

Advising the world's convention
and meetings industry

CONVENTION
CENTRE
CONSULTING



about us

GainingEdge is a specialist consulting firm advising exclusively to the convention and meetings market (also known as MICE or business events).

Since 2004 our consulting practice has been dedicated to servicing this very specialized segment of the tourism & hospitality industry. Our clients include convention & visitor bureaus (CVBs), national tourism agencies, and convention centre developers.

With expertise in destination marketing, convention & visitor bureaus and convention centre development, our consultants are located in 8 cities across the globe.

Our mission - To deliver major competitive advantage to our clients which dramatically improves their success. To enhance the performance and sustainability of the global meetings industry.

Our vision - GainingEdge will be the acknowledged global leader in conventions and meetings consulting. The go to place for innovation that will be transformative for businesses and destinations.

expertise

- **Destination marketing strategy**
- **CVB establishment & support**
- **Convention centre development advisory**
- **In market sales representation**

vertically integrated services



services | destination & convention bureau

Development of MICE Strategy

A clear strategic roadmap acknowledging the transformative economic opportunities and a business case for the appropriate investment in destination marketing.

Ambassador & Local Host Development Programme

Engaging local industry leaders, leveraging their contacts and influence, to develop new business and knowledge.

Product Development Support

Establishing product offerings with broad local support and consistent international market messaging.

Business Events Branding Advice

Business events sub-branding guidance to ensure that the brand extension is broadly supported and effective for this specialised segment of tourism .

Industry Partnership Programme

A platform for your industry partner collaboration in bids and joint marketing.

Subvention Programme

Specialised knowledge in subvention polices & programmes across both financial and non-financial subsidies.

In-market Sales Representation

Finding and securing new international convention opportunities for destinations.

services | convention centre

Market Overview & Destination Assessment

Viability, positioning & competitive readiness assessment against 10 key destination selection criteria.

Market Demand Analysis

Comprehensive analysis of current and future demand levels for convention centres.

Feasibility Studies

Broad based benefits analysis & business case development including financial projections & NPV analysis.

Site Assessment

Focusing on factors that influence marketability, operational efficiency and future expansion.

Design Reviews

Market and operational consultants collaborate to bring both client and operator perspectives at design stage.

Facility Mgt. & Operations

Governance and operating models seeking balance between ownership control and expertise in facility management.

Pre-opening Planning Support

Preliminary operational insights to ensure a smooth and effective facility opening.

Market Demand Analysis

We offer developers our strong knowledge in project development support. We have consulted on both new and expansion projects for facilities in Australia, Macau, Malaysia, Mexico, Nigeria, Oman, London and USA. This experience and our global network in the convention industry allows us to work with developers to determine current and anticipated demand levels for the proposed the expansion or new centre.

Our market and operational consultants collaborate to bring both client and operator perspectives to every engagement. This includes insights the target markets and users that would potentially use the facility; building configuration and specifications to respond to market needs; operational considerations; and overall market demand analysis.

Market Overview & Destination Assessment

A clear overview of the marketplace and destination determines the positioning of the development. We provide a concise picture of the competitive landscape in terms of profiling local, national and regional facilities, current meeting activity, and future trends to assess the competitive marketplace in which the proposed facility would operate and how the new facility may complement or compete on a regional basis.

We undertake a 10-point destination assessment based on key criteria clients use to assess convention destinations. We provide a profile of community attributes, analysing the economic, aesthetic, and destination-attractiveness attributes and other convention related infrastructure (e.g., hotel room inventory, air access and promotional support).

Feasibility Studies

For these projections, we specifically consider:

- Occupancy and related revenue from local, regional and international meetings, conventions and events to develop an annual business mix / calendar of events;
- Pricing levels based on local market, and comparable markets;
- Operating expenses including labor, facility management, repairs & maintenance, sales & marketing, utilities & overheads, etc.

Assumptions are based on discussions with local government and industry contacts and secondary research. Demand levels supported by interviews of the target market - domestic, regional and international meeting planners, clients. We summarize findings in the form of income & expenditure projections usually for a 10 year period.

Site Assessment

Our wide-ranging site assessment will allow you to identify site-planning issues that could affect the centre's marketability, operational efficiency and evaluate potential locations. Our SWOT analysis and recommendations in relation to the proposed location and how it relates to issues such as road access, complementary developments, neighbouring infrastructure, surrounding land uses and potential future expansion needs will ensure your project has a solid foundation to build on.

Design Reviews

Optimum design is critical for high operational efficiency. Our market and operational consultants collaborate to bring both client and operator perspectives for design considerations. We ensure that the design considers attributes important to the client of today and tomorrow.

We recommend possible modifications to enhance operational efficiency, and provide quantitative evaluation of features and elements that impact future operational success .

Facility Management & Operations

The ultimate success of a convention centre once built, is contingent on the expertise and capability of the management team operating the facility. There are multiple operating models available including i) owner operated management, ii) outsourced management to specialist convention centre operators, iii) outsourced management to integrated hotel operator.

We provide pros & cons of each of model, and our recommendation of the most suitable model for your centre with due regard to location, target market, and overall facility mission. The recommended model would seek to balance ownership control and expertise in facility management. We provide support with operator selection and contract negotiations

Pre-Opening Planning Support

We provide preliminary operational insight and recommendations in relation to key pre-opening activities including Staffing, Sales & Marketing, Communications, Hand-over, Soft Opening, and Official Opening. The goal is to ensure that the new centre will be functioning smoothly and to the highest standards in terms of commercial and technical operations on opening.



GARY GRIMMER
C.E.O

Gary has 30 years' experience in the convention industry. His projects include consulting Houston, Vancouver, Yokohama, Macau, Daejeon, Costa Brava, South Africa, Malaysia, Indonesia, Japan and Serbia on development of convention and meetings industries.

His convention centre consulting experience includes market feasibility, demand analysis, facility scoping, design review, site review, and operational consultation for convention centre developments in Nigeria, Oman, Malaysia and Australia.

Gary is a former Chairman of the Destination Marketing Association International (DMAI) and was inducted into the inaugural DMAI Hall of Fame in 2014. He also received the Asia Pacific IMEX Academy Award in 2007.



MIKE WILLIAMS
Senior Partner

Mike is a destination and convention bureau specialist with 30 years' experience in the industry. He has consulted in Australia, Japan, Macao, Malaysia, Serbia and South Africa. He has led proposed convention centre consulting projects in 3 Australian cities.

Mike served as General Manager Sales for the Melbourne Convention + Visitors Bureau. He also worked in senior marketing roles with Tourism Australia helping establish their presence in the Asia market and overseeing travel trade development in the United Kingdom and Ireland. He was also instrumental in the development of the AIME tradeshow and the world's first BestCities Global Alliance. Mike is also a past National President of Meetings and Events of Australia and was ranked as one of the most influential people in the Australian business events industry by mice.net.



ROD KAMLESHWARAN
Partner & C.O.O.

Rod leads our convention centre consulting practice. He has led projects in Australia, Japan, Jordan, Malaysia, Mexico and Nigeria.

Rod has 20 years of experience in a variety of senior finance roles in hospitality, business events, and the corporate sector. He spent 6yrs with InterContinental Hotels Group where his last role was regional CFO for Australia & Pacific. He also served as CFO, and interim CEO at the Melbourne Convention + Visitors Bureau, and in senior roles in audit & consulting at PwC.

Rod has an MBA and a Bachelor of Commerce, and is a CPA. His background includes destination strategy advice, financial feasibility analysis, risk management, operational reviews, and asset management of Convention Centres and Hotels.



CASSY XIE
Consultant

With 10 years' experience in the industry, Cassy started out at the Singapore Exhibition & Convention Bureau. She was involved in industry development activities and creation of an exciting business events calendar which included hosting of the IMF & World Bank meetings, and establishment of the Singapore Experience Awards to recognize industry efforts.

Cassy worked as Senior Commercial and Business Development Manager in Singex Group where she was involved in revamping the events arm—Singex Exhibition Ventures—and was credited for creating new international trade exhibitions and conferences. She also gained significant experience in establishing new venue-management businesses at Singex. Based in Singapore, Cassy is also an active member in MICE academia, lecturing to student groups and executive learners.



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