

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 Assignment Facilitator: Barbara Maple</p> <p>Each participant will be assigned to a team that they will work with throughout the week on an exercise that incorporates the learning achieved through participation in all of the Academy sessions. A team presentation covering all aspects of convention centre management will be held on the final day of the program.</p>
19.00	<p>Welcome cocktail and dinner</p>

Monday 6 February 2012	
09:00	<p>Financial Management of Convention Centres Faculty: Rashid Toefy Chief Executive Officer, Cape Town International Convention Centre</p> <p>This topic focuses on the financial management requirements of convention centres as well as both traditional and emerging key performance indicators. Topic areas will include alternative management and funding models, benefits and issues with contracting/outsourcing service provision as well as the various income generators for convention centres. Participants will be able to understand and prepare an annual operational and a capital investment budget for a convention centre, as well as to read and understand a basic convention centre income statement and balance sheet.</p>
11:00	Break
11:30	<p>Virtual Meetings: Threat or Opportunity?</p> <p>Guest speaker Michel Assink, Business Consultant with Cisco, will present on the new technology that is forcing planners and centres to re-examine the role of virtual meetings in the mix of industry activity. He will deal with issues like the new technologies now available and how they will evolve in the future; the experiences Cisco and others have in conducting and evaluating virtual and hybrid meetings in terms of their outcomes and what would be involved for centres who are interested in adding this capability to their product offerings. This will be a timely look at a phenomenon that may either challenge or enhance centre revenues in the near future, depending on how the market responds.</p>
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>Managing Human Resources Faculty: Marcia Lyons General Manager, Calgary TELUS Convention Centre</p> <p>This session identifies the various sets of human resources skills required to manage and operate a convention centre and addresses key HR topics including the ability to execute the strategic vision, developing the "roadmap" for the team and understanding the science of putting processes and systems together to create efficiencies. Session topics will include recruiting and motivating, training and professional development and assessing performance. It also addresses emerging trends such as a challenging labour market, recruitment / retention strategies and incentives and facilitates a discussion of solutions for these.</p>
19:00	Dinner and Team Assignment Preparation

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
11:15	Departure by bus to SQUARE Brussels Meeting Centre
12:00	The SQUARE-BRUSSELS MEETING CENTRE – venue visit
13:00	Lunch
14:00	<p>The SQUARE-BRUSSELS MEETING CENTRE- A Case Study Guest Speaker: Ariane Deguelle Managing Director and Member of the Board, SQUARE-BRUSSELS MEETING CENTRE</p> <p>A visit to Square Brussels in the heart of Brussels will provide attendees with an opportunity to not only examine its key features but also to understand how the venue has adapted it's operating and marketing strategy since opening to become competitive in the world of international meetings.</p>
14:30	<p>The Role of the PCO Guest Speaker: Idoia Rodés Torrónregui Chief Operating Officer-Europe, MCI Group</p> <p>This topic will address how the role of the Professional Congress Organizer has evolved over recent years and the impacts that current meetings industry trends have had on delivering an international congress. The growing role of "core" PCO's will be explored as well as how convention centres and PCO's can work better together in today's environment to deliver the best possible client and delegate experience.</p>
16:00	Free time to visit Brussels
19:00	Dinner: museumfood Place Royale 3, 1000 Brussels
22:00	Return by bus to Dolce La Hulpe

Wednesday 8 February 2012	
9:00	<p>Panel discussion - Centre Design and Development: Challenges and Solutions</p> <p>Faculty panel: Marcia Lyons, Chris Eseman, Cliff Wallace, Rashid Toefy Moderator: Jan van den Bosch</p> <p>Expansions, renovations and new facility development are becoming ongoing functions for many convention centre managers; however, this area is often outside the main stream of their expertise. This panel examines the development process and related design, construction and community approval components from the perspective of both centre managers and suppliers in order to provide students with an overview of what's involved in such projects and communicate some of the important lessons that would be of use should they end up being involved.</p>
10:15	Break
10:45	Management Symposium Presentations
12.30	Lunch
14:00	<p>Building Systems and Operations Faculty: Malcolm Close Director, Operations, Scottish Exhibition & Conference Centre</p> <p>This session addresses the importance of the “back of house” functions of a convention centre, no matter what your formal position is within the organization. Topics include such areas as building systems, maintenance, housekeeping, setup management, and emerging operational issues including new technologies that support building operations.</p>
16:00	Break
16:30	<p>CSR and the “Green” Agenda: practical implications of the sustainability agenda Faculty: Jan van den Bosch Executive Vice President, Convention Centre Production & Facilities - Amsterdam RAI Convention Centre</p> <p>Corporate Social Responsibility and “green” issues have grown rapidly in recent years to the point where they are now a major consideration for centre operations, marketing and community relations. This topic will examine the elements of a comprehensive CSR program, and will include the most current look at the various standards, measures and reporting tools as well as how they may impact convention centres. Practical examples of how centres have successfully incorporated sustainability into their operating practices will be given and participants encouraged to supply examples of their own sustainability practices.</p>
19:00	Dinner and Team Assignment Preparation

Thursday 9 February 2012	
09:00	<p>Sales and Marketing Strategies: Distinguishing Your Centre Faculty: Barbara Maple AIPC Academy Chair</p> <p>This topic deals with the overall sales and marketing process in a congress centre context and includes a review of marketing theory, market structure and components and the importance of developing and maintaining a brand. Discussion will follow on marketing methods, strategic sales techniques and sales performance measurement. This session will also address how evolving market conditions and client demands are impacting the sales and marketing environment. Attendees should come prepared to share their experiences and views with their colleagues.</p>
10:30	Break
11:00	<p>Event Management and Client Servicing Faculty: Geoff Fenlon Principal and CEO, Carnegie College, Scotland</p> <p>This topic addresses the importance of developing an effective event management system and the benefits to the organization of implementing such a system. The focus of this session is to understand the various client needs and developing systems that will lead to achieving the “wow” factor with each client event. Topics explored will include defining and measuring success, the benefits of process management and how to design a process that delivers superior client relations. Discussions will include ways to develop systems that are unique to each centre and that provide consistent client servicing.</p>
13:00	Lunch
14:00	<p>The Evolution of Venue Design Guest Speaker: Chris Eseman Partner, LMN Architects</p> <p>Facility design is one of the most important factors in shaping both the operability and marketability of a centre, and determines much of what a centre is able to do. This session will address the ways in which the design of convention centres has evolved significantly over the years in response to a variety of factors including changing program requirements and client expectations, technical innovations, community interests and a growing role of convention centres as "architectural statements". As a leading architectural company at the forefront of this evolution, LMN will address these issues and explain what centre managers need to know when addressing the challenges of new or expanding facility opportunities</p>
15:00	Break
15:30	<p>Corporate Communications: Managing Community and Shareholder Relations Faculty: Rod Cameron</p> <p>This topic deals with how a congress centre interacts with the local community, including residents, owners of the facility and local industry. In addition, it looks at the critical areas of community and government relations, policies in key areas such as environment, community support and the measurement and reporting of economic and non-economic benefits. The basics of community relations strategies, media management and interview techniques, crisis management and sources of communications resource materials are also addressed.</p>

16:30	Group Issue Discussion This final session will provide an opportunity to discuss the specific issues that each attendee has at their centre with faculty and fellow attendees, and draw from the combined experience available to gain practical solutions. This session will enhance the learning and exchange that has taken place over the course of the week.
17:30	Final Team Challenge Presentation Preparation
19.00	Dinner

Friday 10 February 2012

09:00	Team assignment presentations (20 min each) Award presentations Summary and Conclusions
11:00	Program concludes