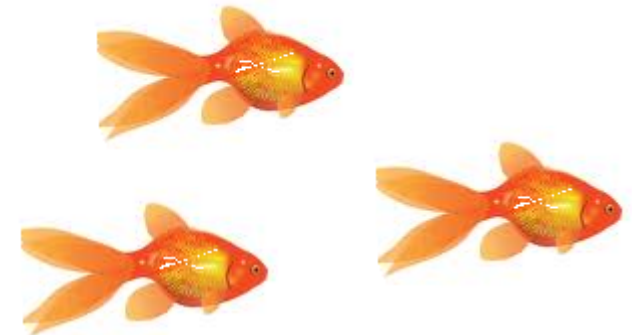


Confucius say:
A Clear Pond has no Fish
Is Transparency the Enemy of Profit?

Roslyn McLeod
arinex pty limited

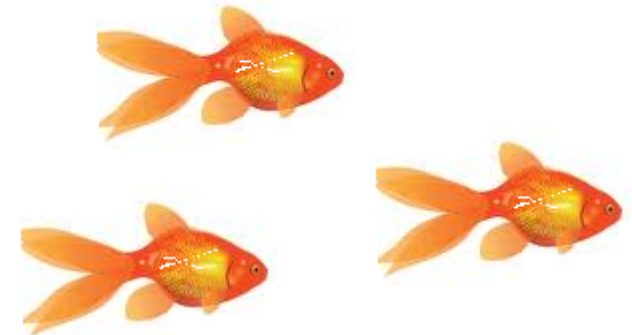
What is transparency?

- Transparency is the ability to see through whatever it is you are looking at
- Transparency has different meanings to different clients



Common examples of transparency

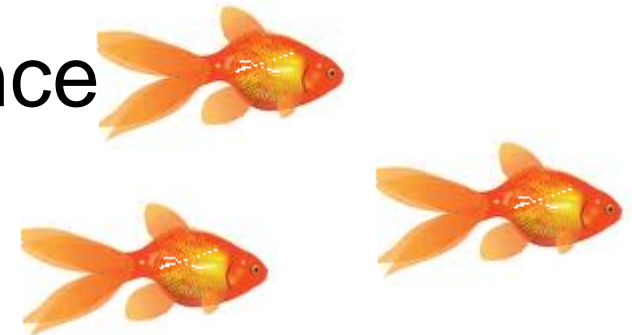
- To have all costs included in the budget – no late surprises or ‘extras’!
- To have all costs detailed in a budget and to understand who ends up with the money



The ideal situation

The Client

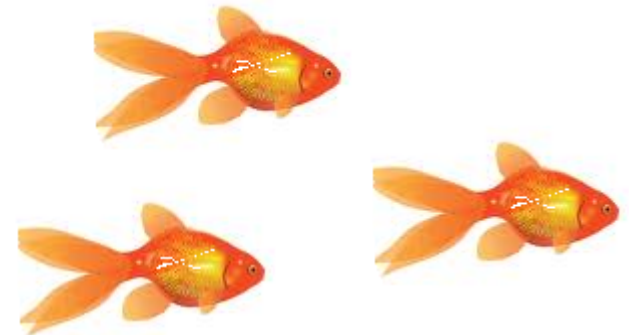
- Accurate history
- Understanding of competitor conferences
- Clear objectives
- Strong content management
- Commitment to the conference



The ideal situation

The PCO

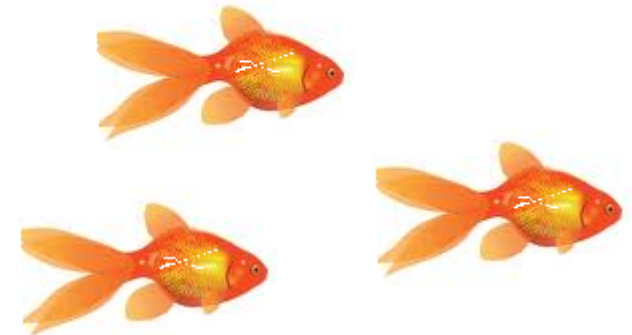
- Correct interpretation of services required
- The right experience and track record
- Fees based on client brief and resources to deliver the service
- Investment of the PCO



The reality

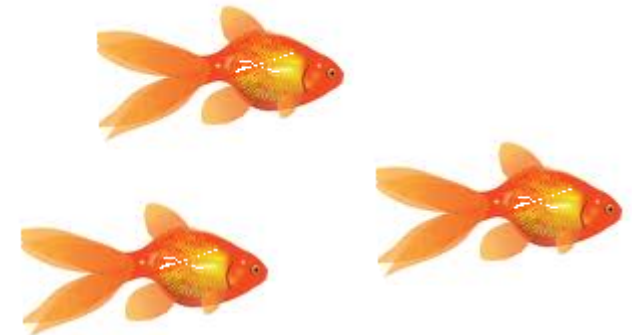
The Client

- No qualified historic data
- Lacks awareness of the 'T' in SWOT
- No time and not the right connections to develop strong program content
- Unrealistic targets

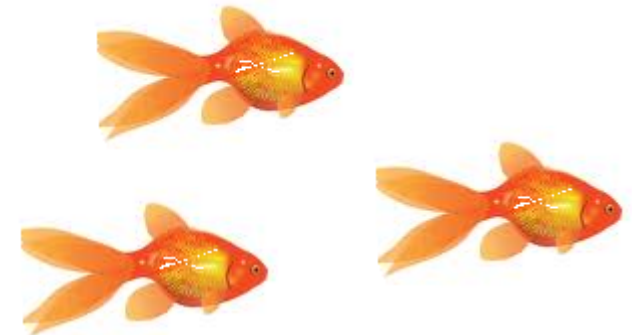


The reality

- The PCO is a business entity with the objective to make a reasonable profit
- If the brief is not accurate, unforeseen costs are a possibility and reduces revenue to the conference

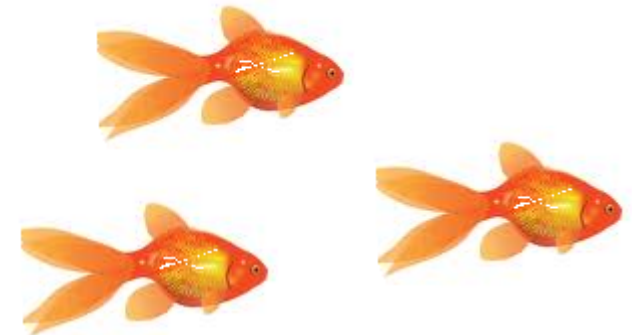


Therefore transparency starts with the brief and is not just restricted to invoices and dollars



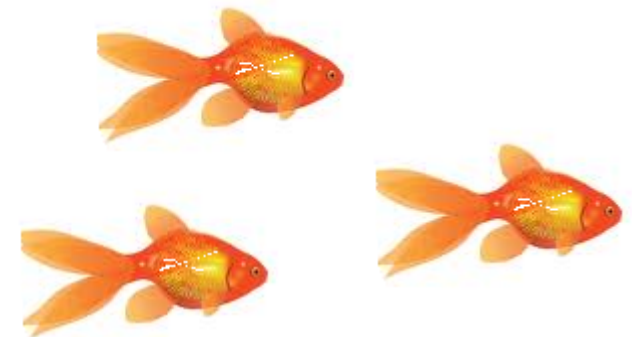
A transparent relationship

- Full financial transparency is possible based on an accurate briefing
- Responsibility of the client to select the PCO based on 'value' and 'fit' - not just price
- The right type of PCO service for the conference – Secretarial? or Full Management?
- A clear understanding of the level and quality of the service required



Financial transparency issues

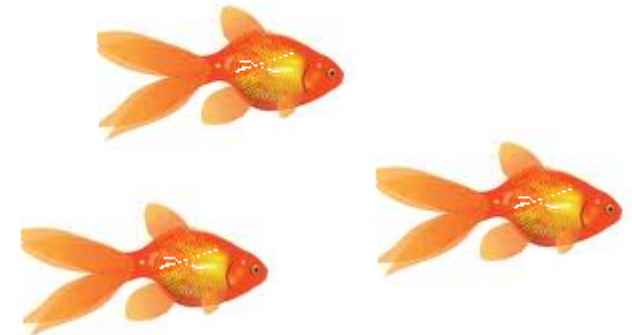
- Inaccurate client brief at the outset
- Client appreciation of the hours worked by the PCO
- Quoting methodology does not reflect 'cost' and 'value'
- The different service and responsibilities undertaken by different PCOs



What is true financial transparency?

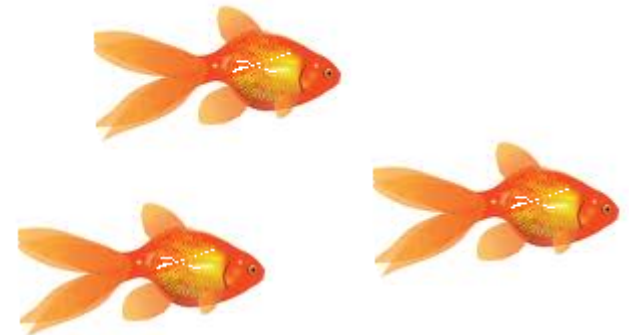
- Charges billable by hour at a higher rate to cover expertise, resources and profit
- Expenses at a price to cover overheads and back end support work

Great for PCO's but our client's would not be keen!



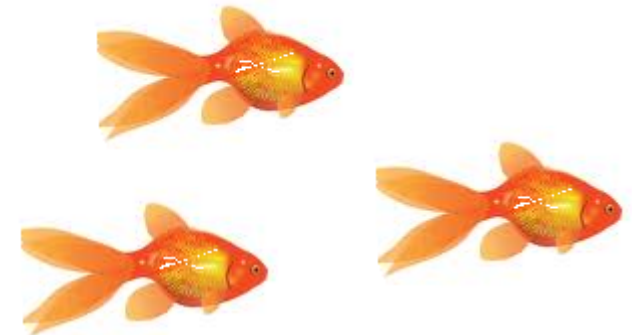
The misconception of transparency

- Parties believe that they have an obligation to know every tiny detail
- The real obligation is to obtain value for money
- The client does not need to know how the PCO operates their business



The misconception of transparency

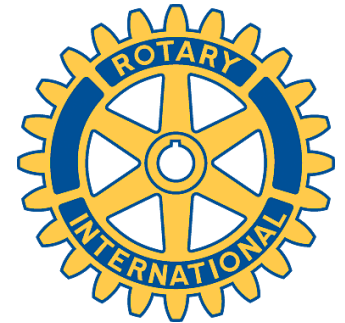
- The PCO must disclose that it achieves reasonable return for its services via a mix of fees and receiving commissions and/or via cost recovery on expenditure items where appropriate



Ethics

The real issue is Ethics

The 4 way test

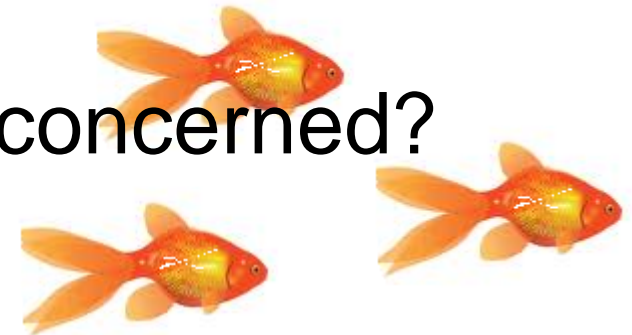


Is it the **TRUTH**?

Is it **FAIR** to all concerned?

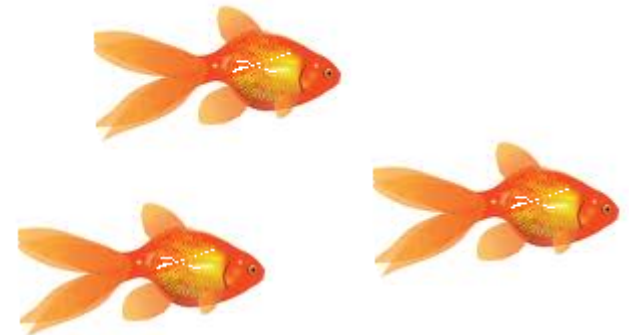
Will it build **GOODWILL** and **BETTER FRIENDSHIPS**?

Will it be **BENEFICIAL** to all concerned?



Ethics

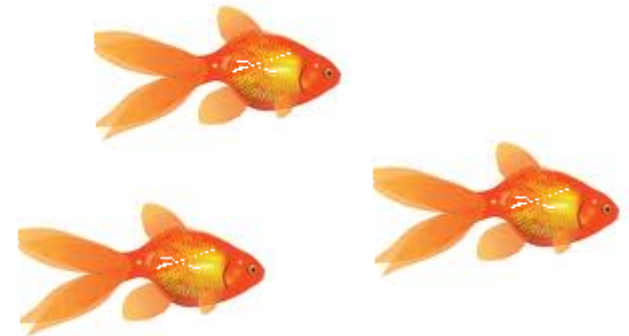
- IAPCO promotes ethical values through its quality standards for PCOs
- The PCO has a right to make a profit in a fair and reasonable way for all parties





MEETING
QUALITY

Thank You



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