

IAAPA Board Update: Key Outcomes from our September 2026 Meeting

Dear IAAPA Members,

On behalf of IAAPA Chair of the Board Luciana Periales and President and CEO Jakob Wahl, we wanted to share an update following our recent Board of Directors meeting in London.

The meeting took place just ahead of IAAPA Expo Europe 2026, where our global attractions community once again came together for an incredible week of business, learning, and connection. This year's Expo welcomed a record number of exhibitors and a strong attendance of qualified buyers to London, a great reflection of the continued strength and energy of our industry.

Looking Ahead: Vision 2035

One of the most important conversations during our Board meeting focused not on where our industry is today, but where it may be going.

The Board participated in a generative session around **Vision 2035**, IAAPA's extensive research initiative exploring the forces that could shape the global attractions industry over the next decade. The work is being led on the member side by First Vice Chair Chris Perry chairing this Task Force and Kelly Repass AS VP for Global Research on IAAPA Team side.

The discussion focused on what these emerging trends could mean for IAAPAs continued development—and how our association needs to evolve to continue serving the industry of tomorrow. This work will continue over the coming months, and we look forward to sharing more with members as it progresses. We had the first session at IAAPA Expo Europe and will host the next one at IAAPA Expo in Orlando.

Welcoming Our 2027 Board Leaders

The Board also approved the slate of new directors for the 2027 term, following the recommendation of the Governance Committee.

The incoming leaders include Second Vice Chair Denise Beckson (Morey's Pier); North America Chair Mike Denninger (Denninger Development); Asia Pacific Chair Lena Lee (Resorts World Sentosa); Europe and Sub-Saharan Africa Chair Amanda Thompson OBE (Pleasure Beach); and at-large facility representatives Patrick Finnegan (Walt Disney Company) and Mario Centola (Chuck E. Cheese).

We are grateful to these industry leaders for volunteering their time and expertise to help guide IAAPA and represent our global membership.

Preparing for 2027 and Beyond

The Board received financial and business updates from across the association, including confirmation that preparations for **IAAPA Expo Middle East 2027 in Abu Dhabi** remain on track for the spring.

We also reviewed the results of our latest membership survey. The results show encouraging progress and provide important insight into what members value most, where IAAPA is performing well, and where we have opportunities to improve. Most importantly, that feedback is directly informing our priorities and business planning.

A significant part of the meeting was therefore dedicated to reviewing **IAAPA's strategic priorities**. Originally developed in 2023 and reviewed annually, the priorities underwent a more extensive review this year. The Board approved an updated set of priorities, which are now helping shape the 2027 global business plan.

At the same time, a task force chaired by Neil Dwyer is reviewing how IAAPA should approach future updates to its strategic priorities, ensuring that our planning process continues to reflect the needs of a growing, increasingly global association and industry.

Strengthening IAAPA Expo Asia

Following this year's IAAPA Expo Asia and feedback received from exhibitors and attendees, the Board agreed that we need to take a deeper look at the show and its future.

A new task force, chaired by Andrew Bolstein of Shanghai Disney Resort, will examine the Expo's strategic position, opportunities to improve the experience for exhibitors and attendees, and the role IAAPA Expo Asia should play within both the regional and global marketplace.

Listening to feedback—even when it tells us that we need to do better—is an important part of how IAAPA continues to improve.

How We Lead Together

The Board also adopted a set of values to guide how directors work together and serve IAAPA:

Put IAAPA First.
Listen to Every Voice.
Debate Openly, Decide Collectively, Support Fully.
Honor the Past but Shape the Future.
Empower and Lead with Integrity and Trust.
Come Prepared.

These principles reflect the kind of governance and leadership we believe a global association like IAAPA requires.

Of course, there was much more discussed during our time together in London. The Board received updates from our regions, digital and technology teams, and on IAAPA Expo Europe, among other areas. We were also delighted to collect some wonderful donations for the IAAPA Foundation auction during the Legends event, which we will hopefully welcome many of you.

What connects all these conversations is a common goal: ensuring that IAAPA continues to evolve alongside the industry we serve.

Thank you for being part of the IAAPA community and for the feedback, involvement, and volunteer leadership that make this association what it is. We look forward to continuing the conversation with you as we prepare for 2027 and beyond.

We are all IAAPA,



Luciana Periales
Chairman of the Board



Jakob Wahl
President & CEO