholar (DELP) with ASAE and currently serves as the chair of Association Forum's Welcoming Environment committee.



Pat Blake has been named CEO of the Heart Rhythm Society (HRS). She will assume the role in March 2019. For the past 16 years, Blake has been the CEO of the American Society

of Gastrointestinal Endoscopy (ASGE), where she oversaw the substantial growth of the organization. She previously held leadership positions at the American Academy of Neurology (AAN) and the Emergency Nurses Association (ENA). Blake has served as chair of the Association Forum board of directors, as well as chair of the finance committee, the nominating committee and the Honors Gala steering committee. In 2014, she was awarded Association Forum's Samuel B. Shapiro Award for Chief Staff Executive Achievement.



Moe Malek has been promoted to project manager, membership and emerging programs for Association Forum. She was previously the manager, membership and engagement. In

her new role. Malek will take an active role in the supporting the executive office with the development of emerging programs and initiatives. Prior to joining Association Forum, Malek was a membership data specialist at the American Academy of Pediatrics.



Jenny Lynch has joined Visit Indv as national sales manager. In this role, she will cover the Chicago, Wisconsin and Minneapolis markets. Lynch was previously the regional director of

sales for the Midwest at VisitDallas and national convention sales manager for the Midwest for Visit-Norfolk. She has a bachelor's degree in Hospitality and Tourism Marketing from Strayer University and has earned her Travel Marketing Professional, Certified Travel Industry Specialist, and Certified Tourism Ambassador certifications.



Ashley Robbins, CAE, IOM has been promoted to director of membership at the International Association of Lighting Designers (IALD). She was previously a membership manager

for the organization. Prior to joining IALD, Robbins held positions with Australian Institute of Management (AIM) and Chicago Medical Society (CMS). She earned a Bachelor of Science in health science from Ball State University.

### **News and Awards**



Dawn Sweeney and Abe Eshkenazi, CSCP, CPA, CAE, have been named Trade Association CEO of the Year and Professional Society CEO of the Year, respectively, by CEO Update. Sweeney is the president and CEO of the National Restaurant Association and was the inaugural recipient of Association Forum's Woman of Influence

Award. Ashkenazi is the CEO of APICS and APICS Supply Chain Council and will be a guest speaker at this year's CEOnly Summit at Holiday Showcase.



Jamari Trent, founder and CEO of Iramaj and formerly the senior manager, education and program development for Association Forum, has been named a 40 Under 40 honoree from

the Young Women Professionals League (YWPL), award annually to forty up-and-coming women leaders in the Chicago community. Trent will receive the award at a ceremony at the DuSable Museum of African American History on November 14.

### New Association Forum Members

#### Individual Members

Richard Barcelo, Visit Charlotte

Lucy Beck, American Society for Clinical Pathology

Mary Bradford, Council of Supply Chain Management Professionals

**Michael Bruening**, Better Business Bureau Educational Foundation

David Caruso, HighRoad Solution

Jean Davis, American College of Chest Physicians

Nicole Dreabit, C Management Inc.

Diane Enos, Academy of Nutrition and Dietetics

Danielle Foisy, Transportation Management Services

Erin Fuller, MCI USA

Jonathan Krishnan, DelCor Technology Solutions

Danna Lilly. Meet in South Carolina

Linda Maclachlan, entara

Eileen McCarthy, Strategic Management Society

John Mele

JP Moery, The Moery Company

Ryan Nyerges, entara

Jessie Pare, Society of Gynecologic Oncology

Stephani Peterson, Careers in Nonprofits

**Becky Roberts**, American Academy of Dental Sleep Medicine

**Denise Roosendaal**, Institute for Credentialing Excellence

Susan Svehla, MVCC

Diane Svehla, MVCC

Michelle Wroblewski, RSM US LLP



# The Big Business of Meetings

The meetings and events industry continues to make a big impact on the U.S. economy. To demonstrate just how big that impact is, our friends at the Meetings Mean Business Coalition put together this helpful infographic.

For more information, visit **www.meetingsmeanbusiness.com**.

#### WHY MEETINGS AND EVENTS MATTER









#### MEETINGS ARE CRITICAL TO THE U.S. ECONOMY

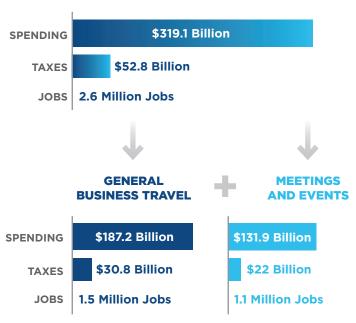
#### One of the largest travel industry sectors accounting for:

- 12.7 percent of all travel spending
- \$131.9 billion in direct travel expenditures by meetings and events
- \$22 billion in tax revenue for local, state and federal governments generated by direct travel expenditures
- Four out of every 10 dollars spent on business travel in the U.S. can be attributed to meetings and events - proving its significant value to national, state and local economies.

#### One of the travel industry's largest employers, providing:

- 1.1 million travel-generated jobs
- \$35.4 billion in travel-generated payroll

#### **BUSINESS TRAVEL (DIRECT)**



2017 Data

<sup>\*</sup>Economic impact data for meetings, conferences and conventions includes trips of 50 miles or more one way away from home or one or more nights in paid accommodations.

# LET'S PLAN. LET'S MEET. LET'S PORTLAND!





The Oregon Convention Center is also going through an exciting renovation, which will also be completed at the same time as our new Hyatt Regency Portland (Winter 2019). See for yourself why Portland makes planning the easy part.

\_travel PORTLAND



# WELCOME!

#### Greetings!

It was 30 years ago when Association Forum visionaries created the first Holiday Showcase. It was, according to the first welcome letter in the 1988 Program Guide, created to "meet your professional and supplier colleagues in a festive yet serious environment." Today, 30 years later, the vision of Holiday Showcase remains the same—to provide our community with a productive and enjoyable moment to conduct business, learn, share, meet colleagues and strike up a conversation with new contacts.

We've come a long way since 1988. We manage our organizations differently today. These changes have been impacted by technology, demographic shifts, increased expectations from all our stakeholders to name a few. Association Forum has changed as well. As you will see in our timeline wall, we celebrate key milestones of our journey including the creation of a Healthcare Collaborative that bi-annually assembles the healthcare association leadership in Chicago designing an Emerging Leaders Program to support our future leaders and their professional pursuits, our support of women who represent 69 percent of our membership through an expanded Women's Executive Forum Initiative, the re-imagination of our Association Forum Foundation and so much more.

Perhaps one of the most important roles we can play as association executives is to create and model behavior that reflects the diverse communities we serve. Association Forum is committed to diversity and inclusion in our associations and our industry. Today, it is more vital than ever that diverse voices be recognized and elevated in our communities. This spirit of inclusion, our Welcoming Environment® initiative, permeates all we do, including your experience at Holiday Showcase 2018.

We define a Welcoming Environment® as the creation of a sense of belonging and connectedness that engages individuals in an authentic manner in which uniqueness is valued, respected and supported through opportunities and interaction. We want your experience with us at Holiday Showcase to be one that is comfortable, inclusive, empowering—we want you to open the door for innovation, meet new people, increase your participation through trying new things and elevate your sense of community and belonging.

### From Holiday Showcase, You Can Go Anywhere!

As we celebrate the past, and recognize the opportunities of today, we also look to the future with great anticipation. We believe Holiday Showcase has been an important moment in time for all of us, each in our own unique way. This year's Holiday Showcase is a celebration of each of our journeys. We are committed to ensuring the same association career pathways are open to all people, regardless of their color, creed or orientation.

#### Our future depends on it.

Thank you for sharing your journey with us at Holiday Showcase 2018 and throughout the year. With your help, we will make this Holiday Showcase moment a meaningful one for all our attendees.

Michelle Mason

Michelle Mason, FASAE, CAE President and CEO Association Forum

Lynne Thomas Gordon, CAE **Executive Director** American Association of Orthodontists Chair, Association Forum 2018-2019



#### #HS30 @AssocForum

### Holiday Showcase® 2018 Schedule of Events

7 a.m. – 4 p.m.

Registration open

7:30 - 9:50 a.m.

CEOnly® Summit\*

8 - 9:50 a.m.

General Education

Sessions

10 a.m. - Noon

Keynote &

Networking Brunch

Noon – 4 p.m.

Tradeshow

4 - 5:30 p.m.

Closing Reception

#### **CEOnly® Reception**

Wednesday, Dec. 12 | 4:30-6:30 p.m.

The Plaza Ballroom at the Hyatt Regency Chicago

### **Holiday Showcase Opening Reception**

Wednesday, Dec. 12 | 6-8 p.m.

The Living Room Lounge at the Hyatt Regency Chicago

### **CONTENTS**

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86 CEOnly® Summit\*

87 Association Forum Booth

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93-95 Exhibitor List

Holiday Showcase attendees can expect to earn the following CAE credits:

General Education – Up to 2.0 CAE hours/Up to 2.0 CMP

CEOnly® Summit – Up to 2.0 hours

Keynote Brunch – Up to .75 hours

Tradeshow Education – Up to 1.0 hours

 $Questions: please\ contact\ education@association for um.org$ 

### Stay connected at Holiday Showcase—Download Forum Events!



Download the **Association Forum Events** app for a mobile guide to Holiday Showcase, including:

- Attendee info
- Exhibitor list and tradeshow map
- Conference schedule
- Speaker bios
- Prize and giveaway details!

Your login and unique password for the Association Forum Events App can be found in your express check in email.

To download the app from the App Store or Google Play, search for **"Forum Events"**.







<sup>\*</sup>The CEOnly Summit is reserved for current association CEOs only. Additional registration fees apply.

# Holiday Showcase 2018 Schedule

**CEOnly® Reception** 

Wednesday, Dec. 12 | 4:30-6:30 p.m.

The Plaza Ballroom at the Hyatt Regency Chicago

Sponsor: CHICAGO **Holiday Showcase Opening Reception** 

Wednesday, Dec. 12 | 6-8 p.m.

The Living Room Lounge at the Hyatt Regency Chicago



Thursday, Dec. 13

# Registration open 7 a.m. - 4 p.m. sponsor



	West Tower East Tower							
Rooms	Regency C	Columbus A/B	Columbus C/D	Columbus E/F	Columbus G	Columbus H	Columbus I/J	Columbus K/L
8 - 8:50 a.m.	7:30 a.m. start  CEONLY® SUMMIT: MINDFULNESS: A CEO'S COMPETITIVE ADVANTAGE	MARKETING YOUR CONFERENCE: TOOLS AND TRICKS TO DRAW YOUR LARGEST CROWD YET	MEASURING WHAT MATTERS	DIGITAL BADGES: GIVE DIGITAL IDENTITY & VIRAL MARKETING IMPACT TO YOUR EDUCATION & CERTIFICATION PROGRAMS		NON-DUES REVENUE AS A KEY TO MEMBER SATISFACTION (PART ONE)	THE CAREER PATH MORE OR LESS TRAVELED	SEE YOU AT THE MOVIES: ONE ASSOCIATION'S BIG BET TO TELL THEIR MEMBERS' STORY
	Title Partners:		Sponsor:				Sponsor:	Sponsor:
	Vetted Solutions  DALLAS		XX ALTOGERHER				VISIT	DESTINATIONS INTERNATIONAL
8:50 - 9 a.m.	VISITPHOENIX	BREAK (10 min	utes)					
	seattle	BUILDING BUZZ: EXPANDING YOUR	INNOVATION AS A LEARNED	BUILDING A CASE FOR INNOVATION:	GETTING STARTED WITH	NON-DUES REVENUE AS A	THE WIN-WIN FOR PLANNERS &	FOSTERING AN INCLUSIVE
	Supporting Partner:	CONFERENCE'S REACH	BEHAVIOR	AN ADA CASE STUDY	SUSTAINABLE EVENTS	KEY TO MEMBER SATISFACTION	SUPPLIERS THROUGH	WELCOMING ENVIRONMENT
	Conference Direct					(PART TWO)	MEETING METRICS FROM THE	Sponsors:
9 - 9:50 a.m.	Breakfast Partner:  OpenWater				Partner: events industry council		CHICAGO AREA ASSOCIATION COMMUNITY Sponsor:	ASSOCIATION FORUM Foundation travel PORTLAND
							THE PALM BEACHES	
9:50 - 10 a.m.		BREAK (10 min	utes)				CTM Note that To Ship in Female	
10 a.m. - Noon	KEYNOTE & NETWORKING BRUNCH: FROM HITCHCOCK HIGH TO THE NFL: I AM MICHAEL SAM SPEAKER: MICHAEL SAM FORTY UNDER 40® HONOREE RECOGNITION  Brunch Sponsor:  Keynote Sponsors:  Keynote Spon							
Noon - 4 p.m.	TRADESHOW OPEN							
4 - 5:30 p.m.	CLOSING RECEPTION  AMERICAN CRAFT KITCHEN & BAR   HYATT REGENCY CHICAGO   MAIN ENTRANCE LEVEL  Sponsor:  PHILAD DELPHIA  W Visitors Bureau  FRANKLY PHILA DELPHIA							

### **Experience Partners:**















# Keynote & Networking Brunch From Hitchcock High to the NFL: I am Michael Sam

Revered for his unwavering courage, graciousness and fortitude, Michael Sam inspires with his personal journey of triumph over intense adversity. Authentic and heartfelt on the stage, his candor empowers audiences to overcome their own impediments to self-truth, love and acceptance.

After ending his career at The University of Missouri as a consensus All-American and SEC Defensive Player of the Year, Michael Sam made history in 2014 when he became the first openly gay player ever drafted by an NFL team. Now with an inspiring story of a small-town Texas football star who kept his secret from the world, Michael shares his triumphs over hardships, valuable lessons on leveraging individual personal strengths to pursue one's dreams, and lessons learned from key mentors in his life. Being true to yourself, remaining gracious and strong, and tackling life's challenges—this is the story of Michael Sam.

From Holiday Showcase, You Can Go Anywhere: The selection of Michael Sam as the keynote speaker is representative of Association Forum's commitment to providing a Welcoming Environment® and ensuring that the same pathways are open to all people, regardless of their color, creed or orientation.

10 a.m. - Noon Grand Ballroom

Keynote Brunch – Earn up to .75 CAE hours!

Thank you to the generous sponsor of the Networking Brunch:



**Brunch Keynote Sponsors:** 





After brunch, stop by the Keppler Speakers booth (918) to meet Michael!

# **Celebrating Our Past!**

Stop by the Timeline Wall located next to registration to see how Holiday Showcase and Association Forum have grown over the past 30 years.





As we look ahead, we want to know your vision on how a Welcoming Environment® will shape our collective future! Fill out your answers to one of our question cards throughout the registration area and a visual artist will create a graphical representation of the cumulative answers on the tradeshow floor at the Future Wall Mural!

We want to hear your story! Visit associationforumvoices.gv-one.com and record a short video about your experiences with Holiday Showcase. We'll post the best ones on social media!

# Thank You Holiday Showcase Volunteers

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Supporting Partner

Breakfast Partner













**CEOnly® Reception Partner** 



**Opening Reception Partner** 



**Closing Reception Partner** 





**Brunch Partner** 



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### **Experience Partners**

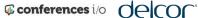






































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#### Strategic Partners

















#### **Year Round Partners**































### Thank You to Our AIMM, Healthcare Collaborative ı and Association Forum Foundation Partners! ı

### **Association Industry Meeting Metrics (AIMM) Partners**































#### **Healthcare Collaborative Partners**

Founding Partners

Title Partner

**Association Partners** 













### **AF Foundation Strategic Partners**





# **CEOnly® Summit\*:** Mindfulness: A CEOs Competitive Advantage

Room: West Tower, Regency C 7:30 — 9:50 a.m. Earn 2.0 CAE hours!

Get more details in the app! #HS30 @AssocForum

In today's business climate, demands are increasing, human capacity is shrinking and stress is at an all-time high. We are running out of space at work and in our lives and it is time to intentionally reprogram our human capacity to do more, have more and give more through a simple approach called mindfulness.

Mindfulness is the practice of paying attention to your life on purpose with more awareness, compassion, and curiosity. It's a high level of energy and attention in the present moment and allows you to do more with less. Research shows unlimited benefits to mindfulness from cognitive ability to improved health.

Join two prominent CEOs in this CEOnly® Summit as they share real life stories of how they used mindfulness to overcome life's challenges and become a mindful leader who stays present and calm in a sea of chaos and stress. Participants will leave knowing how to use mindfulness as their competitive advantage for getting ahead, producing results, staying focused and energized, inspiring a team, and handling their environment with a clear vision and purpose.

### **Keynote and Conversation Weaver:**



Kristen Johnson Brogan Chief Mindful Living Officer On Target Living

#### **Guest Speakers:**



Abe Eshkenazi, CSCP, CPA, CAE Chief Executive Officer APICS I APICS Supply Chain Council



Stephen P. Stahr, CAE Chief Executive Officer Million Dollar Round Table

### Thank You to Our Holiday Showcase CEOnly® Summit Partners:

Title Partners

Supporting Partner

Breakfast Partner

**Vetted**Solutions





OpenWater

<sup>\*</sup>The CEOnly Summit is reserved for current association CEOs only. Additional registration fees apply.

### **Spend Time with Some Helpful Pooches!**

Association Forum's commitment to Corporate Social Responsibility (CSR) continues with an all new partnership: Canine Therapy Corps!

Seasonal depression, stress and emotional distress caused by the holidays impacts many of our members and community during this season.

Stop by the CSR area next to Tourism Vancouver (Booth 107) and discover how therapy dogs help individuals impacted by mental health disorders. You will also find additional tools and resources on mindfulness, emotional disorders and mental health awareness.

Not only that, but there is a way for you to support these helpful pooches! Attendees are encouraged to assist in stuffing doggy stockings with dog treats/toys benefiting Canine Therapy Corps.

Canine Therapy Corps, Inc. empowers and motivates individuals to improve their physical and psychological health and well-being by harnessing the human-animal bond; provides goal-directed, interactive animal-assisted therapy services free of charge using volunteers and certified therapy dogs; and advances animal-assisted interventions through research and collaboration.

Corporate Social Responsibility Partner:



**#VanGiving** 





Association Forum is showcasing the best of Forum and our Chicago community. Stop by to learn about Association Forum's connected community and how we develop and deliver powerful experiences in a fun, welcoming environment.

- Visit the Association Forum booth to learn about how we create a welcoming environment for our
  community. When an association values differences and creates a welcoming environment—one that is
  comfortable, inclusive, and empowering—it opens the door for innovation, increased participation and
  an elevated sense of community and belonging for all. Join or renew your membership, register for an
  upcoming program, and learn how we can support your career.
- **Pop-Up POV:** Jump in and share your point of view at a Pop-Up POV session. These informal learning opportunities give you and your peers the chance discuss the most pressing issues facing the association industry.

Pop-Up POV sessions will take place at **Booth 310** during the following times:

1:30 - 1:50 p.m.

2:30 - 2:50 p.m.

3:30 - 3:50 p.m.



# Partner Pavillion:











Get more details in the app! #HS30 @AssocForum

Earn up to 2.0 CAE/2.0 CMP hours!

8-8:50 a.m.

Room: Columbus A/B

Marketing Your Conference: Tools and Tricks to

Draw Your Largest Crowd Yet Speakers: Angela Darrow and Tim Trsar



8-8:50 a.m.

Room: Columbus C/D

Measuring What Matters

Speaker: Janice Wiitala

When leveraged well, data analytics provide actionable insights. It can ensure we fulfill our promise of value. It can help association leaders track our member's journey of engagement and help them convert from mailbox members to lifetime champions.

This session will review sample dashboards, metrics, and methods for visualizing association metrics.

Examples include:

- Membership Dashboard that includes measures for engagement, experience, strategy and outcomes.
- "For Love or For Money" assessment of services offered and their alignment to mission or margin.
- Google Analytics measures of online engagement.
- Market sizing, opportunity and value assessment.
- Enterprise Risk Assessment.

Sponsor: HIGHER LOGIC

8-8:50 a.m.

Room: Columbus E/F

Digital Badges - Give Digital Identity & Viral Marketing Impact to Your Education & Certification Programs

Speakers: Joe McClary and Susan Manning, Ed.D

Continuing education, training and credentialing are some of the most substantial association offerings today. This session will inform attendees how to leverage open digital badges to supercharge their programs and create viral marketing exposure for their programs. Open digital badging is one of the hottest global trends in continuing education, training and credentialing. For this session, two of the globe's foremost experts will share secrets for how an organization can leverage this powerful new technology to take their programs to the next level.









Get more details in the app! #HS30 @AssocForum

Earn up to 2.0 CAE/2.0 CMP hours!

8-8:50 a.m. (Part One) 9-9:50 a.m. (Part Two)

Room: Columbus H

Non-Dues Revenue as a Key to Member Satisfaction

Speaker: Barbara Arango

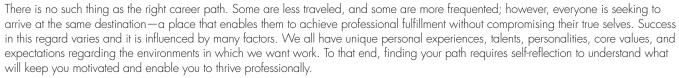
Non-dues revenue is not only vital to the health of associations, but it is a key to member satisfaction. Attendees will gain insight into how industry partnerships can enhance the association in ways that lead to increased member satisfaction. Small associations without dedicated development team members will learn the best practices in developing and managing industry partnerships to maximize non-dues revenue. The Member Satisfaction Cycle will be presented as a model to understand the relationship between industry partnerships and member satisfaction. Attendees will then develop their own development plans based on tips and tools presented.

8-8:50 a.m.

Room: Columbus 1/1

The Career Path More or Less Traveled

Speakers: Hazel Oreluk, Tyler Eble and Holly Schambach



Join this session to hear from a diverse range of association professionals as they discuss the career paths they've taken, the adversity they've overcome along the way, and the lessons they've learned that you can apply in your own professional pursuits. Speakers will include representatives from cohorts like Young Professionals, the Women's Executive Forum, and the Welcoming Environment community.



8-8:50 a.m.

Room: Columbus K/L

See You at the Movies: One Association's Big Bet to Tell Their Members' Story

Speaker: Eric Schneider

The challenge of feeding the 9 billion people that will inhabit our planet in 2050 creates an extraordinary challenge and one that must be met with innovation and sound science. However, food scientists were frustrated with misinformation causing the public and policy makers to question the essential role of science in our food system. The Institute of Food Technologists (IFT) was called to act on behalf of its members and to amplify the voice of their profession. A sizeable investment, an Academy Award nominated director, Neil deGrasse Tyson and four years later, one of the best reviewed and most controversial documentaries of the year hit theaters around the world.

Find out the risks and rewards, trials and tribulations, of using film to tell the story of global professional impact on behalf of association members.









Get more details in the app! #HS30 @AssocForum

Earn up to 2.0 CAE/2.0 CMP hours!

9-9:50 a.m.

Room: Columbus A/B

Building Buzz: Expanding Your Conference's Reach

Speakers: Kerry Amato, CAE and Stephanie Denvir, CAE



9-9:50 a.m.

Room: Columbus C/D

Innovation as a Learned Behavior

**Speaker:** Dr. Karen Bartuch

There is a greater demand for innovation today. For organizations, it is table stakes for a competitive advantage, long term growth and member and customer satisfaction. For individuals, it sets you apart and could mean exponential financial gain. But some organizations and people are just better at it than others, right? Wrong! Unlock your inner innovator at this session and learn more about the science of creativity and innovation and practical tips on how to incorporate it into your daily lives.

9-9:50 a.m.

Room: Columbus E/F

Building a Case for Innovation: An ADA Case Study

Speaker: Bill Robinson

The American Dental Association has been remarkably successful throughout its 159-year history. It seems like all associations are struggling with how to attract new and younger members while still respectfully meeting the needs of current members who have built such a strong organization—the ADA is no different. Years of research and membership data suggested that the organization was slowly becoming less relevant as the industry changed and younger professionals wanted different things from their association. The ADA embarked on a comprehensive project to explore its business model and has chosen to form a new company to help members across the span of their career. This session will focus on how to create the environment that gives leaders the courage to support innovation—even when the results are not guaranteed.

### The education continues on the tradeshow floor!

Stop by the Association Forum membership booth for the following educational opportunities included with your tradeshow floor admission:



Why CSR Matters 1:00 - 1:20 p.m.

Presented by: Rachael Riggs Manager - Meeting & Convention Sales -Chicago/Midwest Tourism Vancouver



Harnessing the World's Largest Focus Group to Make Informed **Marketing Decisions** 

2:00 - 2:20 p.m.

Presented by: Kelly Stone Director, Global Social Media CompTIA



Making the Case for Inclusivity 3:00 - 3:20 p.m.

Presented by: Nadya Okamoto Founder & Executive Director Period

Tradeshow Education – Earn up to 1.0 CAE hours!







Get more details in the app! #HS30 @AssocForum

Earn up to 2.0 CAE/2.0 CMP hours!

9-9:50 a.m.

Room: Columbus G

Getting Started with Sustainable Events

Speakers: Mariela McIlwraith, CMP, CMM, MBA





Thinking about getting started with sustainable events? In this session, we'll focus on easy-to-implement steps that have a major impact on your sustainability performance, with a special focus on helping you reduce costs while improving quality and sustainability.

9-9:50 a.m.

Room: Columbus I/J The Win-Win for

Planners & Suppliers through Meeting Metrics from the Chicago Area Association Community

Moderator: Katie Callahan-Giobbi

Panelist: John Enghauser, Kay Granath, CMP, CAE, Laura Metcalf Jelinek, CAE, Kitty Ratcliffe and Butch Spyridon

For meeting professionals, we need reliable benchmarking and trend information about meetings like our own. For suppliers, we need reliable information on potential meetings to drive our business objectives. For all of us, we need to understand the depth and breadth of the meetings that are generated from our community, the Chicago area association market. What trends should we watch? What benchmarking information will add insight into my role as a meeting professional or informed partner?

For the first time in our 102-year history, Association Forum has gathered, quantified and analyzed the meetings data generated by our association community. This ground-breaking initiative is called AIVM (Association Industry Meeting Metrics). AIVM is an on-line portal that houses meetings information focused specifically on Chicago area associations. Supported by our 15 Founding Partners and key senior association executives, AIMM data will be available on a subscription basis in early 2019. This session will dive deep into the preliminary data which reveal interesting trends and insights about our meetings community and our impressive impact of our meetings that take place around the world.

Join an expert panel of industry leaders as we discuss preliminary findings and insights from AIMM. This lively discussion will highlight important information about our meetings impact and inform all of us on how we need to better understand and leverage data.



9-9:50 a.m.

Room: Columbus K/L

Fostering an Inclusive Welcoming Environment

Speaker: Nadya Okamoto

A Welcoming Environment is one that makes people feel respected, supported, and like they belong. The importance of a workplace like this is that it fosters a rejuvenated sense of excitement about work, commitment to one's team, and readiness to think creatively and take bold leaps. Nadya Okamoto is the 20-year-old founder of PERIOD, the fastest-growing women's health NGO in the United States. Nadya will talk about how to push for more gender equality and equity in the workplace and will push you to prioritize fostering intergenerational relationships that can help you stay on top of trends and reach wider audiences. Generation Z thinks differently and cares more deeply than any other previous generation about diversity and inclusivity. Whether you like it or not, we all have to start thinking about how to recruit and retain Generation Z, who are the largest segment of a population in the history of the world (at 26 percent) and represent more than 46 percent of the total media audience. So, let's co-create strategies together, empower others to be leaders themselves, and foster more inclusive welcoming environments.











# Exhibitor List | Hours: Noon – 4 p.m.

BOOTH	EXHIBITOR	воотн	EXHIBITOR
1421	AEG at L.A. LIVE	719	Don Cesar Resort
819	Agilutions	619	Doubletree by Hilton Pittsburgh - Green Tree
1505	Aloft Chicago Mag Mile	1419	Doubletree Hotel & Suites Charleston Historic District
1412	American eagle.com	1611	Drury Hotels
1209	Andaz Napa	731	Drury Plaza Hotel in Santa Fe
1414	Aparium Hotel Group	1223	Duke Energy Convention Center
1415	Aquarian LLC, a Shepard Company	215	Edmonton Tourism
1123	Arizona Grand Resort & Spa	1406	Embassy Suites Chattanooga
832	Arlington Convention and Visitors Bureau	1612	EMPIST, LLC
316	ASAE Business Solutions	1117	Encore Boston Harbor
1123	Associated Luxury Hotels International (ALHI)	617	eShow
	h Association Forum	635	Evansville CVB
707 1215	Association Revenue Partners AT&T Hotel and Conference Center	1214	h Events Industry Council Experience Columbus
1219	ATL Airport District CVB	513	Experience Kissimmee
1409	Atlanta Convention and Visitors Bureau	1405	Experience Minnesota's Rochester
1505	Atlanta Marriott Marquis	406	Experience Scottsdale
711	Atlantis Casino Resort Spa	1408	Explore Asheville Convention & Visitors Bureau
1021	B Ocean Fort Lauderdale	1419	Explore Charleston
1021	B Resort & Spa	1611	Explore St. Louis
721	Baltimore Convention Center	311	EXPOCAD by A.C.T. Inc.
1040	BodyWorks	1123	Fairmont Chicago
520	Boise Centre Convention Center	831	Fairmont Dallas
1117	Boston Convention Marketing Center	206	Fairmont Hotels Vancouver
1117	Boston Park Plaza	1123	Fairmont Scottsdale Princess
1117	Boston Red Sox	1021	Fontainebleau Miami Beach
205	Business Events Canada	937	Freeman
211	Business Events Toronto	623	Galt House Hotel
208	Business Events Victoria	304	Gather Voices
1319	Caesars Entertainment	1505	Gaylord Hotels
213	Canadian Niagara Hotels	1505	Gaylord National Resort & Convention Center
715	Caribe Royale Orlando	1505	Gaylord Palms Resort and Convention Center
306	CE21	1409 1617	Georgia World Congress Center
530 1005	Centerplate	312	Giants Enterprises GLC-a marketing communications agency
1123	Centerplate Chase Park Plaza, a Royal Sonesta Hotel	1209	Grand Hyatt San Diego
1123	Chateau Elan	1207	Grand Hyatt Washington
1406	Chattanooga Convention & Visitors Bureau	826	Grapevine, TX Convention & Visitors Bureau
1505	Chicago Marriott Downtown Magnificent Mile	722	Gravitate Solutions
1505	Chicago Marriott Lincolnshire	1117	Greater Boston Convention & Visitors Bureau
201	Choose Chicago	730	Greater Green Bay Convention & Visitors Bureau
1026	Chuck Fazio's HeadShotLounge	732	Greater Madison Convention & Visitors Bureau
1223	Cincinnati USA Convention & Visitors Bureau	302	Greater Miami Convention & Visitors Bureau
109	Community Service Project	1519	Greater Palm Springs CVB
AF Boot	h Conferences I/O	1404	Greater Raleigh Convention & Vistors Bureau
639	Cook & Kocher Insurance Group, Inc.	730	Green Bay Packers
628	Credly	1309	Greensboro Convention & Visitors Bureau
1214	Crowne Plaza Columbus Downtown	1005	Hard Rock Hotel San Diego
836	Crowne Plaza Dallas Downtown	1021	Hershey Resorts
510	Crowne Plaza Detroit Downtown Riverfront	709	Higher Logic
519	Crowne Plaza Seattle Downtown	912	HighRoad Solution
1505	Crystal Gateway Marriott	1305	Hilton Americas Houston
1226	Crystal Walker, DMin, CMP, CHSP	1409	Hilton Atlanta
1226	Dayton Convention & Visitors Bureau	1215 1117	Hilton Austin
1113 1605	Destination Cleveland Destination DC	1117 726	Hilton Boston Logan Airport
735	Destinations DMC	1223	Hilton Chicago Hilton Cincinnati Netherland Plaza
7 3 0 510	Detroit Marriott at the Renaissance Center	1214	Hilton Columbus Downtown
510	Detroit Metro Convention & Visitors Bureau	732	Hilton Madison Monona Terrace
612	Discover Puerto Rico	416	Hilton Minneapolis
414	Discover The Palm Beaches	512	Hilton Omaha
1019	Disney Destinations	1404	Hilton Raleigh North Hills
			,

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1515	Hilton San Jose		Marriott Orlando World Center
726	Hiltons of Chicago		Meet Chicago Northwest
1329	Holiday Inn		Meet In South Carolina
1617	Hornblower & Alcatraz Cruises		Meet Minneapolis
626	Hotel Captain Cook		Meetings + Conventions Calgary
1505	Hotel Chicago, Autograph Collection by Marriott		Meetings Database Institute (MDI)
1123	Hotel Irvine		Memphis Tourism
1123	Hotel Nikko San Francisco		MGM Resorts International
1617 1505	Hotel Zelos/Hotel Zeppelin/Hotel Zetta Houston Marriott Westchase		Minneapolis Marriott City Center Mission Inn Resort
1113	Huntington Cleveland Convention Center		Monterey County Convention & Visitors Bureau
1329	Hyatt		Multiview
1209	Hyatt Centric Chicago Magnificent Mile		Music City Center
1209	Hyatt Hotels Corporation		Myrtle Beach Area Convention & Visitors Bureau
735	Hyatt Regency		Mystic Lake Center
1209	Hyatt Regency Atlanta		Nashville Convention and Visitors Corporation
519	Hyatt Regency Bellevue		Naylor Association Solutions
1223	Hyatt Regency Cincinnati		New York Marriott Marquis
1209 831	Hyatt Regency Crystal City		Niagara Falls Business Events Nobu Eden Roc Hotel, Miami Beach
1209	Hyatt Regency Dallas Hyatt Regency Denver and Grand Hyatt Denver		Nugget Casino Resort
1607	Hyatt Regency Denver at Colorado Convention Center		NYC & Company
826	Hyatt Regency DFW		Ocean Center
1403	Hyatt Regency Indianapolis		Oklahoma City Convention and Visitors Bureau
623	Hyatt Regency Louisville	AF Booth	OLC Education & Conference Center
1209	Hyatt Regency Miami		Omaha Marriott Downtown at the Capitol District
416	Hyatt Regency Minneapolis		Omni Atlanta At CNN
1209	Hyatt Regency New Orleans		Omni Barton Creek Resort & Spa
1209	Hyatt Regency Orlando		Omni Dallas Hotel
1115 519	Hyatt Regency Schaumburg Hyatt Regency Seattle		Omni Fort Worth Hotel Omni Grove Park Inn
206	Hyatt Regency Vancouver		Omni Hotels & Resorts
	h Illinois Society of Association Executives		Omni Interlocken Resort
1617	Impact Destinations & Events		OpenWater
1408	Inn on Biltmore Estate and Village Hotel on Biltmore Estate	715	Orange County Convention Center
1331	InnerWorkings		Oregon Convention Center
719	Innisbrook Golf Resort & Spa		Palace Hotel
207	Inscript		Pan Pacific Vancouver
1421 1402	Intercontinental Los Angeles Downtown InterContinental The Clement Monterey		Pasadena Convention & Visitors Bureau PCMA
314	Intercontinental the clement Monterey Interpro Translation Solutions, Inc		Pendry San Diego
210	Jillian Butcher		Pennsylvania Convention Center
1215	JW Marriott Austin/Austin Marriott Downtown		Peppermill Resort Spa Casino
1505	JW Marriott Indianapolis - Marriott IndyPlace	1120	Philadelphia Convention & Visitors Bureau
409	JW Marriott Starr Pass Resort & Spa		Phoenix Convention Center & Venues
918	Keppler Speakers		Porte Brown LLC
1316	Las Vegas Convention and Visitors Authority		Portland Marriott Downtown Waterfront
1611 1329	Long Reach Convention & Visitors Bureau		Production Resource Group (PRG) Quebec City Business Destination
1329	Long Beach Convention & Visitors Bureau Los Angeles Tourism & Convention Board		Radisson Hotel Green Bay
623	Louisville Convention & Visitor's Bureau		Renaissance Dallas Addison
623	Louisville Marriott Downtown		Renaissance Dallas at Plano Legacy West
623	Louisville Tourism		Renaissance Denver Stapleton Hotel
732	Madison Marriot West	416	Renaissance Minneapolis Hotel, The Depot
1005	Manchester Grand Hyatt San Diego		Renaissance Nashville Hotel
715	Mango's Tropical Cafe, Inc.		Reno Tahoe
618 1210	Marcus Hotels & Resorts		Reunion Resort
1218 1329	Markey's Rental & Staging Marriott		Rosen Hotels & Resorts Royal Sonesta Boston
1505	Marriott Caribbean and Latin America Resorts		Royal Sonesta New Orleans
1113	Marriott Downtown at Key Center		Saddlebrook Resort & Spa
1505	Marriott Global Sales Organization		Safety Harbor Resort & Spa
1117	Marriott Hotels – Boston Downtown	1505	San Diego Marriott Gaslamp Quarter
1403	Marriott IndyPlace	1005	San Diego Tourism Authority
1505	Marriott International		San Francisco Travel Association
1305	Marriott Marquis Houston	1515	San Jose Marriott

воотн	EXHIBITOR	воотн	EXHIBITOR
612	San Juan Marriott	1514	Transportation Management Services
1617	San Mateo County - Silicon Valley Convention & Visitors Bureau	616	Travel Portland
731 735	Santa Fe-Meet Different Savannah International Trade & Convention Center	421 1317	Travel Tacoma
623	Seelbach Hilton	1021	Tropicana Las Vegas - a DoubleTree by Hilton Trump National Doral Miami
1415	Shepard Exposition Services	715	Universal Orlando Resort
834	Sheration Fort Worth Downtown Hotel	100	Valley Expo Displays Inc
1409	Sheraton Atlanta Hotel	206	Vancouver Convention & Visitors Bureau
405	Sheraton Crescent Hotel	206	Vancouver Convention Centre
831	Sheraton Dallas	719	Vinoy Renaissance Resort & Golf Club
1607	Sheraton Denver Downtown Hotel	716	Virginia Beach CVB
1421 1505	Sheraton Gateway Los Angeles Sheraton Grand Nashville Downtown	721 626	Visit Anaheim Visit Anchorage
405	Sheraton Grand Phoenix	1516	Visit Aurora
519	Sheraton Grand Seattle	1215	Visit Austin
412	Sheraton Memphis Downtown	721	Visit Baltimore
1022	Sheraton Norfolk Waterside	1601	Visit Charlotte
719	Sheraton Sand Key Resort	831	Visit Dallas
1514	ShowScore	1607	Visit Denver
1117	Signature Boston	317	Visit Duluth
719	Sirata Beach Resort & Conference Center	834 830	Visit Friend
309 1623	Snowmass Tourism Sonoma County Tourism	03U 1305	Visit Frisco Visit Houston
519	Space Needle + Chihuly Garden and Glass	1403	Visit Indy
1414	St. Jane Hotel	729	Visit Jacksonville
1021	Station Casinos - Green Valley Ranch Resort	1413	Visit KC
1608	SuperShuttle/ExecuCar	633	Visit Lake Geneva
1021	Swissotel Chicago	618	Visit Milwaukee
721	Synchronicities	1617	Visit Napa Valley
406	Talking Stick Resort	1022	Visit Norfolk
413	Tampa Marriott Waterside Hotel & Marina	1617 512	Visit Omaha
1021 1123	Teneo Hospitality Group Terranea Resort	715	Visit Omaha Visit Orlando
1403	The Alexander	715	Visit Orlando & Orange County Convention Center
735	The Alida Hotel	524	Visit Park City
1601	The Ballantyne	524	Visit Park City, Utah
414	The Brazilian Court	405	Visit Phoenix
414	The Breakers, Palm Beach	1404	Visit Raleigh
735	The Desoto Savannah	1617	Visit Sacramento
1123	The Fairmont Washington	1610 522	Visit Saint Paul
1419 1421	The Francis Marion Hotel The L.A. Grand Hotel	721	Visit Salt Lake Visit San Antonio
1123	The Langham, Chicago	1515	Visit San Jose
1416	The Launch! Group	735	Visit Savannah
732	The Madison Concourse Hotel	519	Visit Seattle
1120	The Marriott Hotels of Philadelphia	631	Visit South Bend Mishawaka
412	The Peabody Memphis	1606	Visit Spokane
511	The Promo Corp	1606	Visit Spokane/Davenport Hotels
1605	The Ronald Reagan Building and International Trade Center THE ROW Reno	719 719	Visit St. Peter/Clearwater
711 1021	The Salamander Resort & Spa	413	Visit St. Petersburg Clearwater Visit Tampa Bay
406	The Scottsdale Plaza Resort	409	Visit Tucson
406	The Scottsdale Resort at McCormick Ranch	529	Visit Wichita
1505	The Sheraton San Diego Hotels	831	VisitDallas
1223	The Summit A Dolce Hotel	217	VisitFLANDERS
1005	THE US GRANT, a Luxury Collection Hotel, San Diego	1022	VisitNorfolk
1123	The Watergate Hotel	620	VisitPITTSBURGH
1421 1505	The Westin Bonaventure Hotel and Suites The Westin Galleria & Westin Oaks Houston	1505 513	W Hotels
1505 1505	The Westin Gatteria & Westin Gaks Houston The Westin Kierland Resort & Spa	1406	Westgate Resorts Westin Chattanooga
1519	The Westin Mission Hills Golf Resort & Spa	1505	Westin Chartanouga Westin Chicago Northwest
1605	The Westin Washington DC City Center	719	Wyndham Grand Clearwater Beach Resort
731	TOURISM Santa Fe	620	Wyndham Grand Pittsburgh Downtown
206	Tourism Vancouver	1315	Wynn Las Vegas and Encore
209	Tourisme Montreal	1315	Wynn Resorts



# **Have Fun** While Networking!

Included with your Holiday Showcase registration.

**Holiday Showcase Closing Reception** Thursday, Dec. 13 | 4-5:30 p.m.

> Grand Prize Giveaways! American Craft Kitchen & Bar located in the main lobby

The Closing Reception is presented in partnership



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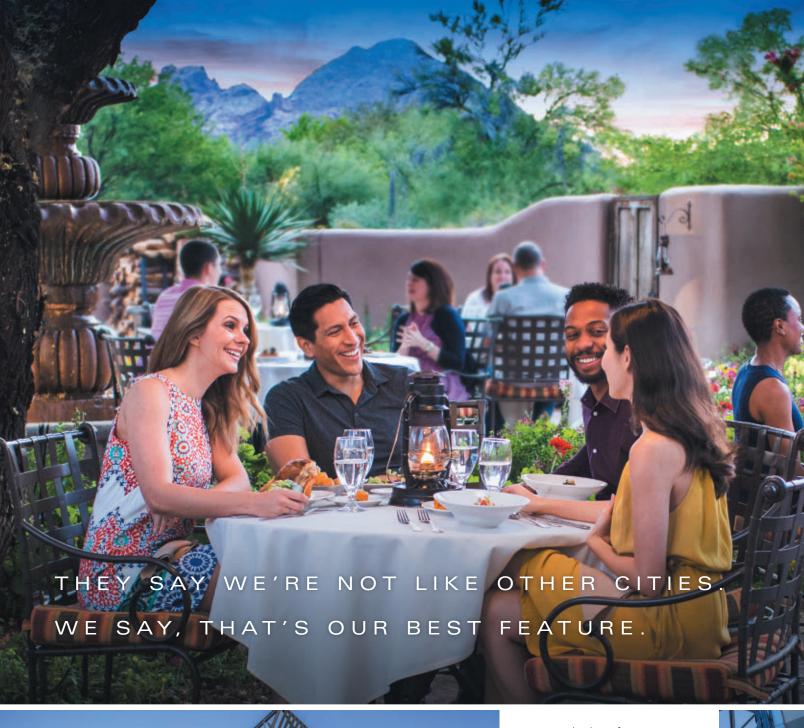
**DELPHIA** 

# See you next year! 12.17.19

# HOLIDAY SHOWCASE

Produced by ASSOCIATION FORUM

at the Hyatt Regency Chicago

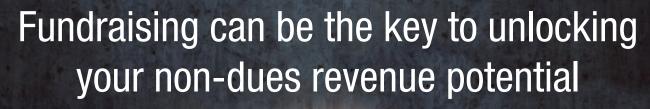




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