Tuesday 27 February 2018

Attachment 1 The Amsterdam 2017 programme

IFRS® Foundation IFRS Conferences 2017

Thursday 29 and Friday 30 June 2017—Hotel Okura Amsterdam, The Netherlands

A one-and-a-half-day conference for senior financial executives and other interested parties

Day 1—Thursday 29 June 2017

Pre-conference workshops

09:00 Registration

09:30–12:00 *Register for one of*:

- Investor-focused IFRS workshop and update
- Foundations of IFRS 9 Financial Instruments, IFRS 15 Revenue from Contracts with Customers and IFRS 16 Leases
- Better communication in financial reporting
- Introducing IFRS 17 Insurance Contracts

Conference Programme

12:00 Registration

Light buffet and refreshments

13:00 The future of financial reporting

• Hans Hoogervorst, Chairman, IASB

13:30 IASB update

- Major IFRS Standards (including insurance and rate-regulated activities)
- Research projects

Chair: Hans Hoogervorst, Chairman, IASB

- Sue Lloyd, Vice-Chair, IASB
- Mary Tokar, Member, IASB

14:30 Keynote address

Jan Peter Balkenende, External Senior Advisor, EY and Former Prime Minister of the Netherlands

15:00 Coffee break

15:30 **Break-out sessions:**

Choose one of the following:

- 1. Implementing IFRS 9 Financial Instruments: Key considerations for financial institutions and others
 - Martin Edelmann, Member, IASB
 - Kumar Dasgupta, Technical Director, IASB
- 2. Implementing IFRS 15 Revenue from Contracts with Customers
 - Mary Tokar, Member, IASB
 - Henry Rees, Director, Implementation and Adoption Activities, IASB
 - Raghava Tirumala, Technical Manager, IASB
- 3. Implementing IFRS 16 *Leases*
 - Sue Lloyd, Vice-Chair, IASB
 - Patrina Buchanan, Associate Technical Director, IASB
 - Kathryn Donkersley, Senior Technical Manager, IASB
- 4. Primary Financial Statements
 - Stephen Cooper, Member, IASB
 - Michelle Fisher, Senior Technical Manager, IASB
- 5. Conceptual Framework
 - Françoise Flores, Member, IASB
 - Yulia Feygina, Senior Technical Manager, IASB

17:00–18:00 Cocktail reception



Conference Programme Day 2

Friday 30 June 2017

09:00 Maintenance, Implementation and Education

- Henry Rees, Director, Implementation and Adoption Activities, IASB
- Patrina Buchanan, Associate Technical Director, IASB

10:15 Materiality

- Rachel Knubley, Associate Director, IASB
- Annamaria Frosi, Visiting Fellow, IASB

11:00 Coffee break

11:30 Panel discussion—the future of corporate reporting

- Trends in wider corporate reporting
- Electronic reporting,

Chair: Sue Lloyd, Vice-Chair, IASB

Panellists:

- Hans Hoogervorst, Chairman, IASB
- Olivier Boutellis-Taft, Chief Executive Officer, Accountancy Europe
- Stephen Cooper, Member, IASB
- Gerben Everts, Member, Executive Board, The Netherlands Authority for the Financial Markets (AFM)
- Richard Howitt, CEO, International Integrated Reporting Council (IIRC)

13:00 Lunch

14:00 **Break-out sessions:**

Choose one of the following:

- 1. Introduction to electronic reporting and the IFRS Taxonomy
 - Rachel Knubley, Associate Director, IASB
 - Rita Clijmans, Senior Technical Manager, IASB
- 2. Implementing IFRS 15 Revenue from Contracts with Customers
 - Mary Tokar, Member, IASB
 - Henry Rees, Director, Implementation and Adoption Activities, IASB
 - Raghava Tirumala, Technical Manager, IASB
- 3. Implementing IFRS 16 *Leases*
 - Stephen Cooper, Member, IASB
 - Patrina Buchanan, Associate Technical Director, IASB
 - Kathryn Donkersley, Senior Technical Manager, IASB
- 4. Financial instruments with characteristics of equity
 - Sue Lloyd, Vice-Chair, IASB
 - Manuel Kapsis, Senior Technical Manager, IASB
- 5. Post-implementation Review of IFRS 13 Fair Value Measurement
 - Martin Edelmann, Member, IASB
 - Aida Vatrenjak, Senior Technical Manager, IASB

15:30 End of conference



IFRS® Foundation: Special Interest Sessions

Morning of Thursday 29 June 2017— Hotel Okura Amsterdam, The Netherlands

Investor-focused IFRS workshop and update

The workshop will be held before the IFRS conference, on the morning of 29 June 2017. This is session is aimed at both institutional investors and at investor relations personnel who communicate financial results to investors and analysts."

In this session:

- An IASB member will summarise particular new IFRS principles;
- A panel of analysts and investors will then discuss the effects of the changes on financial analysis and valuation.

09:00 Registration and refreshments

09:30 **Introduction**

• Stephen Cooper, Member, IASB

09:35 Panel discussion and Q&A

Chair—Siddhant Kumar, Investor Engagement Manager, **IASB**

Panellists:

- Stephen Cooper, Member, IASB
- Dennis Jullens, Lecturer, Researcher,
 Valuation & Accounting, Rotterdam School
 of Management, Erasmus University
- Herman Bots, Head of Fundamental Equities,
 APG Asset Management
- Ian Bishop, Group Finance Head of Accounting, Consolidation & External Reporting, **Roche**
- **John Van Scheijndel,** Head of Treasury, Trading & Commodities, **PGGM Investments**

Panel Topics:

- Topic 1 "How to improve performance reporting/presentation in a world of non-GAAP measures?: A discussion of the "ins and outs" as well as the "pros and cons" that investors face when analysing financial statements and non-GAAP earnings, and how to address this by improving IFRS.
- Topic 2 "Grappling with non-recurring items": A discussion about tackling the issue of presenting unusual or infrequently occurring items in the P&L.

11:55 Concluding comments

• Stephen Cooper, Member, IASB

12:00 Close session

Foundations of:

- IFRS 9 Financial Instruments
- IFRS 15 Revenue from Contracts with Customers
- IFRS 16 Leases

This workshop will be held before the IFRS conference, on the morning of 29 June 2017. It is aimed at those who need an introduction or refresher on the fundamental concepts.

In this session:

IASB staff involved in the Standards will guide through the key elements of IFRS 9, 15 and 16

09:00 Registration and refreshments

- 09:30 *Introduction*
 - Mary Tokar, Member, **IASB**
 - Matt Tilling, Director of Education, IASB

09:35 Foundations of IFRS 9 Financial Instruments

• Uni Choi, Practice Fellow, IASB

10:20 Foundations of IFRS 15 Revenue from Contracts with Customers

• Raghava Tirumala, Technical Manager, IASB

11:05 Foundations of IFRS 16 Leases

• Kathryn Donkersley, Senior Technical Manager, IASB

11:50 Concluding comments

• Mary Tokar, Member, IASB

12:00 Close session



IFRS® Foundation: Special Interest Sessions

Morning of Thursday 29 June 2017— Hotel Okura Amsterdam, The Netherlands

Better communication in financial reporting

The workshop will be held before the IFRS conference on the morning of 29 June 2017. This session aims to highlight the contribution of several projects to the Board's work on 'Better Communication'.

In this session:

- IASB staff will provide a brief update on the projects that support the Board's work on Better Communication; and
- a panel of key stakeholders involved in corporate reporting will share their views on the contributions and the limitations of these projects for making communication of financial information more effective.

09:00 Registration and refreshments

09:30 Introduction to better communication

• Françoise Flores, Member, IASB

09:35 **Disclosure initiative**

Introduction: Mariela Isern, Senior Technical Manager, IASB

Panellists include:

- Françoise Flores, Member, IASB
- Leo van der Tas, Global Leader IFRS Services, Global Professional Practice, EY
- Martijn Bos, Policy Advisor Reporting & Audit, Stichting Eumedion
- Roxana Damianov, Team Leader of the Corporate Reporting Team, **ESMA**
- Thomas Egan, IAWG Accounting Technical Expert, IATA

10:20 Primary financial statements

Introduction: Michelle Fisher, Senior Technical Manager, IASB

Panellists include:

- Françoise Flores, Member, IASB
- Leo van der Tas, Global Leader IFRS Services, Global Professional Practice, EY
- Martijn Bos, Policy Advisor Reporting & Audit, **Stichting Eumedion**
- Roxana Damianov, Team Leader of the Corporate Reporting Team, ESMA
- Thomas Egan, IAWG Accounting Technical Expert, IATA

11:05 **IFRS Taxonomy**

Introduction: Rita Clijmans, Senior Technical Manager, IASB

Panellists include:

- Françoise Flores, Member, IASB
- Leo van der Tas, Global Leader IFRS Services, Global Professional Practice, EY
- Martijn Bos, Policy Advisor Reporting & Audit, Stichting Eumedion
- Roxana Damianov, Team Leader of the Corporate Reporting Team, **ESMA**
- Thomas Egan, IAWG Accounting Technical Expert, IATA

11:50 **Q&A and Concluding comments**

• Françoise Flores, Member, IASB

12:00 Close session

Introducing IFRS 17 *Insurance Contracts*

This workshop will be held before the IFRS conference, on the morning of 29 June 2017. It is aimed at those who need an introduction or refresher on the fundamental concepts on the measurement and presentation of insurance contracts.

In this session:

IASB Board members and staff will explain the key elements and requirements of IFRS 17. In addition, they will provide insights into making the transition to the new IFRS 17 more effective

09:00 Registration and refreshments

09:30 **Introduction**

• Martin Edelmann, Member, IASB

09:35 An overview of IFRS 17

Introduction and Q&A:

- Andrea Pryde, Associate Technical Director, IASB
- Joanna Yeoh, Senior Technical Manager, IASB
- Izabela Ruta, Technical Manager, IASB

Presenter

• Martin Edelmann, Member, **IASB**

11:05 Supporting implementation and communicating the process of change Introduction by:

- Andrea Pryde, Associate Technical Director, IASB
- Joanna Yeoh, Senior Technical Manager, IASB
- Izabela Ruta, Technical Manager, IASB

Chair—Sue Lloyd, Vice-Chair, IASB

Panellists include:

- Hans van der Veen, Senior Manager, IFRS Services Team, EY
- Veronique Hijl, Head of Department, Insurance and Pension Funds Statistics
 De Nederlandsche Bank
- Harm van de Meerendonk, Head of Financial Accounting & Reporting, NN Group - Group Finance & Reporting/Financial Accounting & Reporting

11:50 **Concluding comments**

• Martin Edelmann, Member, IASB

12:00 Close session



Tuesday 27 February 2018

Attachment 2 The KL 2017 programme





8th September 2017

2017 IFRS® Regional Conference : Kuala Lumpur

Hilton Kuala Lumpur

A one-day regional conference for a range of stakeholders



Are you ready to implement IFRS 15 *Revenue from Contracts with Customers* and IFRS 16 *Leases*?

CONFERENCE HIGHLIGHTS

Are you ready to implement IFRS 15 Revenue from Contracts with Customers and IFRS 16 Leases? MASB together with the IFRS Foundation are organising a conference on these two Standards.

This one-day conference will provide a unique opportunity to hear directly from the International Accounting Standards Board (IASB) representatives on the content of the Revenue and Leases Standards.

OVERVIEW

IFRS 15 Revenue from Contracts with Customers

In May 2014, the International Accounting Standards Board (IASB) issued IFRS 15 Revenue from Contracts with Customers. IFRS 15 will supersede IAS 11 Construction Contracts, IAS 18 Revenue, IFRIC 13 Customer Loyalty Programmes, IFRIC 15 Agreements for the Construction of Real Estate, IFRIC 18 Transfers of Assets from Customers, and SIC-31 Revenue—Barter Transactions Involving Advertising Services.

The core principle of IFRS 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. IFRS 15 is effective for annual periods beginning on or after 1 January 2018, with earlier application being permitted.

IFRS 16 Leases

In January 2016, the IASB issued IFRS 16 Leases. IFRS 16 will supersede IAS 17 Leases, IFRIC 4 Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases—Incentives and SIC-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

IFRS 16 eliminates IAS 17 classification of leases as either finance or operating leases for a lessee. Instead, IFRS 16 requires all leases to be reported on a lessee's balance sheet as assets and liabilities except for short-term leases of 12 months or less and leases of low-value assets. IFRS 16 is effective for annual periods beginning on or after 1 January 2019. Earlier application is permitted for entities that apply IFRS 15 *Revenue from Contracts with Customers* at or before the date of initial application of IFRS 16.

WHEN & WHERE?

Date: Friday, 8th September 2017

3, Jalan Stesen Sentral 5, 50470 Kuala Lumpur

WHO SHOULD ATTEND?

Finance Directors

Venue:

- Senior management
- Finance and tax managers/executives
- Financial analysts
- Regulators, academicians and accountancy students

Hilton Kuala Lumpur Hotel

PROGRAMME OUTLINE

09.00 – 09.30	Registration
09.30 - 09.45	Welcoming address
	Encik Mohamed Raslan Abdul Rahman
	MASB Chairman
09:45 - 10.30	IASB update
	Other Major IFRS Standards
	Implementation
	Conceptual Framework
	Research projects
	Speaker: Mary Tokar/Matt Tilling
10:30 - 11.00	Foundations of new IFRS Standards
	IFRS 9 Financial Instruments for
	non-Financial Institutions
	- Classification and Measurement
	Speaker: Matt Tilling
11:00 - 11.15	Coffee break
11:15 – 12.00	IFRS 15 Revenue from Contracts with
	Customers
	- The five-step revenue recognition model
	Speaker: Mary Tokar
12:00 – 12.30	IFRS 16 Leases
	- Overview of the new requirements
	Speaker: Kathryn Donkersley
12:30 – 14.30	Lunch
14.30 -16.00	Implementing the new IFRS Standards
	IFRS 15 Revenue from Contracts with
	Customers
	- Presentation, disclosure & transition
	Speaker: Mary Tokar
16:00 – 16.15	Coffee break
16:15 – 17.30	IFRS 16 <i>Leases</i>
	- Definition of a lease & transition to IFRS 16
	Speaker: Kathryn Donkersley
17:30 – 18.00	Final Q & A and Closing Comments
18:00	Close

REGISTRATION FORM **PARTICIPANTS' DETAILS** □ Vegetarian Meal Participant 1 Mr/Mrs/Ms Designation: Tel: Fax: Email: Participant 2 Mr/Mrs/Ms □ Vegetarian Meal Designation: Tel: Fax: Email: **ORGANISATION'S DETAILS** Organisation: Industry: Finance Contact Person: Address: Email: Fax: Invoice to be issued under: □ Company : __ □ Individual : PROGRAMME FEES Middle-Income High-Income Low-Income Academics Countries* Countries* Countries' - X % (see below) (e.g. Singapore, (e.g. Malaysia, (e.g. Nepal & discount from the Brunei, South Korea Indonesia & Laos) normal price of the & Hong Kong) respective MYR 1,400.00 MYR 980.00 MYR 490.00 20% i.e. academic from Malaysia MYR 780.00 Early Bird Discounts (Register by 30 June 2017) 20% discount 5% discount 25% 5% discount i.e. academic from MYR 465.00 MYR 1,120.00 MYR 930.00 Malaysia MYR 735.00

PAYMENT DETAILS

1. By Telegraphic Transfer

Payments by bank transfer must be made without charges to the beneficiary and payable to **LEMBAGA PIAWAIAN PERAKAUNAN MALAYSIA'** in Malaysian Ringgit (MYR).

Details are as follows:

Account number: 80-0043029-6 SWIFT Code: CIBBMYKL

CIMB Bank Berhad, Menara UAB Branch, No. 6 Jalan Tun Perak, 50050 Kuala Lumpur, Malaysia.

IMPORTANT: Please include a copy of the bank transfer or bank-in slip with the completed registration form. The MASB is not responsible for payments not received.

2. By Cheque

Full payment in MYR payable to 'LEMBAGA PIAWAIAN PERAKAUNAN MALAYSIA'. Please state your name and phone number at the back of the cheque.

The cheque should be banked-in directly to our CIMB bank account **80-0043029-6** and email or fax us the bank-in slip together with the completed registration form.

Alternatively, the cheque can be sent to the MASB address.

Bank and Cheque Number

Total Amount: MYR

REGISTRATION & INQUIRY

 Email:
 events@masb.org.my

 Telephone:
 00 (603) 2240-9200

 Fax:
 00 (603) 2240-9300

Address:

Malaysian Accounting Standards Board,

Suite 5.2, Level 5, Wisma UOA Pantai, No.11, Jalan Pantai Jaya, 59200 Kuala Lumpur, Malaysia.

10% discount

MYR 440.00

25%

Malaysia

MYR 735.00

i.e. academic from

Group discount structure

20% discount

MYR 1,120.00

MYR 1,050.00

Register in Group by 30 June 2017 (For High-income countries only)

- 6 persons and above from the same organisation

10% discount

MYR 880.00

- Discounted off published price above

^{*} Refer to: http://shop.ifrs.org/files/CLASS17.pdf for the listing of countries by income category.

SPEAKERS' PROFILES



MARY TOKAR

Mary Tokar is a highly - respected figure in the field of international financial reporting. Prior to joining the International Accounting Standards Board as a Board member, she served as the global leader for KPMG's International Financial Reporting Group, leading KPMG's dialogue with the global accounting regulatory and standard - setting communities.

Ms Tokar has significant experience in the application of International Financial Reporting Standards (IFRS Standards) in both developed and emerging economies, having worked in KPMG's global IFRS group with engagement teams and clients around the world in their transition to and application of IFRS Standards. She served as a member of the IFRS Interpretations Committee between 2001 and 2007 and was a KPMG global leader for employee benefit and share-based payment accounting.

Previously, Ms Tokar worked at the US Securities and Exchange Commission (SEC) as the Senior Associate Chief Accountant, International, in the Chief Accountant's Office. At the SEC, Ms Tokar was the lead SEC representative for international accounting issues, and she chaired an international committee of securities regulators working on disclosure and accounting issues for the International Organization of Securities Commissions (IOSCO).



MATT TILLING

Matt Tilling is the Director of Education at the International Accounting Standards Board. In this role he is responsible for a range of educational activities including conferences, framework based teaching, professional development materials and the Guide through IFRS Standards. Prior to joining the Foundation, he was based in Perth, Western Australia, where he split his time between professional accounting and academia.

As a senior manager at BDO he was responsible for the strategic development and delivery of customised professional development programmes and for providing technical accounting support for both internal teams and external clients. At the University of Notre Dame in Australia he was a Senior Lecturer and Head of Accounting programmes. He lectured on technical accounting topics, wrote several textbooks and researched disclosure - related issues.



KATHRYN DONKERSLEY

Kathryn Donkersley is a Senior Technical Manager at the International Accounting Standards Board. Kathryn spent the last two years working on the leases project, which resulted in the issuance of IFRS 16 *Leases*, and now leads the International Accounting Standards Board's activities to support implementation of IFRS 16.

Prior to joining the organisation, Kathryn worked as a technical analyst at Tesco plc, providing IFRS support and training to the group and local finance teams. Kathryn previously worked as an audit manager for Ernst & Young in London, working with clients in the retail and technology sectors.

TERMS & CONDITIONS

Fee

Fee includes course materials, lunch and 2 tea breaks. Admission will only be permitted upon receipt of full payment and availability of seats. Therefore, registrations would be on first-come, first-serve basis.

Cancellation / Transfer

- All cancellations must be submitted in writing via email to <u>events@masb.org.my</u>
- Any cancellation received on or before 24 August 2017 will result in a cancellation fee of 25% (of the conference fee).
- No refund will be made to any cancellation received on **25 August 2017** and thereafter.
- No refund will be given for no show.
- If you are not able to attend, you can substitute an alternate participant.

Data Protection

Personal Data is gathered in accordance with the Malaysia Personal Data Protection Act 2010 (Act 709).

Disclaimer

The MASB reserves the right to:

- alter this program or speaker(s) without further notice;
- cancel the event due to insufficient numbers; and
- reject registration should the registration exceeds the seats available.

By completing this registration form, you are deemed to have read and accepted the terms and conditions.

Tuesday 27 February 2018

Attachment 3 Data sheet of conferences 2014 to 2017

Notes:

- 1. Conferences highlighted in yellow represent IFRS Conferences as defined for this discussion
- 2. For the European Conferences (marked '*') we send a large contingent for a number of reasons, including opportunities to network, share the presenting burden and provide an opportunity for more junior staff to present.
- 3. £ conversion based on average exchange rate for that year

	2014 Conferences									
		23–24 June LONDON IFRS Conf. (with IIR)	JOHANNESBURG IFRS Conf. Joint with	BERLIN EY	6–7 October MEXICO IFRS Conf. (with IIR)	LONDON Meet the	8 December LONDON Joint IFRS & ICAEW			
Delegates	130	402	503	250	200	300	40			
No. of countries	25	55	-	Germany (German language conf.)	22	34	-			
No. of Board members	5	10	5	1	5	2	4			
No. of IASB staff (Note 2)	1	15*	1	2	4	1	4			
Avg. Conf. fee + Special interests (Note 3)	US\$1,898 (£1,199)	€1,797 (£1,455)	ZAR 10,295 (£584)	-	US\$1,198 (£757)	£1,318	£838			

	2015 Conferences							
	29–30 June PARIS IFRS Conf.(with IIR)	BERLIN IFRS	15 September LONDON Joint IFRS & ICAEW	HONG KONG IFRS Conf. Joint with	9 November LONDON Meet the Experts (co-branded)	23-24 November CARTAGENA IFRS Conf. Joint with INCP		
Delegates	380	300	45	160	300	300		
No. of countries	61	Germany (German language conf.)	3	5	32	16		
No. of Board members	10	1	3	6	2	4		
No. of IASB staff (Note 2)	11*	2	0	3	1	1		
Avg. Conf. fee + Special interests (Note 3)	€1,797 (£1,455)	-	£699	HK\$8,300 (£683)	£1,318	US\$444 (£289)		

	2016 Conferences								
	11 March BANGKOK IFRS Conf. Joint with FAP	-	30 June and 1 July ZURICH IFRS Conf. (with IIR)	NAIROBI IFRS Conf. Joint with	8-9 September BERLIN EY IFRS Kongress (co- branded)		with JDCCPP	21–22 November LONDON Meet the Experts (co- branded)	
Delegates	350	100	340	100	300	80	150	300	
No. of countries	6	11	59	7+	Germany (German language conf.)	7	6	20+	
No. of Board members	2	4	7	3	2	2	3	2	
No. of IASB staff (Note 2)	1	2	10*	2	0	3	1	1	
Avg. Conf. fee + Special interests (Note 3)	Baht 5,000 (£114)	£549	€1,797 (£1,455)	US\$595 (£376)	-	£649	unknown	£1,318	

	2017 Conferences								
	-	29–30 June AMSTERDAM IFRS Conf. (with IIR)	7–8 September BERLIN EY IFRS Kongress (co- branded)	8 September KUALA LUMPUR IFRS Conf. Joint with MASB	IFRS Conf. (with IIR)	10 October ONLINE IFRS 16 Virtual Conf. Joint with ICAEW	TORONTO IFRS	20–21 November LONDON Meet the Experts (co-branded)	
Delegates	90+	300	300	200	100	462	107	200+	
No. of countries	23	50	Germany (German language conf.)	10+	17	47	3	30+	
No. of Board members	2	6	2	1	4	1	4	3	
No. of IASB staff (Note 2)	2	17*	1	2	6	2	3	1	
Avg. Conf. fee + Special interests (Note 3)	£549	€1,797 (£1,455)	-	MYR 1,120 (£205)	€1,797 (£1,455)	£60	CAD \$2,195 (£1,293)	£1,318	

Tuesday 27 February 2018

Attachment 4 The end of the conference era

Marco.org

I'm <u>Marco Arment</u>: a programmer, writer, podcaster, geek, and coffee enthusiast.

The end of the conference era

January 17, 2018 https://marco.org/2018/01/17/end-of-conference-era

Chris Adamson notes a significant contraction in iOS and related conferences recently (via Michael Tsai).

Having attended (and sometimes spoken at) many of these conferences over the years, I can't deny the feeling I've had in the last couple of years that the era of the small Apple-ish developer-ish conference is mostly or entirely behind us.

I don't think that's a bad thing. This style of conference had a *great* run, but it always had major and inherent limitations, challenges, and inefficiencies:

- Cost: With flights, lodging, and the ticket adding up to thousands of dollars per conference, most people are priced out. The vast majority of attendees' money isn't even going to the conference organizers or speakers — it's going to venues, hotels, and airlines.
- Size: There's no good size for a conference. Small conferences exclude too many people; big conferences impede socialization and logistics.
- Logistics: Planning and executing a conference takes such a toll on the organizers that few of them have ever lasted more than a few years.
- Format: Preparing formal talks with slide decks is a massively
 inefficient use of the speakers' time compared to other modern
 methods of communicating ideas, and sitting there listening to blocks
 of talks for long stretches while you're trying to stay awake after lunch
 is a pretty inefficient way to hear ideas.

It's getting increasingly difficult for organizers to sell tickets, in part because it's hard to get big-name speakers without the budget to pay them much (which would significantly drive up ticket costs, which exacerbates other problems), but also because conferences now have much bigger competition in connecting people to their colleagues or audiences.

There's no single factor that has made it so difficult, but the explosion of podcasts and YouTube over the last few years must have contributed significantly. Podcasts are a vastly more time-efficient way for people to

communicate ideas than writing conference talks, and people who prefer crafting their message as a produced piece or with multimedia can do the same thing (and more) on YouTube. Both are much easier and more versatile for people to consume than conference talks, and they can reach and benefit *far* more people.

Ten years ago, you had to go to conferences to hear most prominent people in our industry speak in their own voice, or to get more content than an occasional blog post. Today, anyone who could headline a conference probably has a podcast or YouTube channel with hours of their thoughts and ideas available to anyone, anywhere in the world, anytime, for free.

But all of that media can't really replace the socializing, networking, and simply *fun* that happened as part of (or sometimes despite) the conference formula.

I don't know how to fix conferences, but the first place I'd start on that whiteboard is by getting rid of all of the talks, then trying to find different ways to bring people together — and far more of them than before.

Or maybe we've already solved these problems with social networks, Slack groups, podcasts, and YouTube, and we just haven't fully realized it yet.

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