

<b>Sunday 3 February 2013</b>	
14:00	<p><b>Welcome Course &amp; Faculty Introduction Facilitator: Barbara Maple   AIPC Academy Chair</b></p>
14:15	<p><b>Innovation: A Key Tool for Next Generation Convention Centres</b></p> <p><b>Guest Speaker: Prof. dr. Paul Louis Iske   Professor Open Innovation and Business Venturing, School of Business and Economics, Maastricht University</b></p> <p>Innovation has become critically important to centres facing increasing competition, new client challenges and uncertain revenues. This presentation will outline a process for creating and sustaining a culture that encourages creativity and agility in an organization that operates within an increasingly complex world. It will address the question of how senior executives can create the environment that supports innovation and creativity and manages the risks associated with potential failures, provide specific examples of how other sectors have addressed the need for innovation and explain how we can learn from “brilliant failures” to create a practical framework for initiating and managing the process.</p>
	<p><b>Convention Centres Today and Tomorrow: Where Are We? Where are we Going? Faculty: Rod Cameron   Executive Director, AIPC</b></p> <p>This session will provide 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 will be based on the most recent industry research and observation and 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 and how we can collectively address them.</p>
16:30	<b>Break</b>
16:45	<p><b>Meet Your Colleagues</b></p> <p>Attendees and faculty will introduce themselves, their facilities and their top issues to Academy participants in a “poster session” format that will set the stage for discussions to take place throughout the week.</p>
17:45	<p><b>Team Challenge 2013 Facilitator: Barbara Maple</b></p> <p>In order to ensure the practical application of concepts introduced in the Academy each participant will be assigned to a team that they will work with throughout the week on an exercise that demonstrates the learning achieved. Each team will present their unique concept on the final day of the program.</p>
19.00	Welcome cocktail and dinner

<b>Monday 4 February 2013</b>	
09:00	<p><b>Financial Management: Addressing “the Bottom Line” for Convention Centres</b>  <b>Faculty: Rashid Toefy   Chief Executive Officer, Cape Town International Convention Centre</b></p> <p>This topic focuses on the financial management requirements of convention centres in a challenging time as well as both traditional and emerging key performance indicators that must be addressed. Topic areas will include alternative management and funding models, benefits and issues with contracting/outsourcing service provision and 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 key tools such as convention centre income statements and balance sheets.</p>
11:00	<b>Break</b>
11:30	<p><b>Corporate Meetings Meet New Technology</b>  <b>Guest Speaker: Gerd De Bruyker, Head of Event Marketing Europe, Middle East, Africa and Russia – CISCO</b></p> <p>Corporate meetings are a significant percentage of convention centre business and a highly sought after market segment. The strategy behind the decision to hold corporation meetings is unique, as is the way in which the ROI is measured, and centres need to understand corporate business planning in order to successfully compete for these events. This session will provide the perspective from a major corporation that holds many events worldwide and has had a significant impact on the meetings industry through their development and application of virtual meetings technology. Industry trends from a corporate meeting perspective as well as service requirements for convention centres will be discussed.</p>
12:30	Lunch
14:00	<p><b>The Client Interface: Event Management and Servicing</b>  <b>Faculty: Geoff Fenlon   Principal and CEO, Carnegie College, Scotland</b></p> <p>The importance of developing an effective event management system and the benefits to the organization of implementing such a system cannot be overestimated. The focus of this session is to enable participants to understand the various client needs and to be able to develop systems that will achieve 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 a superior client interface. Discussions will include ways to develop systems that are unique to each centre and that provide consistent client servicing.</p>
16:00	<b>Break</b>
16:30	<p><b>Issue of the Day:</b>  <b>Facilitator: Barbara Maple</b></p> <p>It’s a complex world and everyone brings unique needs and interests to the Academy. Bring your hot issues to a round table discussion that engages the knowledge and expertise of other Academy participants.</p>
19:00	Dinner and Team Challenge Preparation

<b>Tuesday 5 February 2013</b>	
09:00	<p><b>Clients and PCO's: A Customer Perspective</b>  <b>Guest Speaker: Luc Hendrickx   Group Chief Operating Officer, Global Operations Kenes Group</b></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 session will explore the challenges and issues that global associations are currently dealing with and the strategies they are employing to ensure that their product remains competitive with other communications media as well as the role of the PCO and the ways in which convention centres can best support these efforts. This will be an opportunity to have direct access to information on current client concerns and the ways in which a centre's performance could be better adapted to help respond to these.</p>
11:00	<b>Break</b>
11:30	<p><b>Venue Design: a Critical Component of the Product Equation</b>  <b>Guest Speaker: Rafael Vinoly-Menendez, AIA, LEED AP   Principal, LMN Architects</b></p> <p>Facility design is one of the most important factors in shaping both the operability and marketability of a centre as it determines to a large extent 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>
13:00	Lunch
14:00	<p><b>Financial Benchmarking: a Case Study of a Key Requirement</b>  <b>Guest Speaker: Mark Emch   Vice President Finance &amp; CFO, San Diego Convention Center Corporation</b></p> <p>Convention centers often find it difficult to benchmark their performance against other centers, as they generally operate in highly varied markets and circumstances. However, the ability to provide this type of information to stakeholders and boards is critical to ensuring that owners understand the full range of economic returns that convention centers deliver for their communities. This session will provide key considerations in developing financial benchmarking systems as well as a case study on how the San Diego Convention Center used this information as a communication tool.</p>
15:15	Departure by bus to SQUARE Brussels Meeting Centre and Tour

15:45	<p><b>Site visit: The SQUARE-BRUSSELS MEETING CENTER</b></p> <p>A visit to Square Brussels in the heart of the city will provide attendees with an opportunity to view a centre with some unique features and understand how its market positioning and operating strategy was developed for international meetings.</p>
16:30	Free time to visit Brussels
19:00	<p>Dinner: <b>museumfood</b> Place Royale 3, 1000 Brussels</p>
22:00	Return by bus to Dolce La Hulpe

### Wednesday 6 February 2013

9:00	<p><b>Building Systems and Operations: What's Going on in the "Back of House"</b> <b>Faculty: Malcolm Close   Director, Operations, Scottish Exhibition &amp; Conference Centre</b></p> <p>This session addresses the importance of the "back of house" functions of a convention centre an understanding of which is important to everyone involved with developing and marketing the centre product. Topics include such areas as building systems, maintenance, housekeeping, setup management and emerging operational issues including new technologies that support building operations. "Real Life" emergencies and the need to be prepared both for the emergency and the return to normal business operations will also be discussed.</p>
10:30	Break
11:00	<p><b>Management Symposium Report: What's Been Going on Down the Hall?</b> <b>Moderator   Rod Cameron</b></p> <p>Participants in the Management Symposium running concurrent with the first half of the Academy will have been engaged in an intensive workshop on key issues that centre managers are facing today and the potential means of addressing them through innovative solutions. A summary of the collective learning will be presented, providing an opportunity to contribute and share views in a highly collaborative format.</p>
12.30	Lunch

14:00	<p><b>China: Case Study of an Emerging Market</b>  <b>Guest Speaker: Jennifer Salsbury   Senior Director International, China National Convention Centre</b></p> <p>This session will provide a perspective on emerging markets using China and the China National Convention Centre as a case study. The rapid growth of infrastructure within China has provided international associations with the ability to host conventions and exhibitions in this new market, creating more competition in the already highly competitive bidding process for international business events. At the same time, the growth of China as a potential new market means that Convention Centres need to adapt their own marketing strategies and services in order to appeal to this new and diverse market, and understanding the internal workings and cultural implications will be key to maximizing this opportunity.</p>
15:00	Break
15:30	<p><b>CSR and the “Green” Agenda: Practical Implications</b>  <b>Faculty: Jan van den Bosch   Executive Vice President, Convention Centre Production &amp; Facilities - Amsterdam RAI Convention Centre</b></p> <p>Corporate Social Responsibility and “green” requirements have gained prominence 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 and 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>
16:30	Team Challenge Preparation
19:00	Dinner

**Thursday 7 February 2013**

09:00	<p><b>Human Resources: Managing the Future</b>  <b>Faculty: Marcia Lyons   General Manager, Calgary TELUS Convention Centre</b></p> <p>This session identifies the critical area of human resources, including the skills required to address key HR topics including executing the strategic vision, developing the "roadmap" for the team and understanding the science of putting processes and systems together to create greater operating 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>
11:00	Break

11:30	<p><b>Sales and Marketing Strategies: Addressing the Competition</b>  <b>Faculty: Barbara Maple   AIPC Academy Chair</b></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 centres strategies and successful (and unsuccessful) marketing tactics.</p>
13:00	Lunch
14:00	<p><b>Centre Communications and Government Relations: Why Everyone Has a Role to Play!</b>  <b>Faculty: Rod Cameron   Executive Director, AIPC</b></p> <p>This topic deals with the necessary interactions between a congress centre and its local community, governments and special interest groups and why these interactions have become more complex and critical in recent years. It will outline the variety of roles centre staff must play, the key messaging that has been developed about the diversity of values a centre generates and the resources that are available to assist managers; in addition, it will provide the basics of communications strategy, government relations, media interactions and crisis management required to provide a complete framework for centre communications.</p>
15:30	Break
16:00	<p><b>Wrap-up Issues Discussion</b>  <b>Facilitator: Barbara Maple</b></p> <p>This final session will provide a concluding opportunity to discuss the specific issues that each attendee has brought to the table with faculty and fellow attendees, and draw from the combined experience available to gain practical solutions. It will complement and enhance the learning and exchanges that have taken place over the course of the week and encourage the kind of innovative approaches to problem solving that can be taken back and applied at your centre.</p>
17:00	Final Team Challenge Presentation Preparation
19.00	Dinner

**Friday 8 February 2013**

09:00	<b>Team Challenge Presentations</b> (20 min each)
10:15	Coffee break
10:45	<b>Award presentations</b> <b>Summary and Conclusions</b>
11:30	Program concludes