

Sunday 5 February 2012	
14:00	<p>Welcome and Course & Faculty Introduction Facilitator: Barbara Maple AIPC Academy Chair</p>
14:15	<p>Convention Centres Today and Tomorrow: What are the Issues? Where are we Going? Faculty: Rod Cameron Director, Programming and International Development – AIPC</p> <p>This topic provides a broad overview of the structure and nature of the industry with a particular focus on how recent events and the on-going evolution of the industry are reshaping our working environment and future. It is intended to create a general framework for the more specific content of the Academy program and to engage participants in a discussion about some of the key challenges facing centre management today.</p>
15:15	<p>Break</p>
15:45	<p>Attendee Introductions</p> <p>Attendees will present their venue to the Academy Participants, together with an overview of the issues they are facing and their primary objective for attending the Academy. In a poster session format, information shared will form the basis of knowledge sharing throughout the week.</p>
16:45	<p>Team Challenge Assignment Facilitator: Rod Cameron</p> <p>The management symposium is designed to provide attendees with the opportunity to discuss current convention centre management issues and to determine practical solutions to these issues. To ensure that there is a significant take away from the sessions, each participant will be engaged in developing and presenting tactical plans for each challenge area to the broader attendance of the Academy and be prepared to debate their thoughts and ideas.</p>
19.00	<p>Welcome cocktail and dinner</p>

Monday 6 February 2012

09:00	<p>Challenge 1 Facilitator: Barbara Maple</p> <p>Addressing Competition Part 1: Responding to New Business Models and Client Expectations</p> <p>Synopsis: Most centres today are facing a "buyer's market" in which clients can negotiate hard and have increasing expectations of discounts, incentives, and value added benefits which add to overhead and reduce revenues. At the same time, many traditional sources of revenue are in decline as clients are increasingly unwilling to pay standard rates in areas such as space rental, services and even F&B. Even traditional business models are changing, with more negotiations, tighter booking times and tighter client finances becoming a "new normal". Taken together, these conditions demand a new look at not only marketing strategies but also new business opportunities, revenue sources and even client relations models.</p>
11:00	Break
11:30	Challenge 1 – continued
12:30	Lunch
13:30	<p>Emergency Preparedness Faculty: Cliff Wallace Managing Director, Hong Kong Convention & Exhibition Centre</p> <p>Ensuring that your venue and the entire team understands and is prepared in the case of an emergency is a critical area for convention centre managers to deal with. Convention centres often become a focal point as part of a business recovery plan. This session will discuss how to prepare and plan for an emergency and will deal with the importance of communication protocols and planning.</p>
15:30	Break

16:00	<p>Challenge 2 Facilitator: Rashid Toefy CEO, Cape Town International Convention Centre</p> <p>Addressing Competition Part 2: Managing Cost and Product</p> <p>Synopsis: Ensuring that the convention centre product remains current in a world of continuing development of new centres and expansion / renovation of existing centres is a key concern for centre managers, particularly when many are reporting that most clients are wanting "more for less". At the same time, budgets are tightening for many centres and others will follow as government and corporate finances deteriorate in the face of what looks like a prolonged period of slow / no growth. And, in the midst of this, meetings - related technology is developing rapidly – faster than many centres can keep pace, particularly in buildings that have not been designed to adapt or where the required investment is not available. Increasing numbers of clients are incorporating virtual meetings components into their programs, which has the potential to either enhance or detract from event attendance. Finally, the rapid evolution of many communications and presentation technologies is such that there are important questions around when and how a centre should acquire necessary tech capabilities and systems.</p>
19.00	Dinner

Tuesday 7 February 2012

09:00	<p>The Client Perspective Guest Speaker: Luc Hendrickx Group Chief Operating Officer, Global Operations Kenes Group</p> <p>The key to effective service delivery is a good understanding not only of client expectations but also of the challenges and issues they themselves are facing in their organization and profession. This topic is designed to look at the current issues that global associations are dealing with and what strategies they are commonly employing to ensure that their product remains competitive with other communications mediums. Discussion will follow on how a convention centre's interactions and operations can support an associations goals as well as the kinds of services that are most important to them. This will be an opportunity to have direct access to information on what client concerns are and assess which areas of a centre's performance could be better adapted to meeting client needs.</p>
10:30	Break
11:00	<p>Challenge 3: Facilitator: Cliff Wallace</p> <p>Organizational Development: Responding to the Future</p> <p>Synopsis: Centres are faced with a number of challenges in developing an organizational strategy that results in a high performing work environment. Responding to evolving client needs; managing the operations of complex venues and recruiting and maintaining a full staff complement is an ever increasing challenge. Organizational models must respond to the overall goals of the centre as they impact how a convention centre team provides services to clients and often vary across different centres and geographic regions.</p>

13:00	Lunch
14:00	<p>Challenge 4: Facilitator: Rod Cameron</p> <p>"Dealing with External Factors and Forces"</p> <p>Synopsis: Centres don't exist in isolation – they are impacted by all of the economic and political realities of the day, particularly when they are government-owned, as the majority are today. As a result, their business prospects are profoundly affected by external conditions such as government policies, the overall state of the economy, transportation costs and even sustainability concerns. In the past, many centres were able to simply manage their own affairs without much reference to their interactions with either the overall economy or local stakeholders – but this is now changing rapidly as increasing competition, revenue challenges and concerned governments re-examine their priorities for investment in areas such as convention centres. The concern is evidenced by a large increase in AIPC members indicating they are devoting more time to local community, business and government relations.</p>
16:30	Departure by bus to Brussels and free time to visit
19:00	Dinner: museumfood Place Royale 3, 1000 Brussels
22:00	Return by bus to Dolce La Hulpe

Wednesday 8 February 2012

09:00	<p>Group Session Facilitator: Rod Cameron</p> <p>A team session to assimilate all of the information discussed and documented over the 4 challenge areas into a summary presentation that will form the basis of the presentation and will be in the form of a "white paper" that can be utilized in AIPC publications, website.</p>
10:15	Break
10:45	<p>Management Symposium Presentation and Debate</p> <p>Attendees will present their summary solutions to the four challenge areas that they have discussed over the past several days in an interactive session with the entire Academy.</p>
12.30	Program ends