



Artsolute Media Group

AMG EXHIBITION DESIGN ACADEMY · BOOK 3

AEDM

Case Studies

How it was done. Seven real projects, decision by decision —
from a 600 sq ft inline to a 30,000 sq ft summit, across two continents.

*About This Book***How to Read These Cases** Contents

This is not a portfolio. Every case in this book follows the same discipline we teach in Book 1: the decision, because of what, serving which objective. Each case ends with the page that makes it knowledge instead of memory — **What This Case Shows** — where the project's evidence is tested against the AEDM rules and the method's open hypotheses. A case study without that page is just photographs.

※*How to read the verdicts.* One project cannot validate a rule; it can only fail to contradict it, agree with it, or force it to be qualified. So each check carries one of five: **SUPPORTED** — this case is direct evidence for the claim; **CONSISTENT** — nothing here contradicts it, but the case was not built to test it; **QUALIFIED** — the claim holds only under a condition this case exposes; **CONTRADICTED** — the case is evidence against it; **NOT TESTED** — the evidence that would decide it was never recorded.

※*A Case Evidence Verdict says what one case can say about one claim. It does not, on its own, make a rule mature: EDBOK grades a knowledge object separately, and one project never moves that grade.*

01 Alibaba Group — CoCreate 2025, Las Vegas

30,000 sq ft seller summit. The space itself is the funnel: recruit believers, not display products.

02 Gainbridge — F1 Miami Grand Prix 2022

A full-scale race car replica and a VIP Paddock Club suite. Designing for the camera first.

03 Durofix — Shanghai + Bangkok 2026

One factory, two continents. Documentation as the delivery mechanism.

04 Delta Electronics — MODEX 2026, Atlanta

600 sq ft carrying a global brand. Subtraction as discipline; a milestone number as the hero.

05 CAE — WATS 2026, Orlando

The incumbent's booth: meeting-first, dominant without saying a word. Funnel position as strategy.

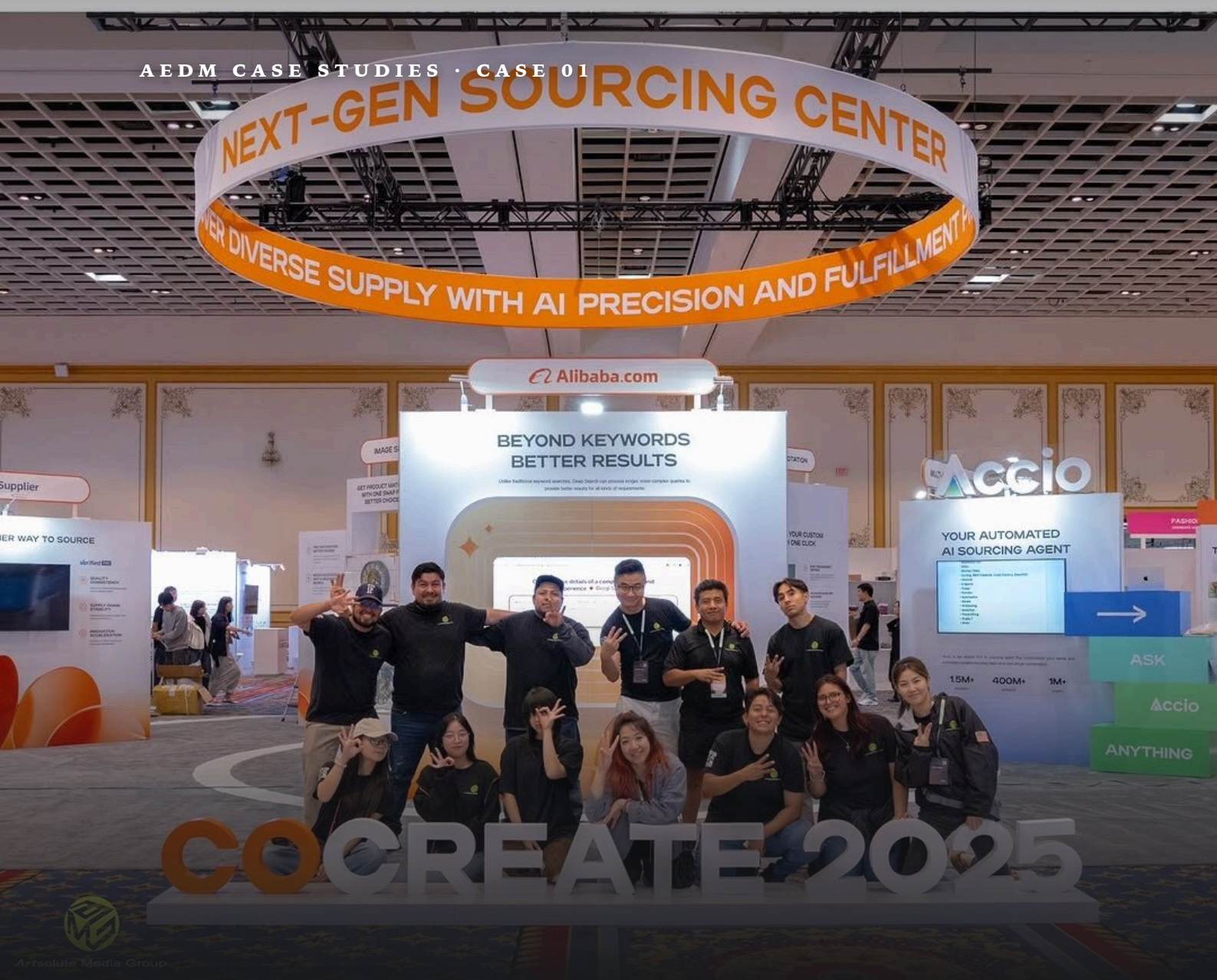
06 Taiwan Excellence — ITSACE 2026, Detroit

A national pavilion with 17 Design: many companies, one story. The client as ecosystem.

07 Aramco — Formula 1 United States Grand Prix 2021, Austin

A Paddock Club suite above pit lane, on a date that could not move. What a project does when RULE-04 cannot be satisfied.

Closing section: The Method Across Seven Cases — what the evidence, taken together, proves and what it doesn't yet.



30,000 square feet. Two days.

One chance to get it right.

ALIBABA GROUP — COCREATE 2025 · PARIS LAS VEGAS HOTEL & CASINO · TWO-DAY SELLER EVENT · 30,000 SQ FT · FULL EVENT ENVIRONMENT

Case 01 • Part 1

The Brief Background • Objectives • Constraints

Alibaba CoCreate 2025 was a global seller summit — not a trade-show booth. Thousands of entrepreneurs, brand partners, and platform sellers in one room for two days, with Alibaba's brand carrying the entire environment. The ask: design and build an event space where a summit stage, breakout zones, product showcases, and live demos all run simultaneously — all on brand, all on schedule.

Why Alibaba Was Here**Sellers, not shoppers**

CoCreate exists to convince entrepreneurs to build their business on Alibaba's platform. Every square foot had one business objective: make a seller feel that success on the platform is real, near, and already happening for people like them.

The Constraints**Two days. Zero margin.**

A hotel ballroom, not a convention hall: limited rigging, hotel move-in rules, one overnight install window. 30,000 sq ft of program that could not open late — the keynote does not wait for carpenters.

The first AEDM question — why is this company exhibiting? — had a sharp answer here: not to display products, but to recruit believers.

That answer decided everything that follows. A product-display strategy would have produced rows of showcases. A recruitment strategy produces a **journey**: arrive → believe the scale → hear the vision (stage) → touch the proof (product zones) → talk to a human (breakouts) → commit. The spatial program is the funnel, built at room scale.

※ Reference: RULE-02 (Start with the Objective) • Book 1, Chapter 2 — the client's reason for exhibiting gives space its direction.

Case 01 • Part 2

The Decisions

 Every choice has a "because"

A 30,000 sq ft environment is hundreds of decisions. These four carried the business objective — each one written the way AEDM requires: **the decision, because of what, serving which objective.**

1 **One space, every function — no walls between zones**

Because sellers came for a summit, not a trade show: the room had to read as one movement — keynote energy flowing directly into product discovery and meetings — **serving** the recruitment objective. Hard-walling the zones would have turned belief into browsing.

2 **The stage is the hero; everything else is supporting cast**

Because the single most persuasive asset at CoCreate is Alibaba's own vision told from the stage — **serving** visibility and brand. Product showcases were deliberately scaled to not compete with the keynote moment (Book 1: one hero only).

3 **Environmental graphics as wayfinding, not decoration**

Because thousands of first-time visitors had to self-navigate between simultaneous programs without staff herding them — **serving** the experience and the schedule. Every banner did a job: orient, direct, or reinforce the brand promise. Zero purely decorative surfaces.

4 **Design the install before designing the finishes**

Because one overnight window in a hotel ballroom decides what can exist at all — **serving** deliverability. Modular fabrication, pre-finished off-site, sequenced so the stage build and zone builds never fought for the same floor. RULE-05: size changes the tools, not the thinking.

Case 01 • Part 3

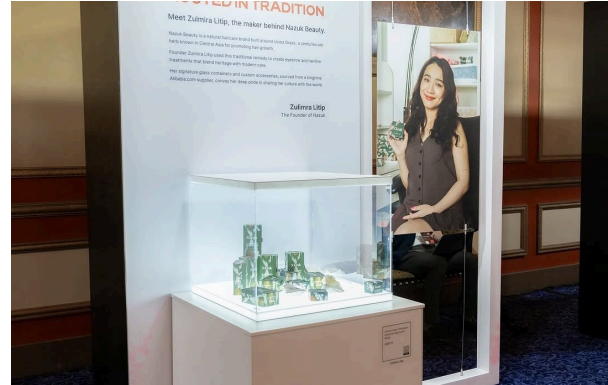
The Build & The Result What actually happened

AMG's scope covered every square foot: full event layout planning and space design, custom fabrication across multiple activation zones, environmental brand graphics and wayfinding, main stage and presentation setup, and complete move-in, installation, and teardown.

Global supply wall



Maker story • product vitrine



Accio use-case station



"Meet the Maker" wall



Opened on time. Struck on schedule.
Every zone delivered — main stage, product showcases, breakouts —
without a single delay.

At this scale the margin for error is zero, and the result is binary: the summit either opens or it doesn't. It opened. Two days of simultaneous programming ran on one environment that never became the story — **Alibaba's message stayed the story**, which is exactly what the environment was hired to do.

Case 01 • Part 4

What This Case Shows

Knowledge captured

CoCreate is the cleanest possible demonstration of **RULE-02 — Start with the Objective**: one sentence ("recruit believers, not display products") generated the entire spatial program. It also validates **RULE-03 — Every Element Has a Job** at event scale: zero decorative surfaces survived the design process, because a two-day schedule cannot carry passengers.

Hypothesis Check

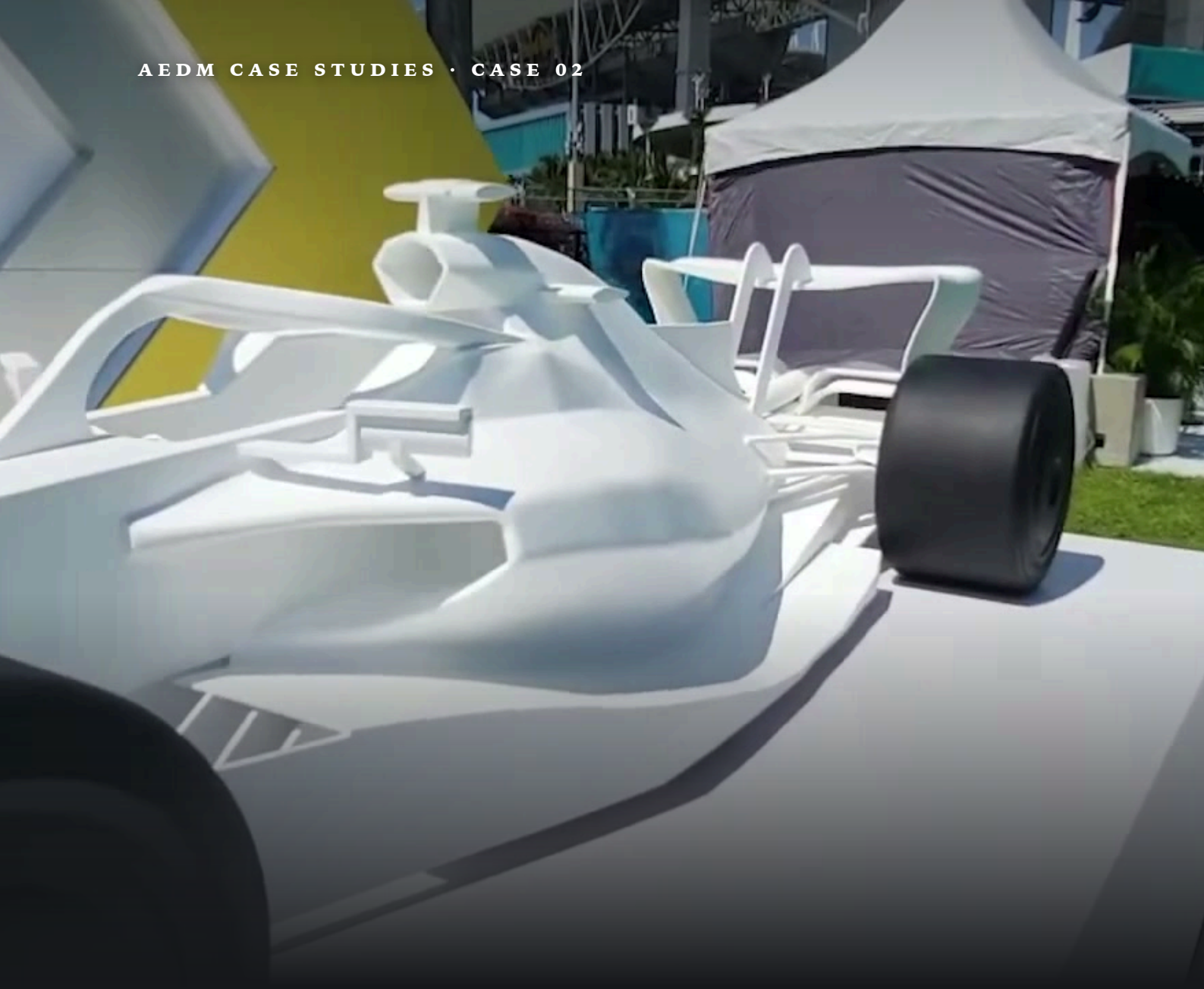
Against the AEDM hypothesis parking lot

1. **H1 Exhibition Equation (multiplicative)**: SUPPORTED. A perfect design with a failed overnight install = zero summit. Operational excellence wasn't a quality bonus — it was a survival term in the product.
2. **H2 Four Outcomes**: SUPPORTED. The measurable win was operational (on time, zero delay) and brand-level (environment carried the message); classic lead-count metrics don't describe this project's success at all.
3. **H3 Trust Thesis**: PARTIALLY OBSERVED. Sellers touching real product zones and talking to real humans was the conversion mechanism — but this case alone can't isolate trust from stagecraft. Needs more cases.

A case study is complete only when it feeds knowledge back — this page is the deliverable. (Editorial Guide §5.)

Evidence. Available: the build record for 30,000 sq ft — zones as designed, overnight install completed, opening met; Missing: attendance, session counts, seller sign-ups, any post-summit conversion; Source records: project file, install schedule, project photographs; Confidence: Output high; Outcome qualitative; Impact not measured; What would change this verdict: seller-recruitment figures showing no change against the previous summit format.

Next — Case 02: Gainbridge — F1 Miami Grand Prix (designing for the camera and the crowd).



The audience was the crowd.
And every camera on the planet.

GAINBRIDGE — F1 MIAMI GRAND PRIX · MIAMI INTERNATIONAL AUTODROME · 2022 ·
EXPERIENTIAL BRAND ACTIVATION · 48-HOUR INSTALL WINDOW

Case 02 • Part 1

The Brief Background • Objectives • Constraints

Gainbridge is a financial brand. A Formula 1 paddock is about as far from an insurance office as a brand can travel — and that distance is precisely the point. At the Miami Grand Prix, Gainbridge wasn't there to capture leads on a clipboard; it was there to **borrow the energy, precision, and premium aura of F1 and attach it to the brand** — for the crowd walking past, and for the cameras broadcasting to millions. The scope ran deeper than the trackside moment: Gainbridge also needed a branded hospitality suite — reception, branded interiors, and a meeting lounge. The public centerpiece: a **full-scale Formula 1 replica**, hand-built by AMG and parked trackside in the Florida sun.

Why Gainbridge Was Here**Association, not transactions**

Nobody buys an annuity at a race track. The business objective was brand: awareness, memory, and the transfer of F1's qualities — speed, engineering, trust in machinery — onto a financial product. Success is measured in impressions and alignment, not in a lead count.

The Constraints**48 hours. A live racetrack.**

Miami International Autodrome is not a convention center: tight venue restrictions, controlled access, and a 48-hour install window inside an operating event site. Everything had to arrive finished, go up fast, and come down clean — with zero tolerance for safety incidents.

The AEDM question — **why is this company exhibiting?** — has a different answer at a race track: not to talk to a thousand people, but to be **seen correctly by millions.**

That answer reorders every priority. In a trade-show booth, the funnel runs stop → enter → talk → lead. At a trackside activation, the primary "visitor" may never walk in at all — they see the brand through a lens, in the background of a photo, for two seconds. Design for the camera first, the crowd second, the walk-in third.

※ Reference: RULE-02 (Start with the Objective) • H2 Four Outcomes — this case is a Brand-outcome project by design.

Case 02 • Part 2

The Decisions

 Every choice has a "because"

Four decisions carried the objective — each written the AEDM way: **the decision, because of what, serving which objective.**

1 **Design for the camera before the floor plan**

Because the largest audience experiences this activation through broadcast and social feeds, brand elements were composed for legibility at distance, in motion, and inside a frame — **serving** the awareness objective. A trackside structure that reads perfectly at arm's length but dissolves on camera has failed its main audience.

2 **Premium materials — no shortcuts a lens can catch**

Because a financial brand asking for trust cannot afford to look temporary next to F1's engineering culture — **serving** brand alignment. The finish level had to survive close-ups, daylight, and comparison with the most obsessively engineered machines in sport. RULE-06: the claim ("trustworthy") needs observable evidence.

3 **One brand statement, entry to exit**

Because crowd dwell time is short and attention is fractured by the actual race — **serving** memory. The environment repeated one coherent brand expression across every touchpoint instead of splitting into sub-messages. Full brand alignment from entry to exit was the deliverable, not a slogan.

4 **Fabricate for a 48-hour window — finished off-site, assembled on-site**

Because the venue's restrictions and schedule decide what can exist at all — **serving** deliverability. Custom fabrication was completed and finished before arrival; on-site work was assembly and management, not construction. Teardown and asset storage were planned as part of the design, not an afterthought. RULE-05: the context changes the tools, never the thinking.

Case 02 • Photographs

The car before it is a car — CNC-cut plywood ribs and formers, stacked in the order they get assembled. A shape this smooth is a pile of flat parts first.



Finished by hand — no machine leaves a surface a paint shop will accept, so two people sand it. This is the line a schedule forgets and a race date will not forgive.

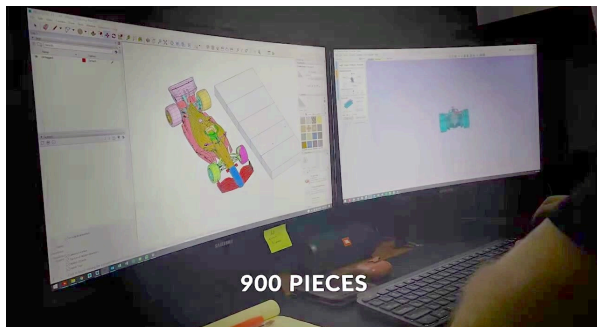
Case 02 • Part 3

The Build & The Result What actually happened

AMG's scope ran end to end: the trackside activation *and* the branded hospitality suite — concept, custom fabrication, installation, show-time management, teardown, and asset storage. The replica alone was a manufacturing project in its own right:

A full-scale Formula 1 replica — **CNC-milled and hand-assembled** by AMG,
finished off-site and installed trackside inside the window.

Fabrication • CNC



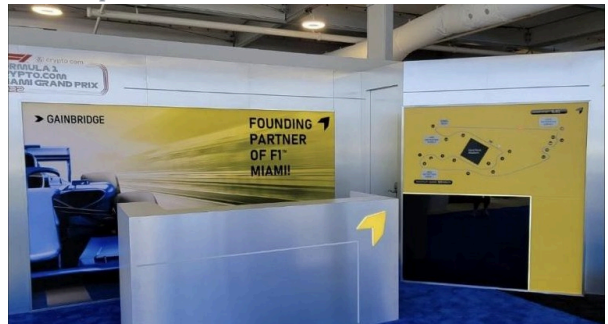
Milled parts



Assembly



Suite reception



Executed flawlessly under tight venue restrictions and a 48-hour install window.

Zero safety incidents. Full brand alignment from entry to exit.

On a live race weekend the schedule is the client's client: nothing waits, nothing reopens. The activation went up inside its window, ran through the event, and came down clean — assets stored, ready to be redeployed. The brand got exactly what it paid for: a presence that belonged next to Formula 1.

Case 02 • Part 4

What This Case Shows Knowledge captured

Gainbridge extends **RULE-01 — Design for Business** beyond the trade-show floor: the "business result" here was brand association, and every design decision can be traced to it. It is also the series' clearest case of **RULE-05** — an activation is not a small booth or a big one; it is a different context that demands the same thinking with different tools.

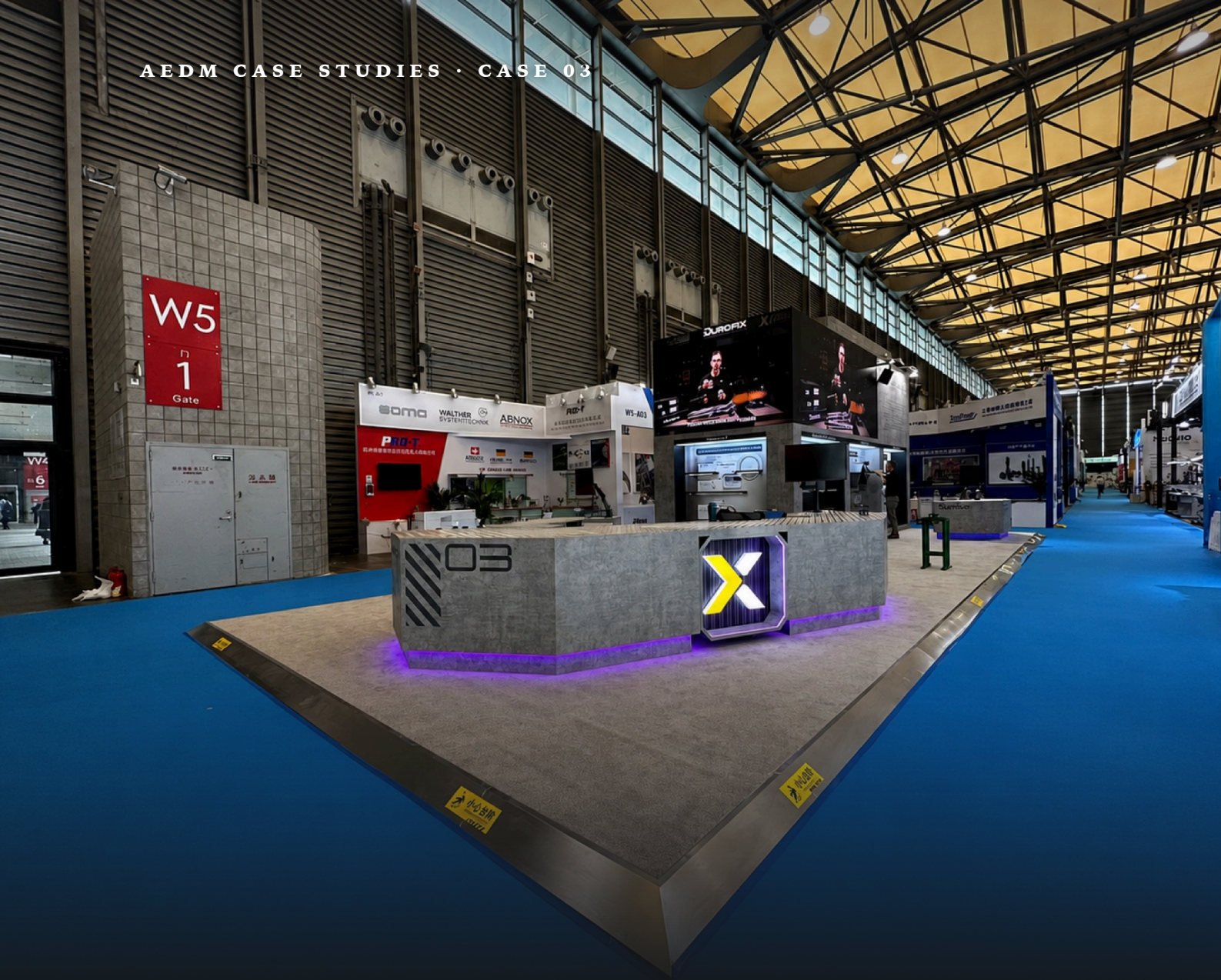
Hypothesis Check

Against the AEDM hypothesis parking lot

1. **H2 Four Outcomes: SUPPORTED.** This project's success is Brand + Organizational (assets stored for reuse, zero incidents); a lead-count metric would grade a successful project as a failure. Cases 01 and 02 together show the outcome mix shifts with the project type.
2. **H1 Exhibition Equation (multiplicative): SUPPORTED.** The 48-hour window makes the operational term explicit: miss it and the brand term multiplies against zero.
3. **H6 Valuable Encounter: EXTENDED.** The encounter here includes *mediated* encounters — a viewer seeing the brand through a broadcast frame. "對象正確 × 品質足夠 × 方向明確" still applies, but "接觸" must include the lens. This refines H6's definition.

Evidence. Available: the activation stood up inside its 48-hour window, zero safety incidents, full brand alignment; build photographs; Missing: impressions, recall, broadcast or social measurement of any kind; Source records: project file, build photographs, show schedule; Confidence: Output high; the brand Outcome rests on delivery evidence, not on audience measurement; What would change this verdict: broadcast or social capture showing the replica did not appear, or appeared off-brand.

Next — Case 03: Durofix — one exhibit, two continents (Shanghai + Bangkok: proving "we build anywhere").



One client. Two continents.
Zero excuses about distance.

DUROFIX — 2026 SHANGHAI INTERNATIONAL ASSEMBLY (16M×6M ISLAND) +
MANUFACTURING EXPO THAILAND, BITEC BANGKOK (6M×8M) · DESIGNED IN LOS
ANGELES · FABRICATED IN ASIA BY AMG-MANAGED PARTNERS · INSTALLED ON-SITE
BY AMG

Case 03 • Part 1

The Brief Background • Objectives • Constraints

Durofix makes professional power tools, and in 2026 it took its lineup to two Asian shows: a **16m×6m flagship island** at the Shanghai International Assembly, and a **6m×8m demonstration booth** at Manufacturing Expo Thailand in Bangkok. Both exhibits were **designed in AMG's Los Angeles studio, then fabricated in Asia by fabrication partners building to AMG's drawings and standard under AMG's supervision, and installed on-site by AMG.**

Why Durofix Was Here**Two shows, two jobs**

Shanghai was the flagship statement — a brand island in the industry's room. Bangkok was the working proof — live heavy-duty tool demonstrations for a buying audience. Same brand, different primary objective per show; the design language had to hold across both.

The Constraints**An ocean — and a language — in the middle**

The people who designed the exhibit sat in Los Angeles; the people who built it sat in Asia, in another language and time zone, in a shop AMG doesn't own. Anything missing, mislabeled, or ambiguous in the drawings couldn't be settled with a walk to the shop floor — **the documentation had to carry AMG's standard across the gap by itself.**

For AMG itself this was also a business objective: prove that **"we build anywhere"** means design in LA and control the build to one standard — not ship LA boxes around the world.

That dual objective — the client's shows and AMG's own capability proof — makes this the series' clearest **Organizational-outcome** case: the deliverable wasn't only two booths, but a demonstrated **design-in-LA, build-local-to-standard** delivery model that AMG can now offer any client with global ambitions — faster and lighter than trans-oceanic freight, without surrendering quality control.

※ Reference: RULE-02 (Start with the Objective) • H2 Four Outcomes (Organizational).

Case 03 • Part 2

The Decisions

 Every choice has a "because"

1 **Design in LA — fabricate through AMG-managed local partners, never hand over the standard**

Because shipping a 16m island across the Pacific is slow, heavy, and expensive, while local fabrication is fast and light — but "local" turns into "lower" the moment nobody owns the standard — **serving** quality control and deliverability at once. AMG kept the design and the drawings, and supervised the build. The payoff: local speed and cost, held to one AMG standard on two continents.

2 **Use AI rendering to compress the design-approval cycle**

Because the local fabricator cannot start cutting until the client approves, and every week lost in design review is a week stolen from the build calendar — **serving** deliverability. Photorealistic previews in days instead of weeks let Durofix approve fast, and gave both the client and the partner the exact same target to build toward.

3 **Document to RULE-04: Zero Questions — across an ocean and a language**

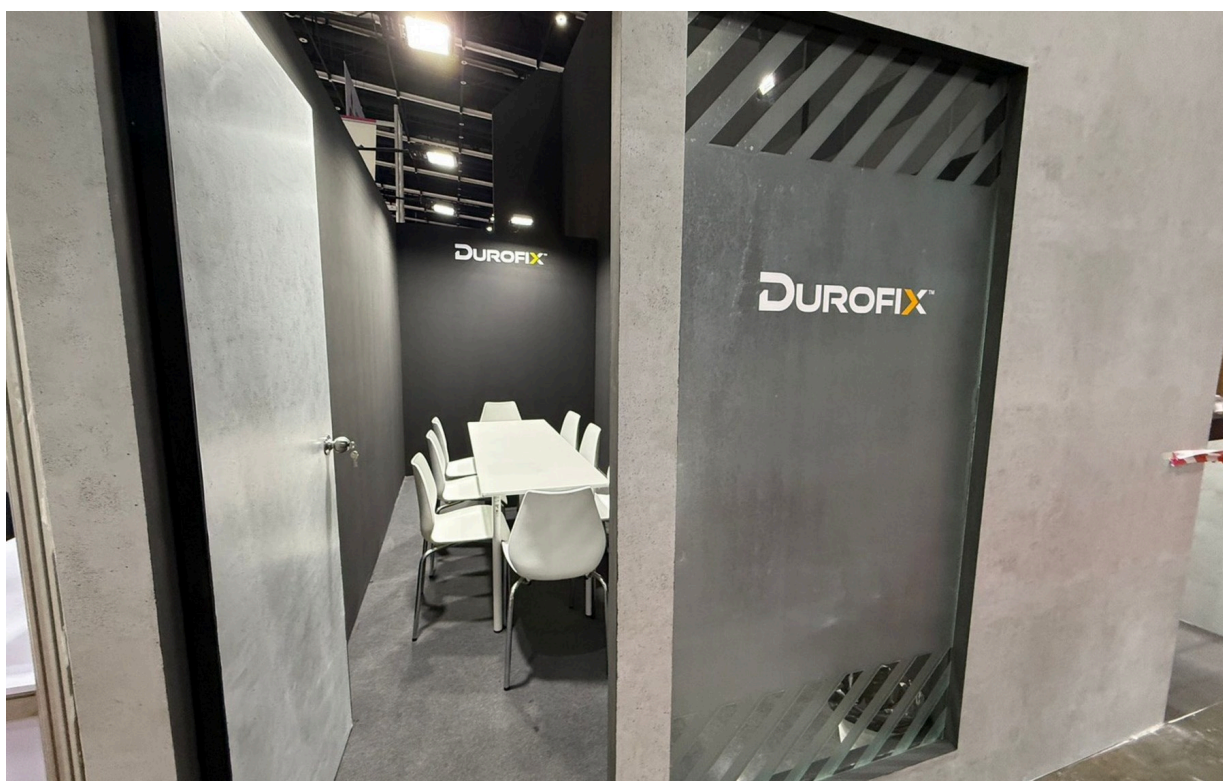
Because the fabricators in Shanghai and Bangkok don't work in the LA studio and don't share its language — **serving** execution. Every crate, part, and connection had to be answerable by the drawings alone. A partner an ocean and a language away is the ultimate test of documentation: every question that has to be radioed home is a day lost to translation and time zones.

4 **Build Bangkok around live demonstration, not display**

Because a power tool's most persuasive argument is torque in someone's hands — **serving** the funnel's "try the product" stage. Open display zones and a heavy-duty demo area made the booth a proof environment; sustained floor traffic followed the noise of real tools doing real work.

Case 03 • Photographs

The same drawing, built in Shanghai — concrete-look panel, recessed product case, the mark held at the height the American build holds it. One standard means the tolerances travel, not the crates.



A door that closes — at a distributor show the meeting room is the element the business actually needs, and the first one cut when the budget tightens.

Case 03 • Part 3

The Build & The Result What actually happened

Scope, both cities: concept and design in Los Angeles; CNC-milled custom fabrication by AMG-managed partners in Asia, built to AMG's drawings and spec; large-format graphics, integrated lighting and product display zones; on-site installation and show services by AMG.

Shanghai • 16m×6m island



Shanghai • detail



Bangkok • 6m×8m



Bangkok • demo zone



Designed in LA. Built in Asia to AMG's standard. Installed in Shanghai — and Bangkok.

Both opened on time. Full custom fabrication, managed across the ocean, no shortcuts.

Shanghai: the 16m×6m island stood up exactly as rendered — the AI-compressed approval cycle gave the local build its schedule room, and the drawings held so the partner built to standard. Bangkok: live demonstrations ran throughout the show, driving sustained floor traffic and direct product engagement. Two continents, one standard.

Case 03 • Part 4

What This Case Shows

 Knowledge captured

Durofix is the series' definitive **RULE-04 (Zero Questions)** case: when the studio that designs and the shop that builds are separated by an ocean, a language, and a company boundary, documentation quality stops being a virtue and becomes the delivery mechanism itself. It also shows **RULE-05** working internationally — the thinking never changed between a 16m island and a 6m demo booth, or between LA and Asia; only the tools and the hands did.

Hypothesis Check

Against the AEDM hypothesis parking lot

1. **H1 Exhibition Equation (multiplicative):** SUPPORTED, with a new term made visible — the *standard-transfer* term. A perfect LA design multiplies against zero if the remote fabricator can't build it to standard. That term sits inside "Operational Excellence," carried entirely by the drawings and the supervision.
2. **H2 Four Outcomes:** SUPPORTED — Organizational outcome dominant. The reusable business asset is a proven *design-in-LA, build-local-to-standard* model; "we build anywhere" moved from claim to record. Three cases, three different dominant outcomes (01 Business/Brand, 02 Brand, 03 Organizational).
3. **H3 Trust Thesis:** SUPPORTED in a B2B register: Bangkok's live demos are trust manufactured at booth scale — the tool in the buyer's hands is the evidence. Together with Case 01's product zones, the pattern holds: conversion mechanisms are trust mechanisms.

Evidence. Available: two builds to one standard, in Shanghai and Bangkok, from the same document set; photographs of both; Missing: floor traffic, leads and orders — the show reports are qualitative; Source records: project file, drawing and specification set, show reports; Confidence: Output high; Outcome qualitative; Impact not measured; What would change this verdict: a third overseas build from the same documents diverging materially in fit or finish.

Next — Case 04: Delta Electronics at MODEX — industrial storytelling inside 600 square feet.



600 square feet.

Carrying the weight of a global brand.

DELTA ELECTRONICS — MODEX 2026 · GEORGIA WORLD CONGRESS CENTER,
ATLANTA · 20×30 CUSTOM EXHIBIT · LIVE EQUIPMENT DEMONSTRATIONS

Case 04 • Part 1

The Brief Background • Objectives • Constraints

After 30,000 sq ft for Alibaba and a race track for Gainbridge, Case 04 is the opposite problem — and the most common one in this industry: a 20×30 space at a working B2B trade show, where a global brand must compete for qualified buyers with 600 square feet and four days. Delta Electronics brought its power management and industrial automation lineup to MODEX, the material-handling and supply-chain show at the Georgia World Congress Center.

Why Delta Was Here**Qualified conversations**

MODEX visitors are buyers, plant engineers, and logistics operators with real projects. Delta's objective wasn't awareness theater — it was getting the right equipment in front of the right people and starting conversations that turn into orders.

The Constraints**600 sq ft, no tricks**

An inline-scale footprint in a hall full of machinery giants. No 30,000 sq ft to spend, no race cars — every square foot had to earn its place: live demos, product display, and conversation space all inside 20×30.

Book 1, RULE-05: **size changes the tools, never the thinking** — and the smallest booth demands the strictest discipline. This case is that sentence, built.

The layout priorities were set by the funnel, in order: be identifiable from the aisle, stop the right visitor with proof, let them see equipment actually running, and give the resulting conversation somewhere to happen. Nothing else fit — so nothing else was included.

※ Reference: RULE-05 • RULE-03 (Every Element Has a Job) — subtraction as discipline at small scale.

Case 04 • Part 2

The Decisions

Every choice has a "because"

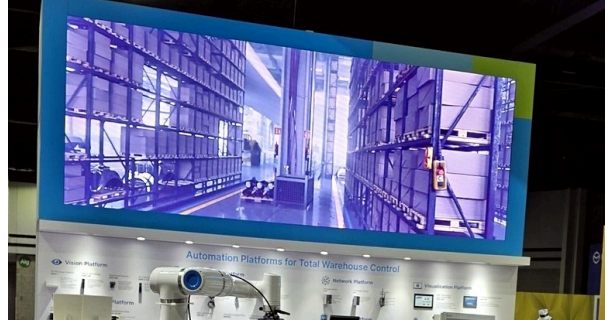
- 1 Lead with a number, not a slogan: "1 Million Industrial Vehicles Charged"**
Because MODEX buyers are engineers who discount adjectives on sight — **serving** trust. The hero message is a verifiable milestone, built as a golden arch with a city-skyline silhouette. This is RULE-06 executed in the client's own graphics: evidence, not adjectives, at hero scale.
- 2 Live equipment demos — running, not rendered**
Because industrial buyers judge machines by watching them work, and a charger cycling a real vehicle battery says what no brochure can — **serving** the funnel's try-the-product stage. Demo zones got real safety striping and clearances: the working-factory visual language that tells an operator "this is equipment, not scenery."
- 3 Identity overhead: suspended Delta canopy + halo-lit product niches**
Because a 20×30 can't out-build its neighbors, it must out-signal them — **serving** aisle-distance visibility. The blue canopy floats the brand above sightline clutter, and halo lighting makes each product read as a deliberate exhibit rather than shelf stock.
- 4 Reserve real space for conversations inside 600 sq ft**
Because the show's value is the qualified conversation, and a demo that ends with nowhere to talk wastes the funnel it just built — **serving** the business objective. Conversation zones sit adjacent to demos: watch → ask → talk, three steps in three meters.

Case 04 • Part 3

The Build & The Result

 What actually happened

Scope: design, custom fabrication, graphics, installation and dismantle, on-site support — the full delivery, sized to a 20×30.

The milestone arch*LED demo wall**Product wall + LED**Brand wall*

Installed on schedule for a four-day show. **Zero incidents.** Delta's teams ran live demonstrations in a space built for equipment visibility and buyer conversations.

Four days of demos and qualified conversations in a booth where every element had a stated job. The 600 sq ft never pretended to be bigger than it was — it was simply clearer than everything around it.

Case 04 • Part 4

What This Case Shows

Knowledge captured

Case 04 completes RULE-05's proof from the small end: Cases 01–04 now span 30,000 sq ft to 600 sq ft with the identical decision order — business first, function next, form last. And the milestone arch is the series' cleanest client-side example of **RULE-06**: Delta's most powerful graphic is a *number they can prove*.

Hypothesis Check

Against the AEDM hypothesis parking lot

1. **H2 Four Outcomes:** SUPPORTED — Business outcome dominant (qualified conversations). The four cases now cover all four dominant outcomes: 01 Business/Brand, 02 Brand, 03 Organizational, 04 Business. The matrix is populated.
2. **H3 Trust Thesis:** SUPPORTED — two mechanisms in one booth: running equipment (proof by demonstration) and a verifiable milestone (proof by record). B2B trust is built from evidence types, not atmosphere.
3. **H5 Three Levels (Objects → Experience → Business):** SUPPORTED as a teaching frame — this booth reads cleanly at all three levels and is small enough to walk a junior designer through element by element.

Evidence. Available: booth, demonstrations and schedule documented; installed on time; zero incidents; Missing: conversation counts and lead figures — none were recorded in the project file; Source records: project file, install record, the show's own characterization; Confidence: Output high; Outcome qualitative; Impact not measured; What would change this verdict: instrumented conversation counts at the next MODEX no better than a comparable inline with the same staffing.

Next — Case 05: CAE at WATS — the incumbent's booth, built meeting-first for the end of the funnel.



The world leader walked in.
The booth didn't need to say it.

CAE — WATS 2026 (WORLD AVIATION TRAINING SUMMIT) · SHINGLE CREEK RESORT,
ORLANDO · 20×40 CUSTOM EXHIBIT · EXECUTIVE MEETING PROGRAM

Case 05 • Part 1

The Brief Background • Objectives • Constraints

CAE is the world leader in aviation training — simulators, pilot programs, airline partnerships. At WATS, the industry's annual homecoming, CAE doesn't need to introduce itself. Its problem is the opposite of most exhibitors': **everyone already knows who they are; the question is where the deals get discussed.** The brief asked for meeting rooms for airline-executive conversations, clean sightlines on a crowded floor, and a presence that read "dominant" **without saying a word.**

Why CAE Was Here**The end of the funnel**

Pilot recruitment and aviation-training deals. WATS puts every airline training director in one resort for a few days — CAE's booth is where those calendars land. The objective wasn't traffic; it was back-to-back, high-stakes conversations.

The Constraints**Privacy on a show floor**

Executive negotiations need acoustic and visual privacy; a market leader's booth also needs open, confident sightlines. Those two requirements fight each other inside 800 sq ft — resolving that tension was the design problem.

Case 04 (Delta) was built for the **middle of the funnel** — demos that start conversations.

Case 05 is built for the **end of it** — rooms where conversations close.

Where your booth lives on the funnel is a strategic decision set by market position, not by habit. A challenger brand demos; the incumbent hosts. Same show, same rulebook, opposite programs — and both are RULE-02 answered correctly.

※ Reference: RULE-02 (Start with the Objective) • FUNNEL, Book 1 Ch1.1.

Case 05 • Part 2

The Decisions

 Every choice has a "because"

- 1 Meeting rooms first — the rest of the booth wraps around them**
Because the business objective is executive conversations, the enclosed glass meeting rooms were placed and sized before anything else — **serving** the deal program. Branded interior walls mean even a closed-door meeting is on-brand in every sightline and photo.
- 2 Say "dominant" with materials, not with volume**
Because the market leader shouting is a status downgrade — **serving** brand stature. Warm wood slat architecture, a living green wall, layered dimensional logo, hospitality lighting: the language of a flagship lounge, not a sales stand. RULE-06 in material form — the craft is the evidence.
- 3 Keep the perimeter open and legible**
Because privacy inside must not become a fortress outside — **serving** approachability and recruitment. Open bar seating, clean sightlines to the reception, and the CAE tower identity visible across the hall balance the enclosed rooms.
- 4 Put the simulator story on the walls, not on the floor**
Because a full-flight simulator doesn't fit in 800 sq ft and doesn't need to — the audience has flown them — **serving** focus. Large-format imagery of pilots in training carries the product story visually, leaving the floor area for what this booth is actually for: people talking.

Case 05 • Photographs

The room is the product — glazed so the floor can see it is occupied, closed so the conversation inside is private. Both of those are doing work.



Six chairs and a door — where a simulator contract is actually signed. Everything outside this room exists to fill this table.

Case 05 • Part 3

The Build & The Result

 What actually happened

Scope: design, custom fabrication, graphics, installation and dismantle, on-site support — with the finish level of a hospitality interior delivered on a trade-show schedule.

Executive meeting room*Living green wall**Reception**Backlit pilot wall*

Delivered on schedule for a multi-day summit.
CAE's executive team ran **back-to-back meetings** in a space designed for privacy, visibility, and premium presence.

The measure of this booth isn't a crowd photo — it's a full meeting calendar. The rooms worked, the perimeter stayed open, and the brand said exactly one thing all week, quietly: *this is where aviation training is decided.*

Case 05 • Part 4

What This Case Shows

Knowledge captured

Case 05 adds the missing strategic axis to the series: **funnel position as a design decision**. Delta (04) and CAE (05) at comparable scales produced opposite programs — demo-first vs meeting-first — because their market positions demand different funnel stages. RULE-02 doesn't just pick elements; it picks *which part of the funnel the booth is*.

Hypothesis Check

Against the AEDM hypothesis parking lot

1. **H3 Trust Thesis:** SUPPORTED, third mechanism identified. Case 01: proof by product zones. Case 04: proof by demonstration and record. Case 05: **proof by environment** — hospitality-grade materials signal institutional permanence. Trust has at least three buildable forms.
2. **H2 Four Outcomes:** SUPPORTED — Business (deals) + Brand (stature) co-dominant; a leader's booth carries both simultaneously.
3. **H6 Valuable Encounter (GL-005):** SUPPORTED at low volume: few encounters, extremely high consequence. Encounter quality and count are independent axes — the clearest evidence yet against traffic-count success metrics.

Evidence. Available: the room was built and used as designed; layout and photographs; Missing: meeting counts and deal outcomes — client-confidential, never in our file; Source records: project file, project photographs; Confidence: Output high; Outcome not available to us rather than absent; What would change this verdict: CAE reporting that meetings were not the constraint, or that the closed room cost them qualified conversations.

Next — Case 06: Taiwan Excellence at ITSACE (a national brand pavilion, in partnership with 17 Design).



The client wasn't a company.

It was a country's reputation.

TAIWAN EXCELLENCE — ITSACE 2026 · HUNTINGTON PLACE, DETROIT · 20×50
NATIONAL PAVILION · IN PARTNERSHIP WITH 17 DESIGN

Case 06 • Part 1

The Brief Background • Objectives • Constraints

Taiwan Excellence is not one exhibitor — it is a national mark carried by multiple award-winning Taiwanese companies at once. At ITSACE, Detroit's intelligent-transportation show, the 20×50 pavilion had to present **many companies' products under one coherent brand**: "Built on Innovation — From Components to Intelligence." AMG delivered the pavilion in partnership with **17 Design**, who led concept; AMG carried fabrication, graphics, demo integration, and the on-site build.

Why Taiwan Excellence Was Here**A nation's shop window**

The objective is ecosystem-level: make American transportation buyers associate Taiwan with intelligent-mobility innovation, and route interest to the member companies. Every individual demo serves two brands at once — the maker's and the nation's.

The Constraints**Many voices, one pavilion**

Multiple exhibitors, each with products, priorities, and pride — inside one 20×50. The classic pavilion failure is a flea market: ten logos shouting, no story. Coherence itself was the design problem. Plus: two design organizations collaborating across one build.

A pavilion is RULE-03 at ecosystem scale:
every company has a job in the nation's story — or the story dissolves into a flea market.

This case also tests something the series hasn't yet: AEDM discipline when AMG is *not* the only designer. Partnership changes the workflow — concept authority sits with 17 Design — but the delivery questions (buildability, documentation, install sequence, graphic production at scale) remain AMG's to answer.

※ Reference: RULE-03 (Every Element Has a Job) • GL-006 Audience vs GL-010 Participant — a pavilion's exhibitors are participants, not just content.

Case 06 • Part 2

The Decisions

 Every choice has a "because"

- 1 Group by application theme, not by company**
Because a transportation buyer thinks in problems ("vehicle sensing", "smart infrastructure"), not in vendor names — **serving** visitor logic over exhibitor logic. Zone counters carry theme titles; member products live inside the theme they solve. The pavilion reads as one intelligent-mobility story with many authors.
- 2 One overhead identity band owns the skyline**
Because the nation brand must outrank every member logo at hall distance — **serving** the ecosystem objective. "TAIWAN EXCELLENCE • BUILT ON INNOVATION" runs as a continuous white band above the two-tone island; member identities appear at counter height, where conversations happen.
- 3 Make infrastructure tangible: a city diorama and a real signal column**
Because "smart transportation infrastructure" is invisible until you shrink a city onto a table or plant a working traffic-signal in the aisle — **serving** the stop-and-understand stages of the funnel. Abstract categories became objects people point at.
- 4 Split authority cleanly with 17 Design: concept theirs, delivery ours**
Because two designers redesigning each other's work is how partnerships fail — **serving** the schedule and the relationship. AMG's role: make the concept buildable, produce large-format graphics at pavilion scale, integrate demo stations, and land the install in Detroit. RULE-04 documentation was the contract between the two studios.

Case 06 • Photographs

One sentence every company has to live with — *the overhead sign is the only element every exhibitor in the pavilion shares, so it has to be true of all of them.*



The pavilion admits you before any company does — *portal, information counter and seating belong to the group. The individual counters start behind them.*

Case 06 • Part 3

The Build & The Result What actually happened

Scope: concept design in partnership with 17 Design, custom fabrication, large-format graphic production, product demo station integration, on-site installation and dismantle.

City diorama



Theme zone counter



Install day



Brand wall



A 20×50 pavilion, two design studios, one national brand —
installed on schedule at Huntington Place, Detroit.

Thematic zones held their logic through the show: buyers navigated by problem, found products by theme, and met the member companies at the counters. The overhead band did its one job all week — from anywhere in the hall, the pavilion answered "who is this?" with a country, not a crowd of logos.

Case 06 • Part 4

What This Case Shows

 Knowledge captured

Case 06 stretches AEDM along two new axes at once: the client as an **ecosystem** (a nation brand hosting many companies) and the designer as a **partner** (concept authority outside AMG). The rules held on both: RULE-03 organized many voices into one story, and RULE-04 documentation served as the working contract between two studios.

Hypothesis Check

Against the AEDM hypothesis parking lot

1. **H2 Four Outcomes:** SUPPORTED, layered form — the nation brand banks Brand/Organizational outcomes while member companies pursue Business outcomes inside the same square footage. Outcomes can stack by stakeholder.
2. **H5 Three Levels:** SUPPORTED — theme-vs-company zoning is a pure Level-2/3 decision (experience and business logic) that no amount of Level-1 styling could substitute for.
3. **H3 Trust Thesis:** OBSERVED in a fourth form — *proof by tangibility*: the diorama and working signal column turn invisible infrastructure into touchable evidence.

Evidence. Available: pavilion structure, zone logic and the overhead identity band as built; photographs; concept authority held by 17 Design; Missing: visitor and lead metrics; any outcome separable by member company; Source records: project file, project photographs, the site copy corrected during this research pass; Confidence: Output high; Outcome qualitative; per-member Outcome not separable from the pavilion's; What would change this verdict: member companies reporting they were not found by theme, or that the shared band suppressed their own identity.

This completes the six-case core of AEDM Case Studies v0.2. Next — Case 07: Aramco at the Formula 1 US Grand Prix, the first case that is not a booth.



The quote was sent on 26 September.

Production had to start on the 23rd.

ARAMCO — FORMULA 1 ARAMCO UNITED STATES GRAND PRIX 2021 · CIRCUIT OF THE AMERICAS, AUSTIN · PADDOCK CLUB HOSPITALITY SUITE ABOVE PIT LANE · 200+ GUESTS OVER THREE DAYS

Case 07 • Part 1

The Brief

Background • Objectives • Constraints

Every case so far has been a booth. Case 07 is a Paddock Club hospitality suite directly above pit lane — a fixed shell handed over empty, fitted out, run for three days and stripped. Aramco was title sponsor of the race itself; AMG's customer was **Niche Exhibit International**, the agency holding the account, so AMG was never in the room where the brief was set.

Why Aramco Was Here

Three objectives, unranked

Hosting existing key accounts; entertaining partners and supply chain; and brand visibility earned by the title sponsorship. None was named primary — the situation RULE-02 warns about. The scope answers it by building all three at once: seated dining, lounge clusters, and five branded content walls.

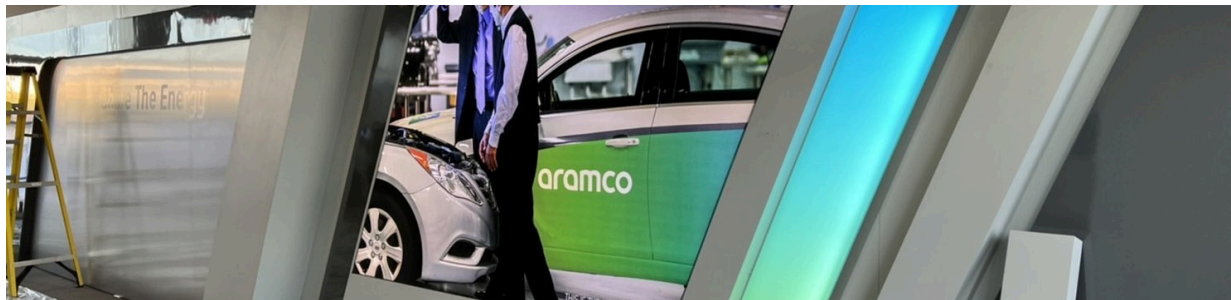
The Real Constraint

Four weeks, one fixed date

Quote QUO-16159-02 was created 25 September and sent on the 26th, for doors on 22 October. The design deck itself carries the note that the 3D logos "need to start production 9/23 morning" — **two days before the quote existed.**

A race date cannot move. **Everything else in this project had to.**

Scope at approval: reception, bar, presentation area, GCI area, Low Emissions Transport Technologies wall, Circular Carbon Economy and Global Portfolio wall, buffet, storage room, a fabric ceiling system, transportation, I&D labour and graphics. Two LED walls at 400×200cm and 500×200cm, three 80" screens, three TV totems with 55" screens embedded, twelve dining tables, 72 dining chairs and nine lounge clusters.



One of the five content walls — **Low Emissions Transport Technologies**, a 500×200cm LED screen in a backlit panel system.

※ Reference: RULE-02 (Start From the Objective) • RULE-04 (Zero Questions) — and what happens when RULE-04 cannot be satisfied because the answers do not exist yet.

Case 07 • Part 2

The Decisions Every choice has a "because"

1 **Quote the confirmed scope; list the unconfirmed scope by name**

Because a fixed date does not wait for a client to decide — **serving** the schedule. The deck carries a page headed *Not Yet Confirmed*: storage area / global portfolio, second LED wall, buffet area and wall, engine display. Two of those became the project's largest and fourth-largest line items. Naming the open scope in the document is what made it possible to price the rest and start.

2 **Let the specified material lose to the lead time**

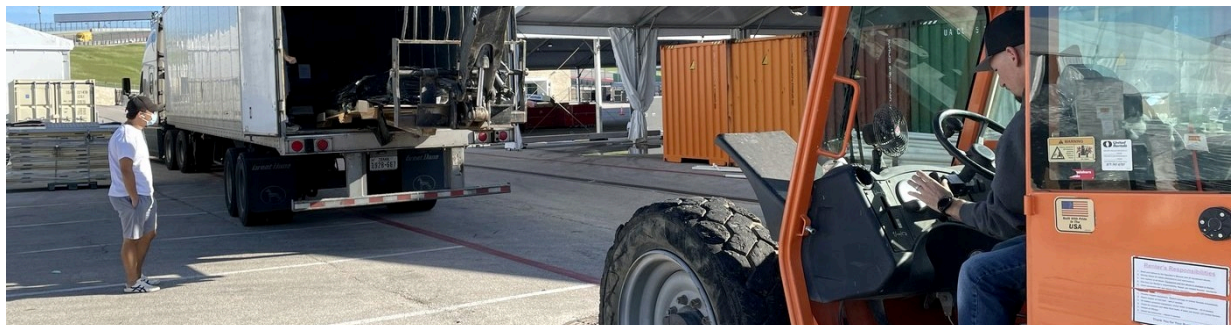
Because metal-brush Formica carried a seven-working-day order lead and the calendar did not have seven working days — **serving** deliverability. The note "we do not have time.. need time to find fast alternatives" appears on three separate pages of the design deck. On a fixed-date project the specification is the variable and the date is the constant, not the other way round.

3 **Spend on the room nobody photographs**

Because three days of catering and service for 200+ guests is an operation before it is a look — **serving** everything else in the suite. Buffet at 19% was the single largest build item and storage at 9% the fourth — together **28% of the project** on food service and a locked room. Book 1 calls storage the most forgotten element in the manual; this is what remembering it costs.

4 **Put the message on the solid walls and leave the glass alone**

Because the guests were already inside and already looking at pit lane — **serving** the brand objective without competing with the window. Five content walls carry the energy-transition story — Circular Carbon Economy, Global Portfolio, Low Emissions Transport Technologies, GCI, and the reception's "We Share The Energy" — along the room's solid edges, leaving the glazed side to the track.



Arriving at the circuit — fabricated in Los Angeles, unloaded on a date that could not move. Everything on the quote that was still unconfirmed had to be built around this truck.

Case 07 • Part 3

The Build & The Result What actually happened

Fabricated in Los Angeles, freighted to Circuit of the Americas, installed into a shell AMG could not modify. Project photographs are dated 16–18 October in the shop and on site, and 20–22 October in the finished suite — the room was standing before the weekend opened.

Where the money went	Share
Buffet area	19%
I&D labour, on site	13%
Bar counter	11%
Storage room	9%
GCI area	8%
Low Emissions Transport Technologies	8%
Administrative expense	7%
Reception area	7%
Presentation area • Circular Carbon Economy • freight • graphics	18%

The two largest lines are not structure. They are food service and the crew who installed it.



※ Note on the record: the quote reads "LAW EMISSIONS TRANSPORT TECHNOLOGIES"; the wall reads "Low Emissions". A small error in a live document, shown here because this is what real project files look like.

Case 07 • Part 4

What This Case Shows

 Knowledge captured

RULE-04 asks for documentation so complete that the factory never has to ask a question. Case 07 is the project where that is **impossible**: four scope items were still unconfirmed at quote, a specified material could not be ordered inside the time available, and production had to begin before the quote existed. What stood in for complete documentation was *declared incompleteness* — an explicit, written list of what was not yet decided, so everything else could proceed without waiting for it.

Hypothesis Check

Against the AEDM hypothesis parking lot

1. **H2 Four Outcomes:** OBSERVED, unresolved — three objectives arrived without a primary, and the scope served all three rather than choosing. This does not vindicate skipping RULE-02; it identifies a format where the cost of skipping it is low, because seats, food and a view serve relationship, partner hospitality and brand with the same square metre.
2. **H3 Trust Thesis:** SUPPORTED, borrowed form — the persuasive asset was the venue, not the build. A guest four metres above a working pit lane arrives convinced. The content walls carry the argument; the window carries the belief.
3. **H6 Valuable Encounter:** SUPPORTED — twelve dining tables, 72 chairs and nine lounge clusters are all duration instruments. Where a booth designs for interception, hospitality designs for how long someone stays.
4. **RULE-04:** QUALIFIED — the rule holds as an aim and fails as a precondition. On a date that cannot move, the professional act is not to finish the document before starting; it is to *publish what is missing* and price around it.

Evidence. Available: scope verifiable from approved quote QUO-16159-02 — five content walls, two LED walls at 400×200cm and 500×200cm, furniture counts — plus project photographs; the deck's own notes record two supply problems inside the build; Missing: attendance, guest feedback, media value, business outcome; Source records: quote QUO-16159-02, the design deck, project photographs; Confidence: Output verifiable; Outcome qualitative — “without a single hiccup” is the team's account, not a measurement; What would change this verdict: the guest programme's own records showing the suite underused, or an incident log contradicting the team's account.

Sources: quote QUO-16159-02 (created 25 Sep 2021, sent 26 Sep, approved) with its 23-page design deck, and 30 project photographs dated 16–22 Oct 2021. Open for v0.2: the suite's floor area, and which of the four unconfirmed items were finally built.

Closing

The Method Across Seven Cases

What the evidence proves

Read separately, these are seven projects. Read together, they are one argument: the same decision order — business first, function next, form last — held from 600 to 30,000 square feet, across client types from a single brand to a nation's ecosystem, and across AMG's roles from sole designer to fabrication partner.

Case	Scale / Context	Dominant outcome	Rules in evidence	Trust mechanism
01 Alibaba	30,000 sq ft summit	Business + Brand	R02 · R03	Product zones
02 Gainbridge	Trackside + VIP suite	Brand	R01 · R05 · R06	Craft under the lens
03 Durofix	Two continents	Organizational	R04 · R05	Live demonstration
04 Delta	600 sq ft B2B	Business	R03 · R05 · R06	Demonstration + record
05 CAE	800 sq ft incumbent	Business + Brand	R02 · R06	Environment
06 Taiwan Excellence	National pavilion	Stacked by stakeholder	R03 · R04	Tangibility
07 Aramco	Hospitality suite, fixed date	Relationship + Brand	R02 · R04	Borrowed proximity

Hypothesis verdicts after seven cases. H1 Exhibition Equation (multiplicative): supported in every case where an operational term was visible — freight, install windows, schedules. H2 Four Outcomes: supported, with one case against — all four outcome types were observed as dominant and Case 06 adds that outcomes stack by stakeholder, but in Case 07 they never resolved: three objectives arrived without a primary and the scope served all three rather than choosing. H3 Trust Thesis: supported and refined — four distinct buildable trust mechanisms identified, and a fifth that was not built at all, since Case 07 borrowed its persuasion from the venue. H5 Three Levels: supported as a teaching frame. H6 Valuable Encounter: supported; encounter quality and count are independent axes, and Case 07 adds duration as a third — hospitality designs for how long someone stays, where a booth designs for interception. **RULE-04 is qualified by Case 07:** documentation so complete that the factory never asks a question is an aim, not a state every project can reach. What stood in for it was declared incompleteness — a written list of what was not yet decided, so everything else could proceed.

What the evidence does not yet include: instrumented counts — leads, conversations, impressions. Every case file recorded Outputs; Outcomes were qualitative; Impact was unmeasured (GL-015/016/017). The next generation of AMG projects should carry one measurable indicator each, defined before design starts. That is this book's assignment — to AMG itself.

About the Author



Calvin Yee

Founder, Artsolute Media Group

Calvin Yee is the founder of Artsolute Media Group (AMG), an exhibition and booth design company serving trade shows across the United States and Asia. He holds a Master's degree in Exhibition Design from California State University, Fullerton, and created the AEDM method to train the next generation of exhibition designers — teaching them how to think, not merely what to draw.

- › www.artsolutemediagroup.com
- › info@artsolutemediagroup.com



Scan to visit us & get in touch

THE STANDARD OF PROOF

**Every framework
must survive
reality.**



Artsolute Media Group

Partners & Projects

Acknowledgements

The photographs in this book come from real AMG projects. Sixteen of them were delivered with a partner agency, and this page exists because their work is in these pages too.

8 **Creative Vision Ltd.**

Animate Expo 2025 · Gunma-chan — Animate Expo 2025 · JAXA — 40th Space Symposium 2025 · JAXA — 41st Space Symposium 2026, 20x60 · Japan Pavilion — GDC 2025 · Japan Tech — CES 2026 Eureka Park, 48x70 · Japan Tech — CES 2026 Global Pavilion, 60x30 · Sumitomo Metal Mining — SXSW 2025

2 **17 Design Co., Ltd.**

Taiwan Excellence — HIMSS 2026, 30x30 · Taiwan Excellence — ITSACE

2 **Barcode Creation Co., Ltd**

AUO Corporation — CES 2024 · AUO Corporation — CES 2025, 30x70

2 **Youngs Experience Marketing LLC**

Alibaba / Accio · Alibaba — CoCreate 2025

1 **Clandestine Events & Experiences**

Gainbridge — F1 Miami Grand Prix (build + construction)

1 **E2i Concepts Sdn Bhd**

CAE — WATS

1 **Namename Corp**

Gigabyte — CES 2023, 30x50

1 **Niche Exhibit International Inc.**

Aramco — F1 US Grand Prix 2021, Paddock Club

Every other project photographed here was delivered by AMG directly. Our thanks to all of the clients who let their stands appear in a teaching book.