

Sunday 14 February 2016	
14:00	<p>Welcome Academy Program Introduction and Orientation Presenter: Barbara Maple AIPC Academy Chair</p>
14:30	<p>Developing a Learning Log:</p> <p>Presenter: Avinash Chandarana Group Learning and Development Director, MCI Group</p> <p>Recording objectives and learnings is a proven method of ensuring long lasting benefits of educational programs. An introduction to this useful tool will assist participants throughout the Academy and is applicable in their future work.</p>
14:45	<p>Ice Breaker: Meet your colleagues and learn how to maximise your Academy experience</p>
15:30	<p>Our World Today: Key Issues and Challenges</p> <p>Presenter: Rod Cameron Executive Director, AIPC</p> <p>A “scene setter” for Academy discussions, this session will present an overview of the latest industry trends and outlook based on recent AIPC and other related industry research along with the implications these have for convention centre managers and their strategic responses.</p>
16:30-17:30	<p>Crossroads of Culture – Doing Business in a Global Marketplace</p> <p>Presenter: Avinash Chandarana</p> <p>The development of cross-cultural competencies is rapidly becoming vital for business success. But how many truly understand the nature of such issues and what they mean in practical terms? A leading figure on intercultural issues will share ideas on where the sensitivities and opportunities lie in a session that will transform your perspectives and help you develop personal and work related strategies.</p>
18:30	<p>Welcome cocktail: Badian Lounge Bar, and Buffet Dinner: Argan Restaurant</p>

Monday 15 February 2016	
09:00	<p>SESSION 1 The Team Challenge: An Introduction</p> <p>Facilitator: Barbara Maple</p> <p>Responding to current trends and challenges is a key component of a convention centre manager’s responsibilities and the way in which centres need to adapt their thinking will be explored in this week long team oriented project.</p>
09:25	<p>Overview of the Theme for the Day: Delivering, Measuring and Communicating Performance</p>
09:30	<p>SESSION 2 Financial Performance and ROI</p> <p>Presenter: Mark Emch Vice President Finance & CFO, San Diego Convention Center Corporation</p> <p>Like any business operator, centre managers need to be able to demonstrate a return on owner investment. This session will cover the many aspects of measuring and reporting performance, from financial management practices and economic impact calculations to defining and implementing key performance indicators.</p>
10:30	Break
11:00	Financial Performance and ROI (cont’d)
12:00	Lunch
13:30	<p>SESSION 3 Benchmarking for Performance</p> <p>Presenter: Mark Emch</p> <p>Demonstrating performance relative to other centres is a key reporting requirement for managers. This session will cover industry-specific approaches to benchmarking as a tool for both comparative measurement and management reporting including a review of case studies and measuring centre occupancy.</p>
15:00	Break
15:30-17:00	<p>SESSION 4 Communicating Value: Sharing Results with Stakeholders</p> <p>Presenter: Rod Cameron</p> <p>This session will address the importance of effectively communicating performance and broader value information to key groups such as owners, communities and local industry groups that are critical to the success of a convention centre. Included are such areas as media relations, Corporate Social Responsibility, owner relations and community interactions.</p>
18:30	Cooking with your Colleagues: Learn, Taste, Have Fun! – Redwood

Tuesday 16 February 2016	
09:00	Overview of the Theme for the Day: Addressing Current Centre Market Challenges
09:15	<p>SESSION 1 Changing Client Expectations</p> <p>Presenters: Alessandro Cortese CEO, European Society for Radiotherapy & Oncology (ESTRO) Eric Pr�at Vice President, Product Development, Artexis Group / Easyfairs Sven Bossu Head of Sibos, SWIFT Moderator: Rod Cameron</p> <p>A panel of industry leaders will address the question of what different types of clients want and need from centre managers in a time when everyone is facing intense competition and reinventing their business proposition. These perspectives will lead to a discussion of what centre staff can and need to do in order to help clients' better access the range of facilities and services centres have to offer and to improve the overall client / centre interface.</p>
	<p>SESSION 2 How Suppliers are Responding to Today's New Market Realities</p> <p>Presenters: Ben Hainsworth Executive Director for Associations, K.I.T. Group GmbH David Pegler Chief Executive, ExCeL London Christian Mutschlechner Director, Vienna Convention Bureau Moderator: Barbara Maple</p> <p>This session shifts the emphasis onto how centres and destinations are and should be responding to new industry / client challenges including attracting new business, adapting to new program requirements, responding to evolving business practices and adapting marketing plans and sales tactics to address issues.</p>
11:00	Networking Break
11:30	<p>SESSION 3 The Great Debate: Developing a Better Working Model</p> <p>This session provides the opportunity for participants to address issues in a discussion format, interacting with client and supplier presenters to develop a better way of achieving mutual success.</p>
12:30	Lunch
14:00	<p>SESSION 4 Winning Strategies in a Competitive Market: Today's Key Business Development Strategies</p> <p>This session will continue the theme of addressing market challenges through in-depth discussion on successful strategies that address the dramatic increase in competition, increased client negotiations and how best to find, create and win business. In a highly interactive format, discussions will focus on new marketing strategies, promotional activities and creating innovative revenue streams.</p>

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	<p>This facilitated, round table discussion will provide the opportunity to further develop the concepts presented in practical terms. Selected topics include:</p> <ol style="list-style-type: none"> 1. The Key Role of Destination Partnerships in Business Development 2. Creative Approaches to Expanding Revenue Opportunities 3. A Client Perspective on Best Marketing Strategies 4. Negotiating Better Contracts
15:00	Break
15:30-17:00	SESSION 4 Winning Strategies (cont'd)
19.00	A Brussels Experience featuring Belgian Specialities: Argan Restaurant section III

Wednesday 17 February 2016	
09:00	<p>Overview of the Theme for the Day: Managing the Product: Optimizing Facilities and Services</p>
09:05	<p>SESSION 1 Delivering on the Sales Promise: From Contract to Execution</p> <p>Presenter: Geoff Fenlon Managing Director, Belfast Waterfront Conference and Exhibition Centre</p> <p>This forum discussion will address the key challenges in delivering on promises made in the sales process which must be enacted through an efficient and streamlined operational interface in order to meet client expectations. Topics will include identifying today's client expectations for event service and delivery; streamlining the client interface; key communications issues in the sales / operations processes and managing client / supplier interactions.</p>
10:30	Break
11:00	<p>SESSION 2 Best Practices in Centre Operations</p> <p>Presenter: Adam Mather Brown General Manager, ICC Sydney</p> <p>This session will look at the fundamental operational considerations in facility management and the importance of key areas to customer satisfaction such as maintaining building standards and enhancing the delegate experience, incorporating new technologies, sustainable building practices and risk management and emergency preparedness.</p>
12:30	Lunch
14:00	<p>SESSION 3 Buildings in Context: the Evolution of Centre Design</p> <p>Presenter: Rafael Viñoly-Menendez, AIA, LEED AP Partner, LMN Architects</p> <p>Convention centre design has to adapt to changing market expectations and event formats while also addressing owner and community demands for attractive and functional structures that are compatible with the host community. This session will explore where this evolution has taken us and where it may lead from here as well as looking at innovative approaches to expansions, renovations and new building development in today's market.</p>
15:30	Break
16:00	Team Challenge Preparation
19:00	Buffet Dinner: Argan Restaurant

Thursday 18 February 2016	
09:00	Overview of the Theme for the Day: Organizational Structure and Leadership in a Convention Centre
09:05	<p>SESSION 1 Alternative Models for a Strong Operation</p> <p>Presenters: Geoff Fenlon and Ariane Deguelle Managing Director and Member of the Board, SQUARE-BRUSSELS MEETING CENTRE</p> <p>Presenter / Moderator: Jan van den Bosch Executive Vice President, Amsterdam RAI Convention Centre</p> <p>A review of the various ownership, governance and organizational models that Centres have adopted and how the implications that these have affect service delivery and performance, including outsourcing, managing external suppliers and aligning goals. The session will address these implications illustrated by case studies.</p>
10:30	Break
11:00	<p>SESSION 2 Best Practices in Managing your Teams</p> <p>Presenter: Olga Figuerola People & Organization Director, Fira Barcelona</p> <p>This session will address team management skills including organizational development; managing/motivating successful teams; staff training and development; leadership vs management and encouraging customer service excellence with a particular focus on developing your organization in today's corporate and industry environment.</p>
13:00	Lunch in meeting room
14:00	Final Team Challenge Presentation Preparation
15:30	Break
17:00	Team Challenge Presentations: The Academy Auditorium
19.00	Farewell Dinner: Brasserie 135

Friday 19 February 2016	
09:00	Filling the Gaps: a Review of Outstanding Topics Facilitator: Avinash Chandarana This session will review the learning and exchange that has taken place over the course of the Academy program, provide attendees with an opportunity to obtain the collective advice and expertise of faculty and fellow attendees on their specific issues and assist in developing a personal “action plan” for implementing learning outcomes gained over the course of the week.
10:30	Break
11:00	Week in Summary; AIPC Academy Certificate Presentation
11:30	Program concludes