

<b>Sunday 12 February 2017</b>	
14:00	<p><b>Welcome</b>  <b>Academy Program Introduction and Orientation</b>  <b>Presenter: Barbara Maple   AIPC Academy Chair</b></p>
14:30	<p><b>Our World Today: Key Issues and Challenges</b>  <b>Presenter: Rod Cameron   Executive Director, AIPC</b></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>
15:30	<p><b>Ice Breaker: Meet your colleagues and learn how to maximise your Academy experience</b>  <b>Presenter: Avinash Chandarana   Group Learning and Development Director, MCI Group</b></p> <p>Recording objectives and learnings is a proven method of ensuring long lasting benefits of educational programs. An introduction to this useful tool as well as meeting other Academy participants will assist participants throughout the Academy and in their future work.</p>
16:15-17:30	<p><b>Crossroads of Culture – Doing Business in a Global Marketplace</b>  <b>Presenter: Avinash Chandarana</b></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>

<b>Monday 13 February 2017</b>	
09:00	<p><b>SESSION 1   The Innovation Team Challenge: An Introduction</b></p> <p><b>Facilitator: Barbara Maple</b></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><b>Overview of the Theme for the Day: Delivering, Measuring and Communicating Performance</b></p>
09:30	<p><b>SESSION 2   Financial Performance and ROI</b></p> <p><b>Presenter: Mark Emch   Vice President Finance &amp; CFO, San Diego Convention Center Corporation</b></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	<b>Financial Performance and ROI (cont’d)</b>
12:00	Lunch <span style="float: right;"><a href="#">Argan Restaurant</a></span>
13:30	<p><b>SESSION 3   Benchmarking for Performance</b></p> <p><b>Presenter: Mark Emch</b></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><b>SESSION 4   Communicating Value: Sharing Results with Stakeholders</b></p> <p><b>Presenter: Rod Cameron</b></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>
19.00	<a href="#">Cooking with your Colleagues: Learn, Taste, Have Fun! – Redwood</a>

Tuesday 14 February 2017	
09:00	<p><b>Overview of the Theme for the Day: Addressing Current Centre Market Challenges</b></p> <p>The sales and marketing plan for the Centre needs to identify the key issues in attracting and maintaining business and the strategies that support this goal. A high level overview will be provided as background for the day's discussion on evolving client requirements, how suppliers need to adapt and developing winning business strategies.</p> <p>Presenter: Barbara Maple</p>
9:30	<p><b>SESSION 1   Changing Client Expectations</b></p> <p><b>Presenters:</b>  <b>Alessandro Cortese   CEO, European Society for Radiotherapy &amp; Oncology (ESTRO)</b>  <b>Eric Pr�at   Vice President, Product Development, Artexis Group, Easyfairs</b>  <b>Sven Bossu   Head of Sibos, SWIFT</b>  <b>Moderator: Rod Cameron</b></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>
10:45	<p><b>Networking Break</b></p>
11:15	<p><b>SESSION 2   How Suppliers are Responding to Today's New Market Realities</b></p> <p><b>Presenters:</b>  <b>Weemin Ong   Executive Director, Sands Expo and Convention Centre, Singapore</b>  <b>Christian Mutschlechner,   Director, Vienna Convention Bureau</b>  <b>Idoia Rod�s   Vice President of Global Business Development, MCI Group</b>  <b>Moderator: Barbara Maple</b></p> <p>This session shifts the emphasis onto how centres and destinations are adapting to new industry / client challenges in order to attract new business, service new program requirements, respond to evolving business practices and re-shaping marketing plans and sales tactics to address these issues.</p>
12:30	<p>Lunch <span style="float: right;">Argan Restaurant</span></p>
14:00	<p><b>SESSION 3   Winning Strategies in a Competitive Market: Today's Key Business Development Strategies</b></p> <p>This session will take full advantage of a very prestigious group of industry advisors and leaders to pursue the overall theme of addressing today's market challenges and opportunities in a highly competitive market. Focus group discussion topics will include destination marketing and brand alignment, centre sales and marketing strategies, addressing the complexities of the association, corporate and exhibition markets and successful bidding and contracting practices.</p>

## AIPC Academy 2017 Program

16:00-17:00	<b>Team Innovation Challenge Preparation</b>
19.00	A Brussels Experience featuring Belgian Specialities: Argan Restaurant section III

### Wednesday 15 February 2017

09:00	<b>Overview of the Theme for the Day: Managing the Product: Optimizing Facilities and Services</b>	
09:05	<b>SESSION 1   Delivering on the Sales Promise: From Contract to Execution</b>  <b>Presenter: Geoff Fenlon   Managing Director, Excellence in Work</b>  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.	
11:00	Break	
11:30	<b>SESSION 2   Best Practices in Centre Operations</b>  <b>Presenter: Adam Mather Brown   General Manager, ICC Sydney</b>  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 and sustainable building practices.	
13:00	Lunch	Argan Restaurant
14:30	<b>SESSION 3   Buildings in Context: the Evolution of Centre Design</b>  <b>Presenter: Rafael Viñoly-Menendez, AIA, LEED AP   Partner, LMN Architects</b>  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 compatible with the host community. This session will explore the evolution of convention centre design as well as innovative approaches to expansions, renovations and new building development in today's market.	
16:00	Break	
16:30	Innovation Challenge Preparation	
19:00	Buffet Dinner: Argan Restaurant	

<b>Thursday 16 February 2017</b>	
09:00	<b>Overview of the Morning Theme: Organizational Development: Keys to Successful Performance</b>
09:05	<p><b>SESSION 1   Best Practices in Managing your Teams</b></p> <p><b>Presenter: Olga Figuerola   People &amp; Organization Director, Fira Barcelona</b></p> <p>This session will address the importance of team management skills for Centres within the various organizational models that exist, including leadership vs management and staff training and development in order to achieve customer service excellence in today's environment.</p>
10:45	Break
11:15	<p><b>SESSION 2   Preparing for Emergencies: Managing and Recovering from the Crisis</b></p> <p><b>Presenters:</b>  <b>Malgosia Bartosik   Deputy CEO, Wind Energy</b>  <b>Ariane Deguelle   Managing Director and Member of the Board, SQUARE-BRUSSELS MEETING CENTRE</b>  <b>Elisabeth Van Ingelgem CMP   Directeur Convention &amp; Association Bureau, Brussels</b>  <b>Jan van den Bosch   Executive Vice President, Amsterdam RAI Convention Centre</b></p> <p><b>Moderator:</b>  <b>Rod Cameron, AIPC</b></p> <p>Preparing for and managing crises at all levels has become an increasing priority for clients, destinations and convention centres. This session will address the need to develop and maintain all of the components of a crisis management plan to achieve the desired outcome.</p>
13:00	Lunch in meeting room
14:00	Final Innovation Challenge Presentation Preparation
15:30	Break
17:00	<b>Innovation Challenge Presentations: <a href="#">The Academy Auditorium</a></b>
19.00	<b>Farewell Dinner: <a href="#">Brasserie 135</a></b>

**Friday 17 February 2017**

09:00	<b>Filling the Gaps: a Review of Outstanding Topics</b>  <b>Facilitator: Avinash Chandarana</b>  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	<b>Break</b>
11:00	<b>Week in Summary; AIPC Academy Certificate Presentation</b>
11:30	<b>Program concludes</b>