

■ EUROPEAN MANAGEMENT I INSTITUTE

COURSE DESCRIPTIONS

AN OVERVIEW OF SHOPPING CENTRE MANAGEMENT IN EUROPE

You will learn the role and responsibilities of shopping centre managers, how you can increase property performance and improve the value of the asset through effective management. The focus is on management's impact on enhancing centre value and maximising funds from operating the retail property. Learn how to develop and implement an appropriate property business plan that considers the physical maintenance of a property; and the importance of retailing, merchandising, letting, potential redevelopment, marketing, communication and human resources.

INTEGRATING RESEARCH AND MARKETING IN THE BUSINESS PLAN

Improve your understanding of market research and the role of marketing in developing a business plan. This course focuses on the management of a marketing programme and its effect on strategic planning. Major emphasis will be placed on types of research, interpretation and application. Specifically, it includes a discussion of the importance of centre marketing and the development of a marketing plan to include an analysis of the centre's situation defining problems and opportunities through strengths/weaknesses, goal setting, and development of strategies and tactics to accomplish the plan. Its implementation includes special programmes to enhance retail sales and the use of various media; advertising and public relations; special events; developing a marketing budget; and the documentation, monitoring and evaluation of marketing results.

RETAILING PRINCIPLES AND TENANT RETENTION

You will pick up the principles of retailing, merchandising and the buying process. You will learn principal types, ownership structures and industry-specific terminology. A major benefit will be a valuable overview of retail terms; tenant mix criteria; and the primary goals of management, marketing and leasing teams as they relate to retail productivity. Specific topics include troubleshooting, marketing assistance, skills in communication, participation and motivational strategies to use with retailers. Retailer motivation will encompass incentive programmes and the challenges one faces in getting retailers to participate in, and benefit from, marketing programmes.

OPERATIONS AND MANAGING COMMON AREA MAINTENANCE (CAM) SERVICE CHARGES

Understand how to analyse and implement long-term capital needs and basic shopping centre operations. The course will also cover preventive maintenance; determination of maintenance needs; developing a basic approach to maintenance; deciding whether to repair or replace equipment; the upkeep of specific maintenance areas, landscaping, food courts, roofs and other shell maintenance, common areas, heating, ventilation and air conditioning (HVAC) systems and other mechanical systems, floors and parking lots; energy management techniques; and use of in-house labour and contracted services.

INSURANCE, RISK MANAGEMENT AND SECURITY

You will explore the basics of property and liability insurance beginning with a review of the terminology and focusing on the rights and responsibilities of owners, managers, tenants and customers in different risk situations. You will find out about liability (as defined by different contractual agreements), claims procedures and effective risk management techniques. Topics also cover security, including developing a security force and its operating procedures, protection of private property, intervention in both criminal and non-criminal situations, deploying labour and guiding contract services. You will learn techniques to improve security perception with relatively low-cost tactics and how to work with merchants and law enforcement officials to promote safety within the centre.

PLANNING, DESIGN AND CONSTRUCTION

Learn how architecture and design set the tone of the centre and how tenant design criteria can impact the centre and retailer's image. Understand terminology and methodology relating to construction of base building, common area, as well as tenant spaces. Familiarise yourself with basic shopping centre construction requirements including organisation, budgeting, and staffing as well as how to prepare effective specification bid packages for construction, capital improvement and service contracts.

ACCOUNTING, BUDGETS AND LEASE ADMINISTRATION

Understand the concepts of shopping centre accounting, income and expense management, net operating income (NOI) and its effect on centre value. You will be introduced to basic financial calculations that are used to determine a centre's income and budget with emphasis on the pro forma to anticipate the cost of capital and return on investment. Specific lease accounting topics covered include: calculating total rents, common area service charges, taxes, insurance, utility costs and billing procedures.

PRINCIPLES OF LEASING AND TEMPORARY TENANTS

Learn the basics of the lease plan, merchandising mix and the process of letting to long and short-term tenants including prospecting, qualifying, deal parameters, negotiating and closing the deal. Learn the latest industry strategies for creative use of space and how to assemble an effective temporary tenant programme for the in-line spaces and the common area.

THE LEASE LANGUAGE AND ITS APPLICATION

You will participate in a question-and-answer discussion with the instructor as a shopping centre lease is reviewed step-by-step. Both the language and the importance of the various components of this complex document will be explained, as they impact both legal and business issues in general terms that apply to laws in various Western European countries. Letters of Intent (LOI), basic lease provisions and common area maintenance (CAM) service charges will be discussed. Legal terms relating to option, rights of landlord and tenants, tenant covenants, force majeure, estoppels and attornment will be explained.